

Lesson 1.8



Working with Mission Partners

Lesson at a Glance

Aim

To detail how implementing a peacekeeping mandate requires work with partners.

Relevance

The UN expects peacekeeping personnel to:

- Work with the UN Country Team (UNCT)
- Work with national partners as key stakeholders
- Understand and support the work of external partners in the area

Lesson 1.7 highlights working together within the mission. The same principle of necessary cooperation applies to effective working relationships with others working in the country.

The UN takes an “integrated approach” for all parts of the UN system active in a country.

National partners are key stakeholders.

Other partners include external partners, particularly humanitarian actors. Peacekeeping personnel need to understand and support the work of all partners.

Learning Outcomes

Learners will:

- List types of mission partners and give examples
- Explain why the UNCT is important to a UN peacekeeping operation
- Describe the “integrated approach” and the benefit
- Explain why national partners are key partners for UN peacekeeping operations

Lesson Map

Duration: 45 minutes total

20 minutes: presentation

25 minutes: interactive exchange or activity

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Starting the Lesson	Intro Slides
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The Lesson



Starting the Lesson

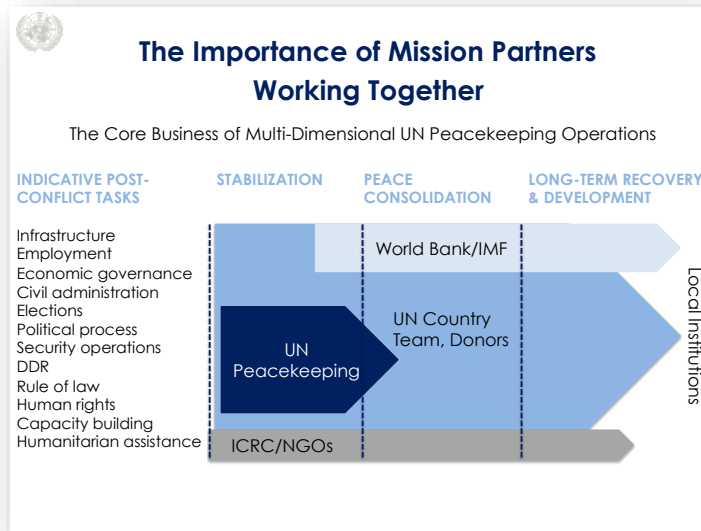
Introduce the following (using the Introductory Slides):

- Lesson Topic
- Aim
- Relevance
- Learning Outcomes
- Lesson Overview

The lesson may also cover what learners already know about the work of different mission partners. As you move through the lesson, give opportunities for learners to brainstorm what they know.

The Importance of Mission Partners Working Together

Slide 1



Key Message: Different actors play different roles helping a host country emerge from conflict and transition to sustainable peace.

UN peacekeeping operations are one part of a broader international effort. This effort has several **phases**. Different actors active in each phase may have separate but overlapping mandates and areas of expertise.



Remind participants of the intersecting circles in the diagram on ISF used in Lesson 1.5

At the heart of peacebuilding are national partners. Host government, ministries, military, police and civil society are examples.

Different UN partners work on humanitarian assistance, and development.

Peacekeepers need to work closely with these partners. The UN, international, regional and foreign national partners are examples.

Peacekeeping success depends on effective working relationships with all partners in a country.

Mission Partners

Slide 2



Key Message: Mission partners are clustered in groups in order to organise and direct efforts: UN partners, national partners and external partners.

UN Partners

Slide 3



Key Message: UN Partners are all the UN offices, agencies, funds and programmes in a country. They make up the UN Country Team (UNCT).

The UNCT may include among others:

- **OCHA:** the Office for Coordination of Humanitarian Affairs. OCHA is active during humanitarian emergencies.
- **WFP:** the World Food Programme. It mainly provides emergency food aid in humanitarian crises. WFP has a larger presence during the stabilization phase of a peacekeeping operation.
- **FAO:** the Food and Agriculture Organization. FAO is involved in long-term development assistance. It may only appear when a peacekeeping mission is ready to transition or withdraw.
- **UNDP:** the United Nations Development Programme.
- **UNICEF:** the United Nations Children's Fund.
- **UNFPA:** the United Nations Fund for Population Activity.
- **UNOPS:** the United Nations Office for Project Services.

UNDP, UNICEF and UNFPA are active in conflict prevention and recovery immediately after a conflict, and development. Their presence in a country is usually continuous (before, during and after a peacekeeping operation).

UNDP, UNICEF and UNFPA adjust their programmes as a situation evolves. They are important sources of knowledge for a mission and critical partners for a peacekeeping operation's exit strategy.

International financial institutions (IFIs) like the **World Bank** and the **International Monetary Fund (IMF)** are not strictly UN agencies, but they are part of the wider UN family.

The World Bank and IMF may be full members of the UNCT (for example in Liberia). Sometimes they operate more independently of the UNCT and the peacekeeping mission. IFIs play critical roles in the development and economic recovery of post-conflict countries. The mission coordinates closely with them in work with national partners.

Slide 4



Why Important?

- Knows host country and conflict situation
- Relationships with national partners
- Continuity for peacebuilding activities
- Financial resources and expertise



Key Message: UN engagement in countries emerging from conflict rarely begins with deployment of a peacekeeping mission. UN partners on the ground already have relationships and programmes in the country. They will continue their work after the mission leaves. They provide a valuable resource.

Conflicts may occur because of failure to attend to human needs and lack of respect for human rights. These **root causes can only be addressed** by national partners and the peacekeeping operation, **with the support of the UNCT.**

UN peacekeeping operations often have significant overall budgets. However, budgets do not include money for major capacity building or reconstruction projects.

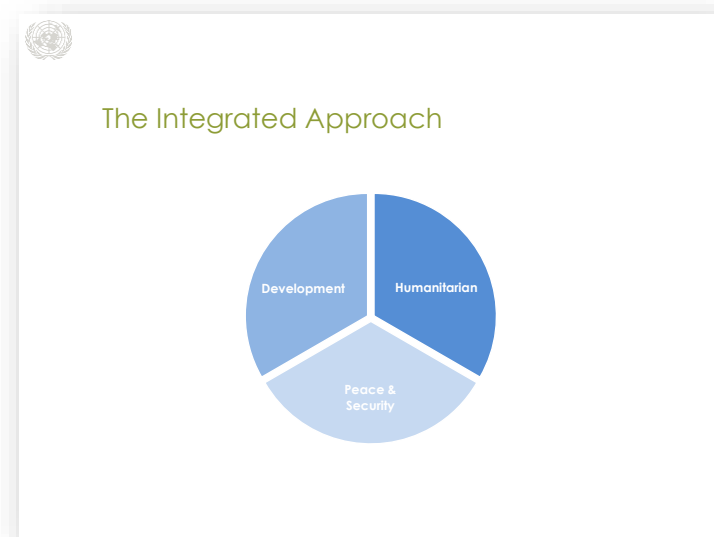
Peacekeeping missions do not budget for humanitarian assistance or socio-economic recovery and development. They do not have the technical expertise either. Other UNCT partners are responsible for this work. The UNCT has more funds for longer-term humanitarian assistance and development cooperation.

Peacekeeping operation budgets may include money for Quick Impact Projects (QIPs). These are short-term projects with immediate impact, such as rebuilding schools or roads. QIPs create support for a mission and build confidence in the peace process. Longer-term initiatives are the responsibility of the wider UN system, not peacekeeping personnel.

The UNCT is important because it **provides a valuable resource** to any peacekeeping operation. The UNCT:

- Knows the host country and the conflict situation, especially agencies present before the peacekeeping mission
- Can help identify and build relationships with key national partners, national and local authorities as well as civil society groups
- Provides continuity, so peacekeeping activities started are carried forward when the peacekeeping operation withdraws
- Has financial resources and expertise in programming, which peacekeeping operations often do not

Slide 5



Key Message: An “integrated approach” means the UN peacekeeping mission and the UNCT work towards the implementation of the mandate. The benefit of the “integrated approach” is that mutual efforts are better coordinated and hence impact improves.



Remind learners of the Integrated Strategic Framework (ISF). Use the diagram. Go over the meanings of the acronyms that label the diagram. Explain how the UN system is made up of entities that carry out different types of work – peace and security, humanitarian and development work are examples. In a country, the different UN partners must work together to make an impact.

For multi-dimensional peacekeeping operations, the UN takes an “integrated approach”. This is for all parts of the UN system that are active in that country. Integrated Assessment and Planning (IAP) and the ISF are examples.

The UN takes an integrated approach for better results. A host country's peace consolidation needs are better met when the mission and UNCT work on agreed priorities.

A peacekeeping operation is a short-term measure. It has strong links with long-term mandates, objectives and programmes of the UNCT. Peacekeeping Operations have a “peace and security” mandate. They connect to the “humanitarian” and “development” mandates of different UN Partners.

A UN peacekeeping operation is more effective when deployed as part of a UN system-wide response. **A UN system-wide response** ensures:

- **Clear shared understanding of priorities**
- **Contributions to common objectives**

Main Obstacles to Integration

Benefits of integration are convincing. The approach seems clear. Reality is more complex. **Various UN partners are involved in conflict and post-conflict settings.** Obstacles to integration include:

- Different mandates
- Separate governance and accountability mechanisms
- Different funding systems, mechanisms and budget cycles
- Distinct planning and programming cycles
- Different timelines and timeframes
- Different institutional or organizational cultures, management styles and reporting lines

Examples of Obstacles to Integration – Differences between UN Partners

The Security Council mandates peacekeeping and field-based SPMs. Funds are approved by the General Assembly, based on annual assessed contributions from Member States.

UN agencies, funds and programmes have varying mandates, report to different governing bodies and rely mostly on voluntary contributions from donor countries.

The planning and budget cycles of missions and UNCT members are not aligned. Peacekeeping missions have a 1 July to 30 June budget cycle.

Time frames for operations are different. Humanitarian actors focus on the immediate term. Peacekeeping personnel operate on a political timetable. Development agencies focus on the long-term and sustainability of activities.

The UNCT is purely civilian agencies and programmes. Peacekeeping operations have military, police and civilian components. One result is differences in institutional cultures and management styles.

UN partner agencies can have distinctly different roles and perspectives. Sometimes the peacekeeping mission and UN partner agencies seem to work with opposing purposes. It may seem as if UN partners are competing as they follow their own mandates and principles.

Disagreements can result. The UN exists to improve lives of people in the host country. Each UN partner contributes to this objective. This shared objective must guide partnerships.

Effective Strategic Partnerships

The SRSG leads an **effective strategic partnership between peacekeeping and the UNCT**. The goal is coherence and mutual support.

Such a partnership needs to be based on a shared vision of UN strategic objectives at the country level. A shared vision assumes a shared understanding of the country context.

The IAP and the ISF support shared vision and integrated approach.

An integrated approach does not mean the peacekeeping operation and UNCT must physically work together or be in the same building.

Individual activities and tasks do not always need to be done in an integrated way. Decisions are made on a case-by-case basis. Considerations are the situation, mandate, resources and capabilities of a mission and UNCT. The UN pushes for integration where it adds value and improves impact.

All peacekeeping personnel need to share information with UNCT partners and coordinate activities. This practice is important regardless of the degree of formal integration.

Examples of Integrated Approaches

Example 1: Support to Elections

UN support to elections is an important step in consolidating peace. Peacekeeping operations and UNCTs support elections in an integrated manner, regardless of whether or not the mission is formally integrated .

In Afghanistan and Timor Leste, the UN created “integrated electoral teams”. Mission personnel from electoral affairs, logistics and other units worked in the same team as staff from UN partner agencies such as UNDP.

Integrated teams present a united front to national stakeholders and donors. They avoid perceptions of a divided UN in competition with itself.

Example 2: Disarmament, Demobilization and Reintegration (DDR)

DDR is another task area in which the UN commonly uses an integrated approach.

In the UN Mission in the Sudan (UNMIS), the first integrated DDR unit was created. It combined mission personnel, UNDP and UNICEF staff. They shared an office.

The UN Mission in Nepal (UNMIN) was an SPM not formally considered integrated. UNDP began registering combatants for the DDR process in start-up because mission personnel were not deployed. As mission personnel deployed, UNDP handed over those tasks to the UNMIN arms monitors. However, UNMIN and the UNCT continued to cooperate closely. This cooperation ensured complementary efforts and one UN voice in Nepal.

Example 3: Support to Local Authorities

The UN Mission in Liberia (UNMIL) is an integrated mission. It illustrates some best practices of integration.

UN Security Council Resolution 1509 mandated UNMIL to help the Government reestablish national authority throughout the country. This included a functioning administration at national and local levels.

Country Support Teams (CSTs) were established in 15 counties. They maximized the impact of the peacekeeping operation and the UNCT. Members include all UN partners in the country. The CST has project funds directly attached to it, managed by UNDP.

The goal of the CST mechanism is capacity building of local government to assume increasing responsibility at county level.

At the national level, the work of all CSTs is managed by a Joint Steering Committee. The Minister for Internal Affairs and the DSRSG/RC/HC co-chair it.

The CSTs coordinate and share information with county authorities and all UN partners. The project covers:

- Rehabilitating or constructing county administrative buildings
- Providing vehicles and office and communications equipment
- Developing the capacity of county officials through training, including training jointly organized with the Liberian Institute of Public Administration (LIPA)
- Strengthening information management capacity in the counties, through County Information Packs and Information Management Offices

National Partners

Slide 6



National Partners

- State actors: host government, ministries, military, police
- Non-state actors: civil society, non-governmental organizations, private sector



Key Message: National partners include:

- State actors, such as the host government, ministries, military and police
- Non-state actors such as civil society, non-governmental organizations and the private sector

Slide 7



Why “Key Partners”?

- Have the most at stake – beneficiaries, clients
- Efforts ensure host government can meet the needs of its people
- Promotion of national and local ownership is a success factor



Key Message: National partners are key partners. Local people and the host government have the most at stake.

Local people and the host government are “mission mandate beneficiaries”, or UN “clients”.

Efforts aim to ensure that the host government can meet its people's needs on national and local levels.

UN peacekeeping personnel share responsibility to promote local and national ownership. The promotion of national and local ownership is a success factor in UN peacekeeping. It requires building partnerships with “state” and “non-state” actors at both national and local levels.

Slide 8



The Host Government

- Most important non-UN actor
- Interactions on many levels
- Partnerships with other state actors – national military, police
- Include variety of political views and social groups




Key Message: The host government is by far the most important non-UN partner for a peacekeeping mission.

Interactions between a UN peacekeeping mission and the host government occur on many levels, simultaneously:

- High-level political discussions between the SRSG and the President and/or Prime Minister
- Frequent contact between mission personnel and national counterparts to get UN offices or facilitate logistics
- Working meetings on substantive themes between substantive personnel and national governmental authorities, to:
 - Organize elections
 - De-mine
 - Develop programmes for DDR

Partnerships with other state actors include state security, such as national military and police.

Close partnership with a host government is consistent with the UN peacekeeping principle of consent. It also reinforces **national and local ownership, which recognizes national capacity building as important for sustainability.**

Peacekeeping missions pay close attention to all levels of the host government, not only the central national or state authority. Local authorities may be central to sustained peace and transition to development.

Different interests and social groups in a country have different political views and positions. Peacekeeping needs to consider the full range of opinions and views. This

ensures that ownership and participation are widespread, not limited to small elite groups.

Consultation and consideration of a range of views helps build and sustain consent and support for the peacekeeping mission.

Slide 9



Civil Society

- A community of citizens linked by common interests and activities
- Political parties, national NGOs and other associations, communities or groups of citizens



Key Message: Interaction of a UN mission with a host population is not solely through the national government. Contact is with both “state” and “non-state” actors. Non-state actors include “civil society”. That phrase refers to a community of citizens linked by common interests and activities.

“Civil society organizations” (CSOs) **include:**

- **Political parties**
- **National non-governmental organizations (NGOs)**
- **Other associations, communities or groups of citizens**

The UN builds relationships with civil society to make sure it understands what citizens want and care about. As people express priorities, the UN matches these to mission purpose and activities.

Being inclusive means ensuring no citizen is left out. Being inclusive helps the UN maintain impartiality and build national ownership.

Peacekeeping missions maintain regular dialogue with civil society. This means reaching all in a country, not just the powerful or well organized. Engaging all parts of a society is central to rebuilding a country. UN contact is with religious leaders, women and student associations, academics and professional organizations. Direct and constant contact is often essential with political parties and even faction leaders.

Partnerships must consider: impartiality, wide representation, inclusiveness and equality between man and women. Reaching marginal and vulnerable people may require targeted efforts. Diversity considerations must be considered.

National NGOs are also important. NGOs are more formal organizations of civil society, not set up by a government. People with common interests organize an NGO at local, national or international levels to address issues in support of the public good.

Different types of NGOs exist. Some provide humanitarian assistance. Others work on peacebuilding. Another type is active in development programmes. NGOs:

- Bring public concerns to governments
- Monitor policy and programme implementation
- Encourage civil society at community level to participate in public processes
- Often have an advocacy and communication role

Peacekeeping missions may work directly with NGOs in support of activities and programmes. Humanitarian crises are a special case.

- Peacekeeping missions provide a secure and stable environment for humanitarian actors to help people
- They do not directly provide humanitarian assistance

The private sector is a crucial engine of economic development and employment. It has a critical role in sustaining peace. The UN builds **positive relationships with private businesses** that share UN values and principles.

External Partners

Slide 10



Key Message: External Partners include international, regional and foreign national actors.

- **International organizations:**
 - International financial institutions
 - International donors
 - International NGOs, such as humanitarian NGOs
- **ICRC:** International Committee of the Red Cross
- **Individual Member States** – as foreign national actors:
 - The diplomatic community
 - Non UN-led military forces deployed nationally
 - Bilateral donors
 - Contractors working for donors
- **Inter-governmental Organizations:**
 - Regional and sub-regional organizations
 - Non UN-led military forces deployed under a regional organization or as part of a coalition

Monitoring the Mandate

Slide 11



Key Message: Coordination and cooperation are important. There are many different external partners active in post-conflict environments.

Mandates and expertise of different external partners may overlap with the UN peacekeeping operation. The UN has to coordinate with external partners.

However, these actors normally **pursue independent agendas. Strategic priorities of the peacekeeping operation may not follow those agendas.**

External partners may work under widely differing mandates, timelines and work methods. Their periodic engagement in the country may restrict cooperation.

Even with limited cooperation, the peacekeeping operation must be proactive to:

- Meet regularly and share information with all partners
- Seek input of other partners into mission planning
- Respond actively and substantively to requests for cooperation
- Harmonize activities, to the extent possible

Slide 12



International Organizations

- Includes NGOs with an international presence
- Can provide humanitarian assistance





Key Message: International organizations include NGOs with an international presence.

As with national NGOs, different types of international NGOs exist. Some provide humanitarian assistance. Others undertake peacebuilding activities. Another type supports development programmes. **OXFAM, Save the Children, Concern and Medecins sans Frontiers (Doctors Without Borders)** are examples among many. These international NGOs work alongside UN peacekeeping operations.

International NGOs **can provide humanitarian assistance**. Examples of services are water and sanitation, food, health services and education supplies.

Humanitarians are careful to distinguish themselves from political-military structures because of access and safety in conflict zones. Peacekeeping personnel do not provide humanitarian assistance. They facilitate its delivery.

Peacekeeping missions sometimes work directly with many NGOs as partners for QIPs. QIPs can be short-term employment activities or small projects to rehabilitate infrastructure. Peacekeeping missions also provide transport for NGO workers in many countries.

Many NGOs have long experience in a country. They know the people and the place. It is important for peacekeeping personnel to:

- Solicit and use NGOs' local knowledge
- Practice humility to avoid friction

OCHA and/or UNDP offices will have information about NGO work in a country (for example, projects and locations).

Slide 13



International Committee of the Red Cross

- Important humanitarian actor
- Mandate: protect and assist victims of armed conflict
- “International legal personality”







Key Message: In the humanitarian community, one important actor is the ICRC. Its mandate is to protect and assist victims of armed conflict.

The ICRC mandate is:

- **Specified in international humanitarian law**
- **Recognized by all states**

The ICRC is part of the International Red Cross and Red Crescent Movement. Other members are National Red Cross and Red Crescent Societies and the Federation of Red Cross and Red Crescent Societies. ICRC is a neutral, independent, impartial humanitarian actor. ICRC is not part of the UN and it is not an NGO. Its status is unique.

While ICRC is not an international or intergovernmental organization, it is recognized as having an **“international legal personality” or international legal status of its own**. It enjoys working facilities (privileges and immunities) comparable to those of the UN, its agencies and other intergovernmental organizations.

Slide 14



Key Message: Individual foreign Member States have different representatives in a host country:

- The diplomatic community
- Bilateral donors
- Contractors working for donors
- Non UN-led military forces deployed nationally

Individual Member States that provide the UN mission with its mandate, troops, police, finances and political support are likely to **have Embassies or Missions in the country.**

Senior UN mission and UN partner personnel work with the diplomatic community to retain confidence and support.

Many of these countries also **provide technical and financial assistance directly to the national authorities. They do this either through their embassies or national development agencies.** This interaction is “bilateral”. The name refers to “two sides”. One-on-one interaction between an individual Member State and the host country is “bilateral” because it involves these two parties. It contrasts with “multilateral” which means many sides. The UN is a multilateral organization – it involves many parties.

Examples of National Development Agencies as Bilateral Donors:

- Britain: Department for International Development (DFID)
- Japan: International Cooperation Agency (JICA)
- United States: Agency for International Development (USAID)
- Canada: Canadian International Development Agency (CIDA)
- Sweden: Swedish International Development Agency (SIDA)
- Germany: German Society for international cooperation (GIZ)
- Norway: Norwegian Agency for Development Cooperation (NORAD)

Bilateral organizations such as DFID, JICA and USAID receive funding from the government in their home countries and use the funding to aid developing countries. Close coordination with the peacekeeping mission is essential to prevent duplication of effort and misunderstanding.

Peace operations are also carried out by individual Member States. Non UN-led military forces have deployed alongside peacekeeping operations. Examples include France's deployment of forces in 2013 – *Operation Serval* in Mali and *Operation Sangaris* in the Central African Republic.

Slide 15



Intergovernmental Organizations

- Regional and sub-regional organizations
- Differing roles and relationships with the UN
- Peace enforcement operations







Key Message: Intergovernmental organizations are also partners of the UN. They can be regional or sub-regional. They play different roles in relation to the UN. Some intergovernmental organizations even conduct their own peace enforcement operations.

Examples include:

- The African Union (AU),
- Organization of American States (OAS)
- The North Atlantic Treaty Organization (NATO)
- The European Union (EU)
- The Economic Community of West African States (ECOWAS)

These regional and sub-regional organizations may be active in the host country with **differing roles and relationships with the UN.**

The UN Security Council has authorized a growing number of **peace enforcement operations by regional organizations or coalitions.** NATO, the EU and the AU are examples. Authorization is under Chapter VIII of the Charter. UN partnerships with these international, regional and sub-regional organizations enable the international community to respond more quickly and efficiently to violent conflict.

Example of a Non UN-Led Military Force Deployed Regionally:

The Intergovernmental Authority on Development (IGAD) is a sub-regional organization in East Africa. In 2014, the IGAD Protection and Deterrence Force (PDF) was deployed in South Sudan alongside the UN peacekeeping operation, UNMISS. Its purpose was to bolster force capacity following violent outbreaks at the end of 2013. The regional force was made up of troops from Ethiopia, Kenya, Rwanda and Burundi.

Military components of UN peacekeeping operations increasingly have to work with other military forces. These may be regional organizations, international military coalitions, individual foreign national military forces and host state military units.

Examples of Partnerships with External Partners:

Example: Haiti. Partnership Between the UN and National and International Partners

The UN collaborated with the Haitian and Canadian governments on restoring Haiti's police infrastructure in the Southern Province.

The project refurbished fourteen police stations and delivered 24 cars and 22 motorcycles. It distributed work equipment among 21 police stations: computers, chairs, printers, radios and investigation kits. The initiative substantially increased the capacity of the national police to carry out their police functions.

The project was financed by the Canadian Government through the Stabilization and Reconstruction Task Force (START). It was carried out through a partnership between:

- Haitian Police Force
- UNDP
- United Nations Mission for the Stabilization in Haiti (MINUSTAH)
- UNOPS

UNDP and UNOPS provided expertise in project management, fundraising and donor fund management.

Since MINUSTAH has UN Police working directly with the Haitian National Police in their stations, they could provide technical advice on how best to spend donor funds to have maximum impact.

Summary

Types of mission partners and examples

- **Mission partners** include:
 - UN Partners
 - National Partners
 - External Partners
- **UN partners** are all the UN agencies, funds and programmes in a country. They make up the UNCT.
- **National partners** include:
 - State actors, such as the host government, ministries, military and police
 - Non-state actors such as civil society, NGOs and the private sector
- **External partners** include:
 - International organizations (IFIs, donors, NGOs such as humanitarian NGOs)
 - ICRC
 - Individual Member States (diplomatic community, non UN-led military forces deployed nationally, bilateral donors, contractors working for donors)
 - Inter-governmental organizations (regional and sub-regional organizations, non UN-led military forces deployed regionally)

Why the UNCT is important to a UN peacekeeping operation

- The UNCT is important because it **provides a valuable resource** to any peacekeeping operation. The UNCT:
 - Knows the host country and the conflict situation, especially agencies present before the peacekeeping mission
 - Can help identify and build relationships with key national partners, national and local authorities as well as civil society groups
 - Provides continuity, so peacekeeping activities started are carried forward when the peacekeeping operation withdraws
 - Has financial resources and expertise in programming, which peacekeeping operations often do not

The “integrated approach” and the benefit

- An “**integrated approach**” means the UN peacekeeping operation and the UNCT all work towards the same strategic vision.
- For multi-dimensional peacekeeping operations, the UN takes an “integrated approach” for all parts of the UN system active in the country.
- IAP and the ISF are examples.
- Cooperation amplifies and sustains impact. This is the **benefit** of the “integrated approach”.

- The UN takes an integrated approach for better results. A host country's peace consolidation needs are better met when the mission and UNCT work on agreed priorities.

Why national partners are key partners for UN peacekeeping operations

- Local people and the host government have the most at stake. They are "mission mandate beneficiaries" or UN "clients".
- Efforts aim to ensure that the host government can meet its people's needs on national and local levels.
- The promotion of national and local ownership is a success factor in UN peacekeeping. It requires building partnerships with "state" and "non-state" actors at both national and local levels.

Learning Activities

Detailed instructions for each learning activity may be found below. Here is an overview of learning activities for the instructor to choose from:

Number	Name	Methods	Time
1.8.1	Mission Partners	Brainstorm on types of partners	15 minutes
1.8.2	Football/Cricket	Group discussion, guided by analogy	15 minutes
1.8.3	Effective Strategic Partnerships	Brainstorm activities in each sphere: peace and security, humanitarian, development	25-30 minutes
1.8.4	Mission Partners	Brainstorm on types of partners	15 minutes

1.8.1 Mission Partners

Method

Brainstorm on types of partners, following Module 1 content

Purpose

To stimulate participant recall of mission partners introduced in Module 1, introducing the last lesson in the module which focuses on partners

Time

15 minutes

Preparation

- Plan the brainstorming in three parts about 4-5 minutes each. Prepare a separate flip-chart to collect inputs on:
 1. **National partners**
 2. **Other partners** (Partners external to the UN and national partners, e.g. bilateral donors, international NGOs such as the Red Cross/Red Crescent Society)
 3. **UN partners**
- Be ready with 1-2 questions to prompt responses for each part.

Instructions

1. Introduce the activity and purpose. Remind people about brainstorming rules: suggest points quickly, and do not evaluate until all have had a chance to give input. Be ready to note points quickly (see earlier lessons in module 1 for “hurricane thinking” instructions.)
2. Start with “national partners”. National electoral commissions, judiciary and legislative bodies are examples of state institutions. Local groups and non-government organizations (NGOs) are examples of civil society.
3. Do “other partners” next. Which member states are providing military and policy support? Who has interests? Who else is active in the mission area?
4. Do “UN partners” last. The UNCT is the coordinating body for the UN agencies, funds and programmes active in a country. Specific UN “agencies, funds and programmes” may also be named. It covers all kinds of UN entities.
5. Use results of brainstorming to bridge into content for Lesson 1.8.

1.8.2 Football/Cricket

Note on use: Choose the sport that will best resonate with the learner group.

Method

Group discussion, guided by analogy

(large group, or small and large group)

Purpose

To use a sports analogy to reinforce understanding of how a UN peacekeeping mission works as a team to succeed

Time

15 minutes

Preparation

- Decide on the sport – football (soccer) or cricket.
- Find a picture of the sports field. For example, for soccer the picture needs a ball, a goal, a team.

Instructions

1. Introduce the activity. Consider parts of a peacekeeping mission through the lens of a sports team.
2. Invite participants to identify how the two are alike. Note points on a board or flip-chart sheet, as participants make them. Key points:
 - different players have key roles;
 - the group works to a common goal – together;
 - coordination is critical;
 - strategy is essential;
 - captain and senior leadership set strategy, communicate, motivate;
 - “rules” apply – international law, specifics of the peace agreement.
3. Participants may want to point out how the two are different – peacekeeping and sports. Not everyone is comfortable comparing life-and-death situations to sports. Encourage people to share their reactions and views.

1.8.3 Effective Strategic Partnerships

Note on use: Key reference diagram for this activity is the Mission Start-up Guide (1 August 2010). Reference diagram from page 37 is copied below.

Method

Brainstorming, using graphic - ISF diagram showing overlapping mandates

Purpose

To begin to consolidate learner knowledge of critical partners and partnerships important to UN peacekeeping missions

Time

20 – 30 minutes

Introduction	3 minutes, including purpose
Brainstorming with full group:	15 minutes (2 rounds, 7 minutes each)
Round 1: brainstorm on activities for each mandate area.	
Round 2: brainstorm or add the names of partners in each mandate area.	
Discussion of “strategic” as part of:	
Debriefing	3-5 minutes
Open forum / questions	3-5 minutes
Summary/Close	2 minutes

Preparation

- Download the *Mission Start-up Field Guide* (2010) from:
The Policy and Practice Database: ppdb.un.org (only accessible from the UN network).
Also accessible through the Peacekeeping Resource Hub:
<http://research.un.org/en/peacekeeping-community>
- Prepare flip-chart sheets or white board to collect points. Redraw or project the diagram in Mission Start-up Guide on page 35. Draw three intersecting mandate areas – peace and security, humanitarian, development.
- Review the words and acronyms in brackets on the diagram in Mission Start-up Guide. The words and acronyms are guiding documents for that area:
 - Peace and Security: Mandate, RBB – Results-Based Budgeting
 - Humanitarian: CHAP - Common Humanitarian Action Plan. CAP – Consolidated Appeal Process
 - Development: UNDAF – UN Development Assistance Framework. PRSP – Poverty Reduction Strategy Paper

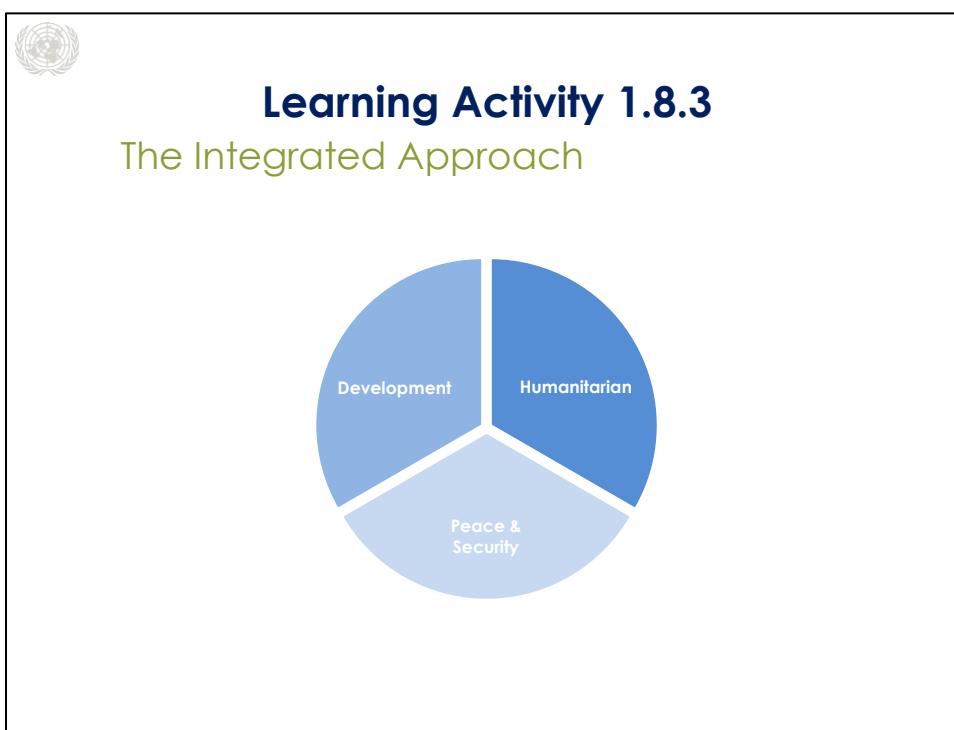
- Prepare reference points for debriefing. Consider what “strategic” means. It refers to both strategic authority, and smart actions.

Instructions

1. Introduce the activity.
2. Initiate the brainstorming. Note points.
3. After 10 minutes, summarize inputs. Ask participants if they have more.
4. Probe on what “strategic” means. Invite inputs and cover briefing points.
5. Invite questions. Summarize and close.

1.8.3. Support Effective Strategic Partnerships

Available as part of presentation slides for the lesson.



Evaluation

Note on use: The types of learning evaluation questions are:

- 1) Fill in the blank / sentence completion
- 2) True-False
- 3) Narrative
- 4) Multiple-choice

Combine in different ways for pre-assessment and post-assessment. Each evaluation type covers different content. No sub-set covers all learning outcomes. Make sure you include learning evaluation questions for each learning outcome when you combine them.

Three main uses of evaluation questions are: a) informally ask the whole group, b) semi-formally assign to small groups, or c) formally give to individuals for written responses.

Other suggestions for evaluating learning follow the table.

Evaluation Questions for Lesson 1.8	
Questions	Answers
Fill-in-the-blanks	
1. The _____ is a UN peacekeeping mission's most important internal partner.	<p>The UN Country Team. "Internal" refers to the UN system, not just internal to the mission.</p> <p>Some participants may name humanitarians. Humanitarian partners are mostly external. Stress the necessary separation between humanitarian actors and peacekeepers.</p> <p>Some may name national partners. Explain that "internal" means in the UN, reinforcing the importance of national partners to lasting peace.</p>
2. _____ are key partners, and at the heart of peacebuilding.	National partners: host government, ministries, key institutions, military, police, civil society groups
3. _____ and _____ are International Financial Institutions that may be full members of the UN Country Team.	<p>The World Bank</p> <p>The International Monetary Fund</p> <p>The two International Financial Institutions are not UN agencies, but part of the "UN family". Their role in</p>

	economic recovery is critical. Sometimes they work independently of the UNCT. In UNMIL (Liberia), they are full members of the UNCT.
4. _____ is a UN partner active during humanitarian emergencies.	OCHA, the Office for Coordination of Humanitarian Affairs. The word “coordination” is key. OCHA coordinates. It does not deliver humanitarian aid. Other external partners do: NGOs, ICRC (Red Cross/Red Crescent societies and movement).
5. The UN partner that leads on sustainable development is _____.	UNDP, the UN Development Programme. The head of the UN Country Team, the Resident Coordinator, is usually the Resident Representative of UNDP. UNDP also works on conflict prevention and recovery after conflict, usually has a continuous presence.
6. _____ have money, expertise and a mandate for long-term programming, which peacekeeping operations usually don't.	UNCT members – UN agencies on the UN Country Team.
7. The UN expects peacekeeping personnel to share _____ with UNCT, and vice versa – whether a mission is integrated or not.	Information. All peacekeepers need to share information with UNCT partners, and coordinate activities.
8. _____ have the most at stake in violent conflict, and are key to peacekeeping success.	National partners – citizens (local people), and the host Government. These are “key partners” because they are clients and beneficiaries. National partners include Government and civil society. The host government is responsible for meeting people's needs. The UN may need to help build this capacity. Promoting national and local ownership contributes to peacekeeping success.
9. Partnerships with other state actors include _____.	State security, such as national military and police. The UN supports national security personnel and security institutions to meet the needs of the local people, in accordance with international standards (respect for human rights, equality, international

	law).
10. The UN's external partners in peacekeeping include _____. Name at least two types and one international organisation.	<ul style="list-style-type: none"> • International financial institutions (WB, IMF) • Donors • International NGOs, e.g. OXFAM, Save the Children, Concern (other humanitarian NGOs) • Individual Member States (diplomats, non-UN led military formations deployed nationally, contractors working for donors) • Inter-governmental organizations – regional and sub-regional • ICRC – International Committee of the Red Cross *** ICRC is not part of the UN. Neither is it an NGO. ICRC has a unique international legal status, recognized in international humanitarian law.
11. Humanitarian actors, including NGOs, are careful to distinguish themselves from political-military structures for two reasons, _____ and _____.	<ul style="list-style-type: none"> • Access • Safety <p>Peacekeeping personnel do not provide humanitarian aid. They facilitate its delivery.</p>
12. Countries contributing troops, police or money to a peacekeeping operation are likely to have _____ in the host country.	<p>Embassies or missions.</p> <p>Individual foreign Member States have representatives in a host country. Senior UN mission and agency personnel work with diplomats to keep confidence and support.</p>
13. Although not an international or intergovernmental organisation, _____ has a mandate to protect and assist victims of armed conflict. It has an "international legal personality" or international legal status of its own.	<p>The International Committee on the Red Cross, ICRC.</p> <p>Its mandate is:</p> <ol style="list-style-type: none"> 1) specified in international humanitarian law; 2) recognized by all States. <p>ICRC is not part of the UN. It has a recognized role in humanitarian aid.</p>
True-False	
1. One reason peacekeeping is complex is because different agencies are active in different phases and have different roles.	<p>True. Helping a host country emerge from conflict and build lasting peace involves many types of actors. UN peacekeeping is part of broader efforts. Others actors are partners:</p>

	<ul style="list-style-type: none"> • UN Partners • National Partners • External Partners <p>Cooperation and coordination between partners is important. An “integrated approach” means the UN peacekeeping operation and the UN partners (UNCT) all work towards the same strategic vision.</p> <ul style="list-style-type: none"> • DPKO, DFS and DPA lead during post-conflict. • Humanitarians lead where people need emergency help. • Agencies with a development mandate lead when peace is re-established.
2. The World Bank and International Monetary Fund are not part of the UN.	True. They are not strictly UN agencies, but they are part of the “UN family”. They are known as “Bretton Woods” institutions, the name of the place where they were established after WWII.
3. UN involvement with a host country usually begins with a peacekeeping mission.	False. UN agencies, funds and programmes in a country (which make up the UN Country Team) already have relationships and programmes in a country. Their work continues after the mission leaves.
4. Peacekeeping budgets usually have money for humanitarian assistance and socio-economic recovery of a host nation.	False. Peacekeeping budgets are often large, but they do not include money for major capacity building or reconstruction. Other agencies lead on humanitarian assistance and socio-economic recovery, with budgets.
5. Peacekeeping mission and UNCT personnel may share offices in regions, outside a capital.	True. This is some cases. Co-locating helps: <ul style="list-style-type: none"> a) increase mutual understanding, b) strengthen collaboration, and c) make the most of resources.
6. The UNCT and peacekeeping mission carry out all activities together, in an integrated way.	False. Individual activities may be done separately. Decisions about integration are case-by-case. The UN pushes integration when it: <ul style="list-style-type: none"> a) adds value; b) improves impact.

	The UN does expect all peacekeeping personnel and UNCT partners to share information and coordinate, not matter the degree of formal integration.
7. State actors such as a Government, ministries, military and police are the only national partners for peacekeeping missions.	False. National partners include non-state actors – civil society, non-governmental organizations, the private sector – as well as state actors. Sometimes state actors do not consider needs of all citizens. This may be a root cause of violent conflict. Sometimes state actors contribute to conflict. The UN commits to inclusive, democratic processes. These rely on a strong civil society.
8. All peacekeeping personnel work to promote local and national ownership.	True. Promotion of local and national ownership is a key success factor in UN peacekeeping: all peacekeeping personnel must promote it. National and local ownership covers partnerships with state and non-state actors.
9. Peacekeeping missions mostly concentrate on the central, national state authority.	False. Missions pay close attention to all levels of a host government. Local authorities may be central to lasting peace, and a successful transition to development. Civil Affairs officers and units have an important role.
10. The UN works directly with many NGOs, international and national.	True. NGOs can undertake peacebuilding activities, and support development programmes. NGOs can also provide humanitarian assistance. The peacekeeping mission provides safety and security in support of humanitarian assistance. NGOs can also deliver services (demining, DDR), speak for citizens, and help keep a government accountable. Peacekeeping missions may work directly with NGOs as partners on QIPs, Quick Impact Projects (short-term employment activities, small projects to rebuild schools or roads). Peacekeeping missions may provide transport for NGO workers.
11. Individual Member States sometimes carry out peace operations.	True. One example is France who in 2013 deployed military forces alongside UN peacekeeping operations in Mali

	and the Central African Republic.
<p style="text-align: center;">Narrative</p> <p style="text-align: center;"><i>Note: Frame narrative evaluations as questions, requests or directions.</i></p>	
1. Who are the mission's UN partners?	All the UN agencies, funds and programmes in a country. These are the UN Country Team (UNCT).
2. What three UN internal partners are critical for a peacekeeping operation's exit strategy?	<p>UNDP, UNICEF and UNFPA. UN Development Programme UN International Children's Education Fund UN Fund for Population Activities</p> <p>These three are active in conflict prevention and recovery immediately after a conflict, and development.. They are usually in a country before, during and after a conflict. They adjust their programmes as situations change. Their continuing presence means they have unique knowledge, experience and networks.</p>
3. What are QIPs?	QIPs are Quick Impact Projects – short-term projects with immediate impact on the mission. Examples: rebuilding schools, repairing roads, short-term employment activities. The purpose of QIPs is to build confidence in a peace process and show people things are getting better. QIPs do not cover major infrastructure or humanitarian aid. Other UNCT agencies manage those.
4. What does an "integrated presence" mean for the UN in a country?	<p>Integrated presence means a two-part presence in a country:</p> <ol style="list-style-type: none"> 1) A multidimensional peacekeeping mission, or a special political mission (SPM). It is deployed to respond to a crisis, or deteriorating security or political situation. 2) UN agencies, funds and programmes. They provide humanitarian and development assistance programmes. <p>An "integrated mission" is one form of a UN integrated presence. In an</p>

	<p>integrated mission:</p> <ul style="list-style-type: none"> the leadership structure is integrated; the mission DSRS is Resident Coordinator and Humanitarian Coordination for the UNCT.
5. What benefits does an integrated approach bring?	<ul style="list-style-type: none"> Cooperation amplifies and sustains impact. This is the benefit of the “integrated approach”. The UN takes an integrated approach for better results. A host country's peace consolidation needs are better met when the mission and UNCT work on agreed priorities. <p>Other responses:</p> <ul style="list-style-type: none"> better results, greater success on peace consolidation in a system-wide response different parts of the UN work on the same priorities, vision and objectives – specifically the UNPKO and UNCT local people hear the same messages from different parts of the UN – clear, consistent coordinated work has impact greater than individual parts working in silos peacekeeping is more likely to be effective, informed by UNCT knowledge and networks the PKO as a short-term measure supports the UNCT with long-term mandates
6. What are the main obstacles to an integrated approach? What measures help with effective strategic partnerships?	<p>UN entities active in conflict and post-conflict settings have different and separate:</p> <ul style="list-style-type: none"> mandates, roles reporting lines governance structures budget cycles and systems timelines and timeframes planning and programming cycles institutional or organizational cultures management styles

	<p>Measures that help with effective strategic partnerships:</p> <ul style="list-style-type: none"> • focus on shared purpose – to make people's lives better • focus on shared vision – in specific time and place • integrated assessment and planning, the ISF • focus on UN core values and principles • increased coordination • increased transparency, less working in separate silos • leadership, leadership, leadership
7. Who are “mission mandate beneficiaries”?	Citizens, or local people, and the host government. These are two main UN “clients”.
8. Why does the UN consult with and consider many different views and opinions, state and non-state?	<p>To build and sustain support and consent, as well as ownership and a smooth transition to sustained peace</p> <ul style="list-style-type: none"> • every society contains different interests and groups • violent conflict occurs when needs of one or more groups are not met: keeping open communication lines help peacekeepers identify risks of relapse into violent conflict • peacekeeping is impartial – the UN needs to consider a full range of opinions and views • the UN develops partnerships with respect for a) impartiality, b) equality, c) wide representation and d) inclusion. • it builds relationships with civil society to make sure it understands what citizens want and care about, and matches those to mission priorities
<p style="text-align: center;">Multiple choice <i>Note: Check one for each.</i></p>	
1. The UNCT: <i>check all that apply</i> ____(a) is a valuable resource to a peacekeeping operation	<p>APPLY</p> <p>(a) – The UNCT has a track record, history in the host country,</p>

<p>____(b) has members from only the large UN agencies, funds and programmes</p> <p>____(c) gives continuity to relationships between a host country and the UN</p> <p>____(d) reports to the UN Security Council through the Secretary-General</p> <p>____(e) is chaired by the UN agency with the largest budget in the host country</p>	<p>relationships, knowledge and networks. It is an information source and internal partner for peacekeeping operations.</p> <p>(c) – gives continuity to relationships between a host country and the UN. Members are long-term partners of the host state.</p> <p>DO NOT APPLY</p> <p>(b) – All UN entities in a country belong to the UNCT.</p> <p>(d) – UN agencies, funds and programmes that are part of the UNCT report to different governing bodies and executive boards, not the Security Council.</p> <p>(e) Resident Coordinator (RC) chairs the UNCT. The RC is usually also the RR, Resident Representative for UNDP. During insecure times when a peacekeeping mission is present, one of two DSRSGs may serve as RC.</p>
<p>2. A UN peacekeeping mission and a host government: <i>check one that applies</i></p> <p>____(a) build and keep many relationships going on many levels, the same time</p> <p>____(b) involve frequent contact between mission staff and national counterparts</p> <p>____(c) hold regular working meetings on substantive themes</p> <p>____(d) together build national ownership and capacity</p> <p>____(e) all</p> <p>____(f) none</p>	<p>(e) All. The host government is the most important non-UN actor for a peacekeeping mission – it is a key partner. Meetings are frequent, for example to get offices, facilitate logistics, do mandated work (elections, demining, DDR, other). The UN supports the host government in building capacity to meet the needs of its people. Ownership goes beyond the organized state to include non-state actors such as citizens or local people.</p>
<p>3. Civil society is an important peacekeeping partner, and includes: <i>check all that apply</i></p> <p>____(a) political parties</p> <p>____(b) national NGOs</p> <p>____(c) citizen associations</p>	<p>APPLY</p> <p>(a) to (d) plus (f)</p> <p>DOES NOT APPLY</p> <p>(e) – the national police force or service is part of the security</p>

<p>____(d) private sector</p> <p>____(e) national police force or service</p> <p>____(f) a group of citizens linked by common interests, not organized formally</p>	<p>sector in the host country, not a civilian organization or part of civil society</p> <p>You may want to ask: Who else is part of civil society, important to peacekeeping? Academics, women's groups, student associations, organizations for elderly or disabled people, specific ethnic groups. Consider also all people excluded from mainstream politics and public life, or not part of "organised" civil society. Social inclusion broadens the base of support for peace.</p>
<p>4. When non-UN partners are active in a country with a UN peacekeeping mission: <i>check all that apply</i></p> <p>____(a) all support and follow the UN priorities and peace agenda;</p> <p>____(b) the UN meets regularly with them and shares information</p> <p>____(c) they usually stay in the country throughout a post-conflict stage</p> <p>____(d) the UN seeks their inputs for mission planning, coordinates with them</p> <p>____(e) they follow their own independent agendas</p>	<p>APPLY</p> <p>(b) – the UN does meet regularly with external actors and shares information, harmonizes and coordinates as much as possible</p> <p>(d) – the UN does seek inputs from external partners active in a country, into mission planning and activities. It also responds actively and substantively to requests for cooperation.</p> <p>(e) – external partners may follow independent agendas and interests. These may not match the UN's strategic priorities.</p> <p>DO NOT APPLY</p> <p>(a) does not apply – sometimes other external partners follow their own priorities, not the UN's</p> <p>(c) does not apply – external actors may only be in a post-conflict country for short periods, which restricts cooperation</p>
<p>5. Check all the intergovernmental organisations.</p> <p>____(a) International Committee of the Red Cross (ICRC)</p> <p>____(b) African Union (AU)</p>	<p>Member States belong to intergovernmental organisations, regional and sub-regional.</p> <p>Stress the distinction between inter-</p>

____ (c) OXFAM International (OXFAM) ____ (d) North Atlantic Treaty Organization (NATO) ____ (e) Economic Community of West African States (ECOWAS) ____ (f) Office for Coordination of Humanitarian Affairs (OCHA) ____ (g) European Union (EU)	governmental and non-governmental. INTERGOVERNMENTAL ORGANIZATIONS (b) African Union (AU) (d) North Atlantic Treaty Organization (NATO) (e) Economic Community of West African States (ECOWAS) (g) European Union (EU) NOT INTERGOVERNMENTAL ORGANIZATIONS (a) International Committee of the Red Cross (ICRC) – has an “international legal personality” status of its own (c) OXFAM International (OXFAM) – an international NGO (f) Office for Coordination of Humanitarian Affairs (OCHA) – is a part of the UN organization
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The training course using CPTM 2016 will be almost one-third over at this point. Course Directors and instructors will know the groups and learners, including what types of exercises work best. If true/false or yes/no questions work well with a class, adapt points in the multiple-choice questions to these formats.

More ways to evaluate learning

1. **Diagram of mission partners.** Get participants to prepare a diagram showing different mission partners in UN peacekeeping. Direct them to make it complete and detailed. Put out supplies: flip-chart sheets, tape and glue, coloured paper and flip-chart pens, scissors. Give a time limit. Create a “gallery” by getting groups to post their diagrams, and allow time for people to circulate and view each other’s work. Debrief.

Variation: Do the exercise in two phases.

Phase 1: Do not look at notes or references. Prepare the diagram based on what people remember. Post diagrams for group review. Do not give your feedback yet. Invite groups to look at the diagrams as they are, and get more ideas.

Phase 2: Use information in other diagrams, your notes and references to complete the diagram or change it.

2. **Briefing on mission partners.** Divide the class into three groups. Assign each group one type of mission partner:

1. United Nations Country Team (UNCT)
2. National partners
3. External partners

The task: Prepare an introductory profile on assigned mission partners, and use it to brief the class. Encourage people to be creative, and accurate.

Variation: Simulate an actual briefing. Invite external people as the audience. Make sure each group knows how much time is available. Manage that time – do not let groups go over by much. Prepare a standard form and ask audience members to evaluate each presentation. If the group is collegial and people support each other, give all audience members the evaluation forms, including participants.

Evaluation Form

- use a rating scale of 1 (very poor) to 10 (excellent)
- list points for rating:
 - Accuracy of content
 - Flow of briefing
 - Presentation skills
 - Team work
 - Handling of questions
 - Value of audio-visual or graphic support (diagrams, charts)
 - Time management
- give space for written comments
 - Liked most/least
 - New learning
 - Suggestions

3. **Evaluation assignment.** Use a real case to show how the UN's "integrated approach" works. Use the examples in the lesson, or get participants to do independent research. Encourage people with peacekeeping experience to share real cases. Give time to research and prepare a brief presentation. Make sure the examples profile UNCT and mission contributions.

4. **Group discussion as part of evaluation.** Ask the question: What relationships exist in peacekeeping contexts between the UN and NGOs?

- NGOs may have long experience in a country – they are a source of information for peacekeeping personnel, as they know the people and the place.
- NGOs may have existing relationships with other UN partners, especially on the humanitarian side and development side – goodwill may exist, as well as networks.
- Peacekeeping personnel will find NGO knowledge valuable. However, they have to be “practice humility to avoid friction”. Humility needs to be constant in UN interactions with local people and national partners in general.
- OCHA and UNDP offices in the country will have detailed knowledge of NGO work.
- The UN may need to build capacity of local and national NGOs, to implement projects and for people to effectively represent their interests through them.
- UN peacekeeping missions may work directly with NGOs on QIPS, Quick Impact Projects – for example short-term employment activities, small projects to repair roads or schools.
- Peacekeeping missions provide transport for NGO workers in many countries.
- International NGOs can provide humanitarian aid – water and sanitation, food, health services, education supplies.
- Other NGOs may be directly involved in peacebuilding, addressing root causes of violent conflict. Another type supports development programmes.
- Examples of NGOs that work alongside UN peacekeeping operations include OXFAM, Save the Children, Concern and Medecins sans Frontiers/Doctors Without Borders (participants may know of many more examples).
- Humanitarian NGOs keep distance from political-military structures, for access and safety in conflict zones. Humanitarian actors deliver help, peacekeeping personnel facilitate or support it.

*** Participants may name the ICRC. Take time to go through these points. An example of core pre-deployment training failure is for a majority of peacekeeping personnel to identify the ICRC as a UN body.

- ICRC is not an NGO – it is part of the Red Crescent and Red Cross Movement. Others in that movement are National Red Cross and Red Crescent Societies, and the Federation of Red Cross and Red Crescent Societies.
- ICRC is a neutral, independent, impartial humanitarian actor. It has a unique international legal status, recognized in international humanitarian law and by all states.
- ICRC is not an international or intergovernmental organization. ICRC is not part of the UN.

5. **ISF Diagram.** Recall the diagram in Mission Start-up Guide (2010) on page 35. Ask participants to prepare a diagram which shows how the key mandates of UN partners can work together in an integrated approach. If needed, remind participants of the three key mandates are:
- a) Peace and Security
 - b) Humanitarian
 - c) Development
- If the lesson introduced key documents (CHAP/CAP, UNDAF/PRSP, MANDATE/RBB) task people to include these in the diagram.
 - The diagram illustrates how critical the ISF is to an integrated approach. Stress this. Areas of overlap need close coordination and cooperation. Each distinct area makes unique needed contributions.
 - Point to the arrows in the original diagram in the Mission Start-up Guide. The different lines indicate the information flow. Information flow and other partnerships contribute to the integrated approach. A UN system-wide effort is as important as the mandates of individual parts. Cover this when you debrief.

Variation: Phase the evaluation in two parts.

Part 1: Ask participants to prepare the diagram, as above.

Part 2: Ask participants to identify by name key mission partners for the three mandates. Add two rings to the outer part of the diagram. Label one “UN partners”, and the other “External partners”. Add the names to the outer ring of the diagram. Option: Print out the names of key partners in development, humanitarian and peace/security, one per page. Mix them up. Hand out sets and give groups a limited time to prepare an accurate detailed diagram.

This variation has the advantage of showing visually the complexity of the UN and peacekeeping contexts. It is in these contexts that peacekeeping personnel must form strategic, operational and tactical partnerships.



UN Partners: The Integrated Approach



Commonly Asked Questions and Key Words

Key Words or phrases for this lesson:

Key Word or Phrase	Definition
“Integrated approach”	An “integrated approach” means the UN peacekeeping operation and the UN Country Team all work towards the same strategic vision.

Commonly asked questions from participants:

Possible Questions	Possible Responses
What is the difference between a mission component and a mission partner?	A mission component refers to an office, unit or section within the mission that reports to the Head of Mission. A mission partner refers to organizations or institutions that are external to the peacekeeping mission offices, sections or units. These can be UN partners, like the UN agencies, funds and programmes, or national partners, like the government or local NGOs etc.
How are the UN peacekeeping, humanitarian and development budget cycles different?	<p>UN peacekeeping operations are funded by the General Assembly, which seeks “assessed contributions” from all Member States. This budget cycle works on a one year basis. For more information see: http://www.un.org/en/peacekeeping/operations/financing.shtml</p> <p>The main mechanism by which the humanitarian community (both UN and non-UN humanitarian actors) seeks funds is the “Consolidated Appeals Process” or CAP, which generally also works on a one year cycle. It is a tool used by aid organisations to plan, implement and monitor their activities together and produce funding appeals, which they present to the international community and donors. For more information see: http://www.unocha.org/cap/</p> <p>The UN Country Team uses the UN Development Assistance Framework (UNDAF) as a similar tool to plan, implement and monitor the UNCT’s development activities, and raise funds from the international community. The UNDAF generally works on four year cycles and takes a longer term approach. For more information see: www.undg.org</p>

Does UNICEF only focus on children's education?	UNICEF is the UN International Children's Education Fund. UNICEF works to improve the lives of children. The name suggests that UNICEF only focuses on Education, but it also has programmes on children's health and human rights. UNICEF does not handle child protection, in the way a peacekeeping mission does. It has a continuous presence in a country, and a clear development focus.
What kind of work is carried out by national NGOs? How is it relevant to peacekeeping?	<p>Different NGOs do different work, for example:</p> <ul style="list-style-type: none"> • give humanitarian aid • demine • work on root causes of conflict, peacebuilding • represent the needs and interests of their members (women, youth, elderly, disabled, ethnic or religious groups) • support development projects or development goals including equality, non-discrimination, access to services • advocate for public good • bring public concerns to the government • monitor policies and programmes • encourage civil society at all levels to engage in public processes <p>Some areas of NGO work overlap directly with peacekeeping – e.g. demining, humanitarian aid, peacebuilding. Peacekeeping missions and NGOs both build the capacity of people to have a voice and use it, be active participants in their own society, which strengthens democratic participation and increases chances for lasting peace. Peacekeeping missions support NGOs and civil society organisations as they help keep a government accountable to all its citizens.</p>

Reference Materials

Below are materials which are a) referenced in this lesson, and b) required reading for instructor preparations:

- Charter of the United Nations
- United Nations Peacekeeping Operations Principles and Guidelines (also known as the Capstone Doctrine)
- Review peacekeeping mission mandates
- DPKO/DFS Mission Start Up Field Guide for Mission Managers of United Nations Peacekeeping Operations, 2010
- DPKO Handbook on Multidimensional Peacekeeping Operations, 2003

Additional Resources

UN Information

The website for UN peacekeeping: <http://www.un.org/en/peacekeeping/>

Original Security Council Resolutions on peacekeeping mission mandates:

<http://www.un.org/en/sc/documents/resolutions/>

(You must know the start year, country and resolution reference details for the mission you wish to search for. For this information, identify the name of the mission using the

following links: <http://www.un.org/en/peacekeeping/operations/current.shtml>;

<http://www.un.org/en/peacekeeping/operations/past.shtml>)

UN Documents

UN documents can be found on: <http://www.un.org/en/documents/index.html>

(Search by document symbol, e.g. A/63/100)

DPKO and DFS Guidance

The repository for all official DPKO and DFS guidance is the Policy and Practice Database: ppdb.un.org (only accessible from the UN network). Official peacekeeping guidance documents are also accessible through the Peacekeeping Resource Hub:

<http://research.un.org/en/peacekeeping-community>

Instructors are encouraged to check for the latest guidance.

UN Films

UN films can be found on YouTube: <https://www.youtube.com/user/unitednations>

Film/video: Ponte Forte (for examples of best practices in collaboration between military components and other parts of UN peacekeeping operations):
<http://peacekeepingresourcehub.unlb.org>

Additional Information

The PIP provides information on the mission and the local context:
<http://peacekeepingresourcehub.unlb.org>

Additional Training Resources

UN Peacekeeping Operations: An Introduction
<http://portals.unssc.org/course/index.php?categoryid=4>