

# Lesson 1.6



## How Peacekeeping Operations Work

### Lesson at a Glance

#### Aim

To familiarize with a) authority, b) structures and c) parts of UN peacekeeping missions and how they work.

#### Relevance

All peacekeeping personnel must understand the ways peacekeeping missions work because

- UN peacekeeping missions are unique in nature
- All peacekeeping personnel need to work together well
- Mission mandate is achieved through complex management systems and command and control structures

**Peacekeeping personnel come from diverse national and professional backgrounds.**

As peacekeeping personnel, you may be working together for the first time.

Knowing “how things work” is the responsibility of each peacekeeper. Everyone is responsible for **knowing and following management systems and command and control structures**. These direct and guide the work of individual peacekeeping personnel and components to work together.

No standard mission structure exists. Each peacekeeping operation works in different ways. In-mission induction training and briefings will give details on mission specifics.

#### Learning Outcomes

Learners will:

- Explain “operational authority” as it applies to UN peacekeeping
- List four main positions of authority in a UN peacekeeping operation
- Describe the support and substantive components and how they relate to mandate beneficiaries
- Describe the work of integrated and joint structures in UN peacekeeping operations

## Lesson Map

### Duration: 45 minutes total

20 minutes: presentation

25 minutes: interactive exchange or activity

<b>The Lesson</b>	Pages 3-27
Starting the Lesson	Intro Slides
Working Together Efficiently	Slide 1
Authority, Command and Control	Slides 2-3
Overview of Typical Mission Structure	Slides 4-6
Main Positions of Authority	Slides 7-11
Other Positions of Authority	Slide 12
Management Structures	Slide 13
Substantive Components	Slide 14
Support Component	Slide 15
Joint and Integrated Structures	Slides 16-19
Summary	Page 26
<b>Learning Activity Options</b>	Pages 28-37
1.6.1 Tasks in Mission	Page 29
1.6.2 Absorbing the Acronyms	Page 32
<b>Learning Evaluation</b>	Pages 38-54

## The Lesson



### Starting the Lesson

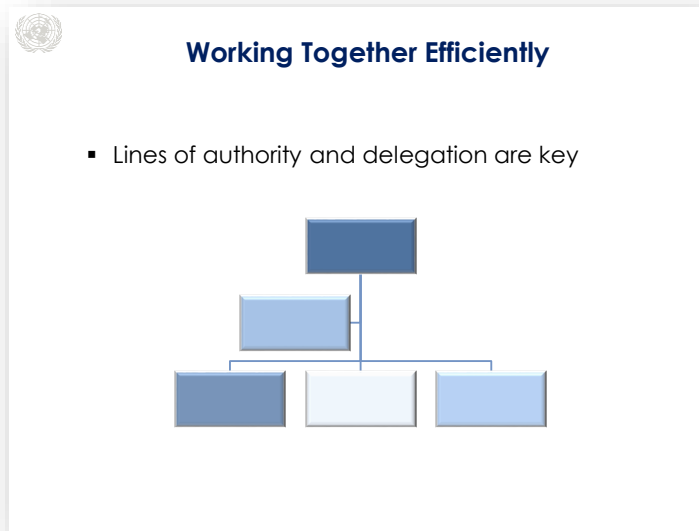
Introduce the following (using the Introductory Slides):

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

Lesson 1.6 is full of acronyms. *Prepare participants by alerting them.* Consider either a mix-and-match exercise on acronyms or a call-and-response group exercise near the end of the lesson. The purpose is to reinforce learning and help evaluate absorption of new content, including “UN language” as a continuing theme. Also see Learning activity 1.6.2. Acronyms to Absorb.

## Working Together Efficiently

### Slide 1



**Key Message:** Peacekeepers need to work together efficiently. Lines of authority and delegation are key to how a peacekeeping operation works.

**UN arrangements to direct and manage peacekeeping operations are distinct from those of other organizations.** Levels of authority in UN peacekeeping operations are not as clear-cut as in military organizations.

**UN** peacekeeping is complex, with many dimensions. Military, civilian and police from different nationalities, disciplines and professional cultures work on specific tasks within a bigger picture.

**Mission structure supports mandate implementation.** Clear mission structures prevent fragmentation of large, diverse missions.

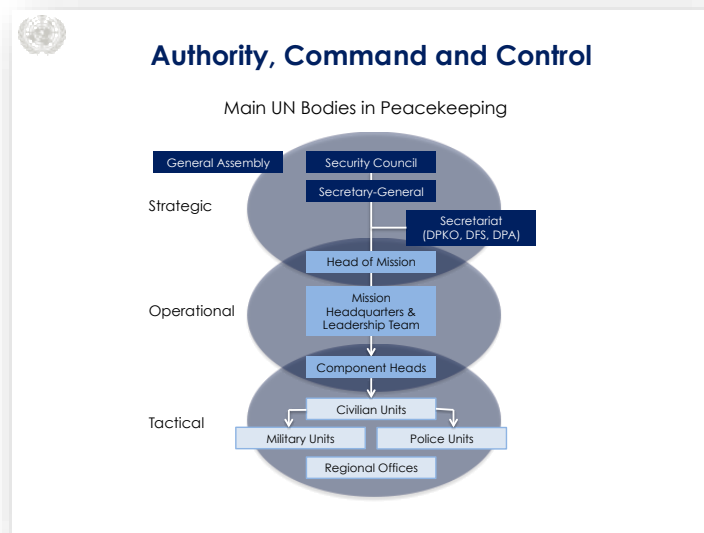
Leadership uses mission structure for collaborative, coherent work. Individual peacekeepers need to do the same.

## Authority, Command and Control



The diagram on the slide is a useful focus for presenting this content because it shows a) links between points already covered and new information and b) levels of authority.

### Slide 2



**Key Message:** Three levels of authority in UN peacekeeping operations are strategic, operational and tactical. These reflect authority, command and control.

**The strategic level has the highest authority.** It involves authority and responsibilities of the Security Council, Secretary-General and Secretariat. The strategic level includes the Head of Mission.

**The operational level is mainly mission level. It overlaps with strategic and tactical levels.**




Cover this section as a combined review and introduction of new content. Ask participants to brainstorm strategic level authority. Frame each point as a question and confirm accurate responses. Use the presentation as a recap of key points before introducing "operational authority".

### Strategic Level Authority


- The Security Council gives legal authority for all UN peacekeeping operations. Reference is the UN Charter and international law.
- The Security Council “hands over” or “delegates” to the Secretary-General and UN Secretariat. They are responsible for the set up and conduct of peacekeeping operations.
- The Secretary-General delegates to the Under-Secretaries General (USGs) of DPKO and DFS. They have primary responsibility for strategic level management and direction of all UN peacekeeping operations.
- The USGs of DPKO and DFS are supported by other UN departments. Other UN departments are responsible for:
  - Strategic level financial management
  - Safety and security oversight
  - Guidance on political dimensions of a conflict
  - Logistics and administrative support

### Slide 3



**Operational Authority**

- UN “**operational authority**” over all personnel in UN PKOs – including military and police
- Member States not permitted to adjust or influence any tactical plans, decisions or operations



**Key Message:** The UN has “operational authority” over everyone in a UN peacekeeping operation. This includes all military and police.



*Take time with the group to read original definitions. They often use more formal language. Original language is important because every word counts in understanding the intended meaning.*

For military and police personnel participating in UN peacekeeping operations, “operational authority” is:

*“The authority transferred by Member States to the United Nations to use the operational capabilities of their national military contingents, units, Formed Police Units and/or military and police personnel to undertake mandated missions and tasks. Operational authority over such forces is vested in the Secretary-General, under the authority of the Security Council”.*

“Operational authority” as used here is a broad term. Military forces may use the same term in different ways. For the UN it means:

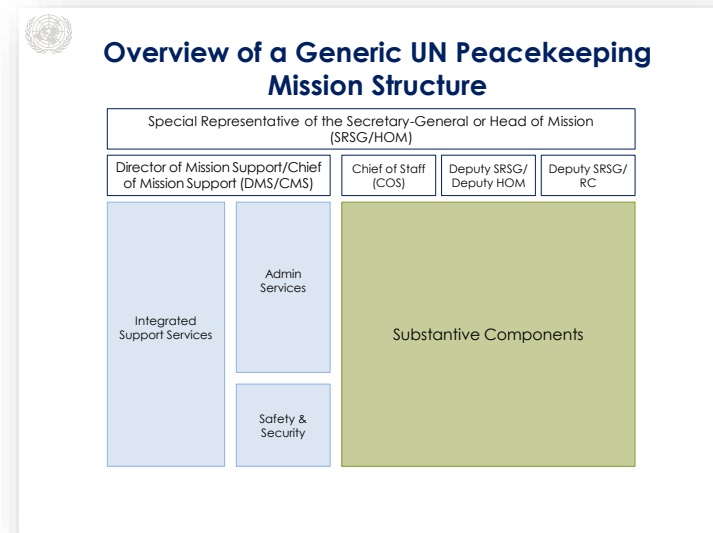
- **Member States still hold national responsibilities for their military and police, such as pay, allowances and promotions.**
- **Governments or national military and police authorities of Member States must not change or influence tactical plans, decisions or operations. This prevents confusion.** Tactical plans, decisions and operations are supervised by the UN Heads of the Military and Police Components in the mission area. Member States raise tactical operational matters with DPKO at Headquarters in New York.
- National rules and regulations govern conduct and discipline of military and police units in peacekeeping operations. **UN rules and regulations also apply.**

Disciplinary matters remain a national responsibility. The UN may take administrative steps for misconduct. These include repatriation of military contingent members and staff officers. Guidance is in the revised model Memorandum of Understanding (A/61/19 part III).

The UN may also take disciplinary action for military or police “Experts on Mission”. Guidance is the *UN Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers*.

## Overview of Typical Mission Structure

### Slide 4



**Key Message:** No standard structure exists of a UN peacekeeping operation.

“Components” are parts.

A typical UN peacekeeping mission structure includes:

- Main positions of authority
- Substantive components
- Support components
- Integrated or joint structures

Main positions of authority include the Head of Mission and heads of the military, civilian and police personnel.

Support components provide logistics and administrative support to substantive components.

Substantive components implement mandated tasks. These tasks benefit national partners and local people. The name given to those receiving mission services is “mandate beneficiaries”.

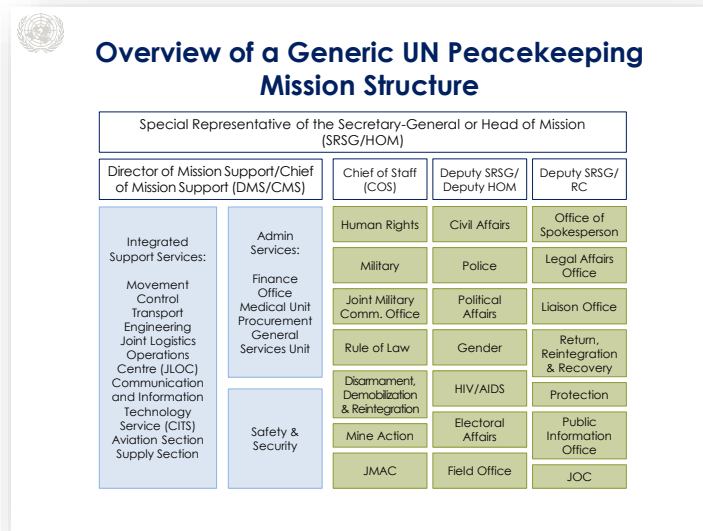
**Mandate beneficiaries are people or groups the peacekeeping mission assists, as directed by the mandate.**





The word “mandate” was used first as a noun. A mandate authorizes a peacekeeping mission in a Security Council resolution. As the word slips into the language used to cover other content in the CPTM, remind learners of its original meaning and use.

## Slide 5



**Key Message:** Each mission has a different structure. Mission structures suit the mandates authorized by the Security Council. These differ because mandates respond to particular conflicts.

All missions have support and substantive components. The two work together for mandate beneficiaries.

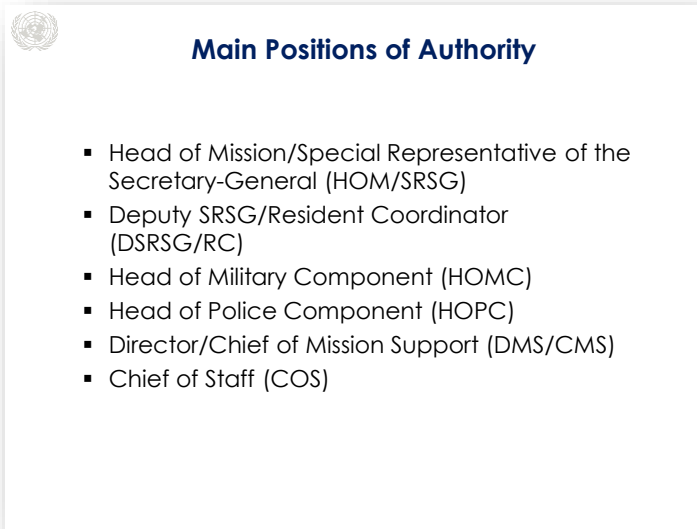
A variety of units and offices may be in both support and substantive components. The diagram gives an example. Not all missions have all units. Different units will exist in a mission because of the mandate.

### Example:

Landmines were not a problem in Timor-Leste. The peacekeeping operation (UNMIT) had no demining mandate and no Mine Action Unit. Most multi-dimensional missions have a Mine Action Unit. UNMIT was mandated to give the Government electoral support so it had an Electoral Affairs Unit.

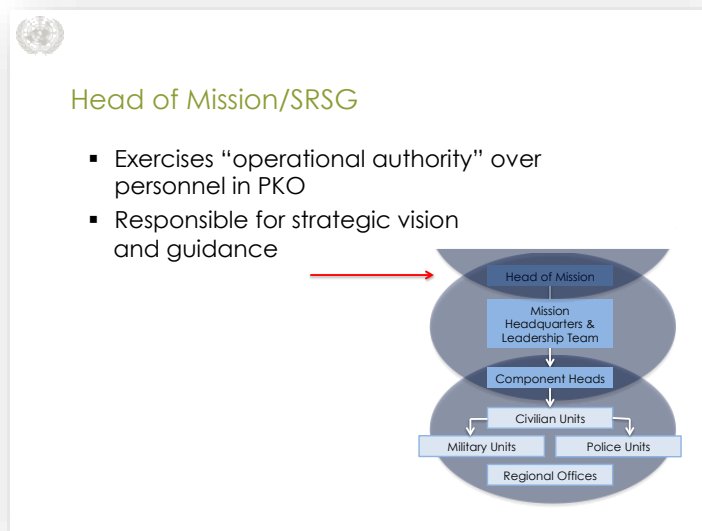
## Main Positions of Authority

### Slide 6



**Key Message:** These are the main positions of authority in UN peacekeeping missions.

### Slide 7



**Key Message:** The Secretary-General appoints the Head of Mission (HOM). The HOM has "operational authority" over the whole peacekeeping mission.

“Operational authority” involves **ultimate authority at field level to direct all mission components**. The HOM directs how the capabilities of mission components are used to carry out the mandate. This authority has been given to the HOM by the Secretary-General and USGs DPKO and DFS.

The HOM is **responsible for strategic vision and guidance**.

In multidimensional peacekeeping missions, the HOM is always civilian. He or she is named Special Representative of the Secretary-General (SRSG). **The SRSG is the highest UN official in the country of deployment.**

The HOM in traditional peacekeeping missions is often a senior military officer, but not always. He or she has dual responsibilities as HOM and ‘Head of the Military Component’ (HOMC).

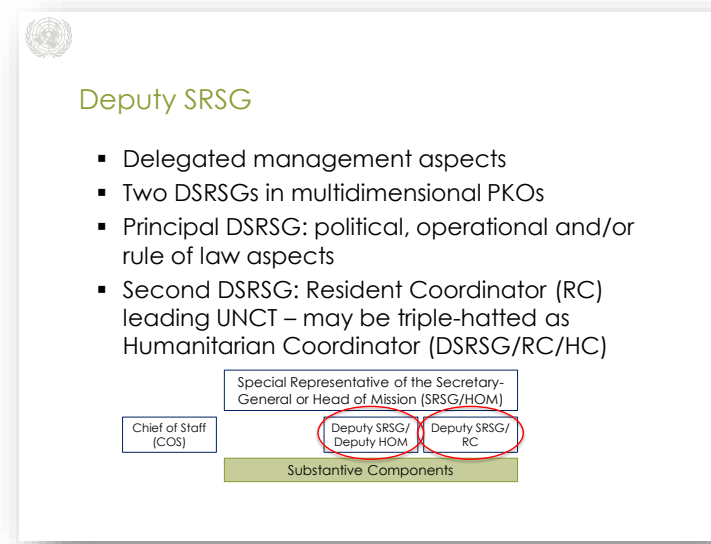
**Examples:**

- HOM in UNMOGIP (Chief Military Observer), UNTSO (Chief of Staff), UNDOF and UNIFIL (‘Force Commanders’) have all been senior military officers who also serve as ‘Heads of the Military Component’.
- HOM in MINURSO, a traditional mission, is a civilian SRSG. The HOM is assisted by a HOMC, known as the ‘Force Commander’.

As a direct representative of the Secretary-General, the HOM/SRSG has two main areas of responsibility:

- The peacekeeping mission
- Political dialogue and “good offices” to keep support alive for peace agreements, lessen tensions and manage potential relapse to violent conflict

Slide 8



**Key Message:** SRSRGs usually have Deputies to manage the scope and breadth of responsibility. Deputy Special Representatives of the Secretary-General (DSRSRGs) are civilians.

**Most multidimensional peacekeeping missions have two DSRSGs.**

1. **One Deputy is often termed the Principal DSRSG, responsible for political, operational and rule of law aspects of the mission.** The Principal DSRSG is the second in command and becomes Officer in Charge (OIC) of the mission when the HOM/SRSG travels. **HOM/SRSG delegates management of mission operations to this DSRSG.**
2. **The second DSRSG often serves as Resident Coordinator (RC). The RC leads the UN Country Team (UNCT).** In that role, the RC represents and coordinates **UN development work of the UN agencies, funds and programmes.** The RC is the main point of contact for UNCT with heads of state and government.

**Some integrated mission contexts may have a humanitarian emergency. The second DSRSG may also be appointed UN Humanitarian Coordinator (DSRSG/RC/HC).** A DSRSG serving as RC and HC is “triple-hatted”.

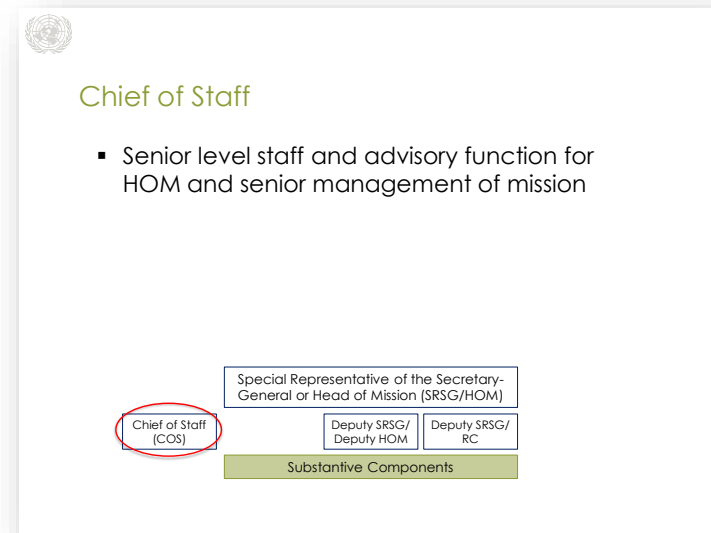
**The HC heads the Humanitarian Country Team (HCT).** The HCT has representatives from the:

- UNCT
- International and local non-governmental organizations (NGOs)
- International Red Cross and Red Crescent Movement
- International financial institutions (IFIs)

The HC coordinates emergency and humanitarian response and operations.

The DSRSG/RC/HC is OIC when the two other senior leaders are away from a mission (SRSG and Principle DSRSG).

**Slide 9**



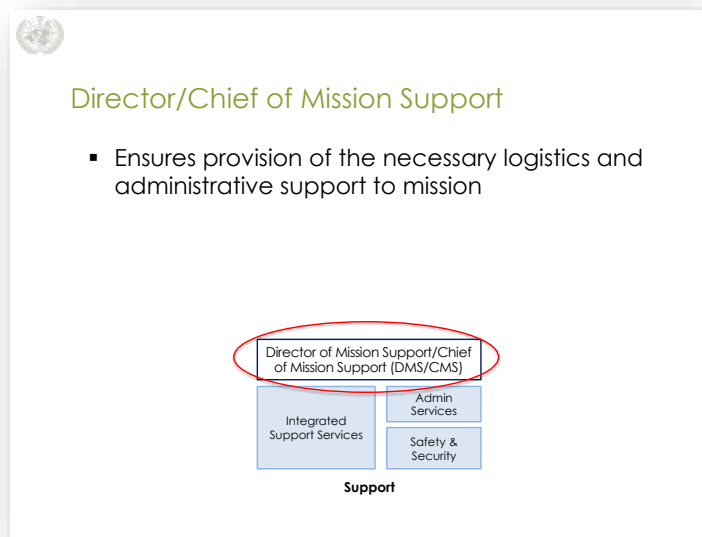
**Key Message:** Most peacekeeping operations have senior support in the role of Chief of Staff (COS). The COS is civilian. The COS performs a senior level staff and advisory function for the HOM and mission senior management.

The COS works closely with the HOM. The COS has the responsibility to:

- Run the major integrative systems of the mission
- Support the implementation of SRSG/HOM guidance across all mission components
- Perform basic managerial tasks **on behalf** of the SRSG/HOM
- May serve as Secretary to the Mission Leadership Team (MLT)

Heads of Military and Police Components (HOMC and HOPC) may have internal COS with similar responsibilities.

Slide 10



**Key Message:** The HOM/SRSG and DSRSGs are active in the substantive work of peacekeeping. The Director or Chief of Mission Support (DMS/CMS) is responsible for support work. DMS/CMS makes sure logistical and administrative support is provided to the mission. The DMS/CMS is a civilian.

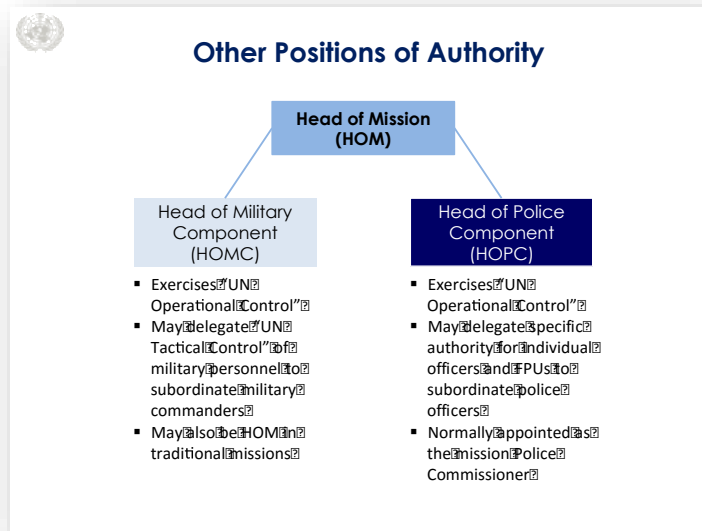
The DMS/CMS is the **most senior UN official in the mission authorized to spend UN funds from mission budget**. The function is critical in all peacekeeping missions.

Two civilian subordinate officials may support the DMS/CMS. **These are 1) Chief Administrative Services (CAS) and 2) Chief Integrated Support Services (CISS).**

The titles of DMS/CMS have replaced terms in previous use, such as Director of Administration (DOA) or Chief Administrative Officer (CAO).

## Other Positions of Authority

Slide 11



**Key Message:** The HOM has operational authority in the mission. However, the UN recognizes the need to maintain integrity of military and police chains of command. The HOM only exercises authority over military and police personnel through heads of military and police components.

### Head of the Military Component (HOMC):

- **Reports to the HOM.**
- **Has 'UN Operational Control' over all military personnel and units assigned to the mission.** This delegated authority lets the HOMC deploy and direct forces for specific tasks. Specific tasks involve those limited by time, function and location.
- May also delegate military personnel and units under 'UN Tactical Control' of a subordinate military commander. This allows local direction of personnel, assisting tactical missions and tasks.
- Is the principal adviser to the HOM on military issues.

### Head of the Police Component (HOPC):

- **Reports to the HOM. HOPC has 'UN Operational Control' over all UN Police (UNPOL) in a peacekeeping operation.** This covers UN Individual Police Officers (IPOs), Specialised Police Teams (SPTs), Formed Police Units (FPUs), and, when deployed to the mission, members of the Standing Police Capacity (SPC).
- May assign separate tasks within the mission area to individual officers and Formed Police Units (FPU). The HOPC may delegate this authority to subordinate police officers for specific purposes.
- Is the principal adviser to the HOM on police issues.

**Reporting Links to UN Headquarters – HOM and HOPC**

- The HOMC and HOPC each have a technical reporting link to UN Headquarters. HOMC reports to the UN Military Adviser and HOPC to the UN Police Adviser.
- This reporting link ensures technical aspects of military and police field operations follow UN policies and standards.

The reporting link also helps UN Headquarters in its official contact with Member States about military and police peacekeeping work.



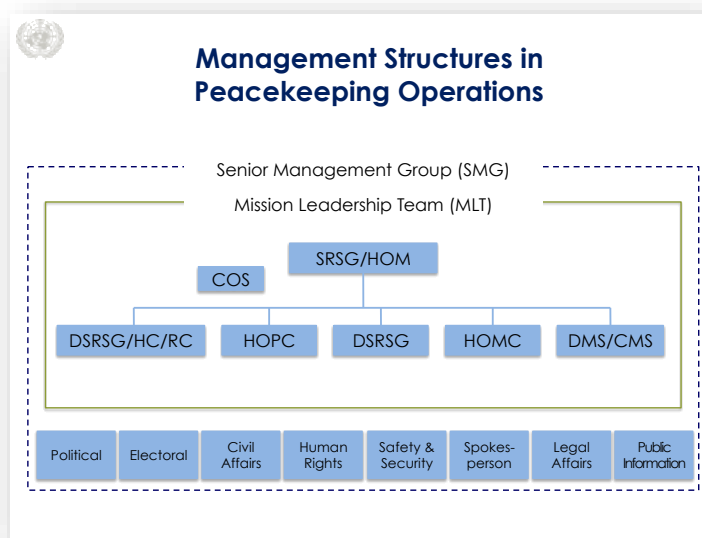


*Up to this point, Lesson 1.6 mainly covers individual authority roles and functions. The following content explains how management draws these together so a mission works as one. Pause coverage and review learning before moving on.*

*Depending on the particular group of learners who form your course also make a decision on the level of detail to which you want to discuss the following material.*

## Management Structures

### Slide 12



**Key Message:** Different management structures exist to help the HOM manage mission work. Two key management structures are the “Mission Leadership Team” and “Senior Management Group”. The source for these terms is the 2008 Policy on Authority, Command and Control.

These structures exist at mission headquarters level. In larger missions regional management structures may also coordinate work of different parts of the peacekeeping operation in that region.

### Mission Leadership Team

- The Mission Leadership Team (MLT) is the mission's **executive decision-making forum. It brings together senior decision-makers from components of a peacekeeping operation.** The MLT supports integrated decision-making among components. In “integrated missions”, the MLT also supports integrated planning and decision-making with the UNCT.
- The Mission Leadership Team **sets and shares the strategic vision** for achieving the mandate.
- **The MLT membership is:**
  - HOM
  - HOMC
  - HOPC
  - DSRSGs – **at least one to represent civilian components, and in integrated missions, the UNCT**
  - COS
  - DMS/CMS

### Senior Management Group

- Most peacekeeping operations have a Senior Management Group (SMG). The SMG is **a wider forum for management, planning and coordination.**
- The SMG in multi-dimensional missions usually **includes members of the MLT and the various heads of civilian components:** political affairs, human rights and public information. An SMG in a traditional peacekeeping operation is smaller because it has fewer civilian components.

## Substantive Components

### Slide 13



**Key Message:** UN military, police and civilian components are substantive components in UN peacekeeping operations. They implement mandated tasks.

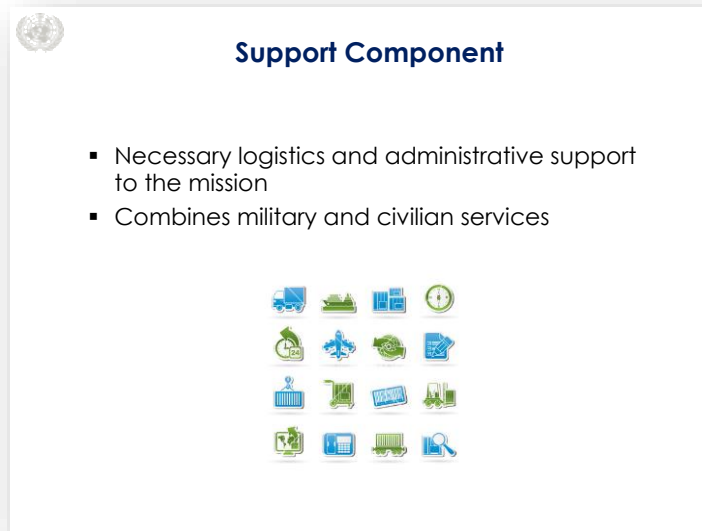
“Substantive” has different meanings. For UN peacekeeping, “substantive” refers to “essential work”. Essential work is carried out by UN military, police and civilian components. Essential work refers to the tasks set by the mission mandate.

Substantive components directly assist local and national partners. **By working together on mandated tasks, military, police and civilians help strengthen the foundation for sustainable peace.**

Components and units need to work together on different tasks to support the same mandate. This challenges all peacekeeping operations.

## Support Component

### Slide 14



**Key Message:** The support component is responsible for necessary mission logistics and administrative support.

**This combines civilian and military services. The UN contracts civilian services. It secures military support capabilities** through “lease” arrangements with contributing Member States.

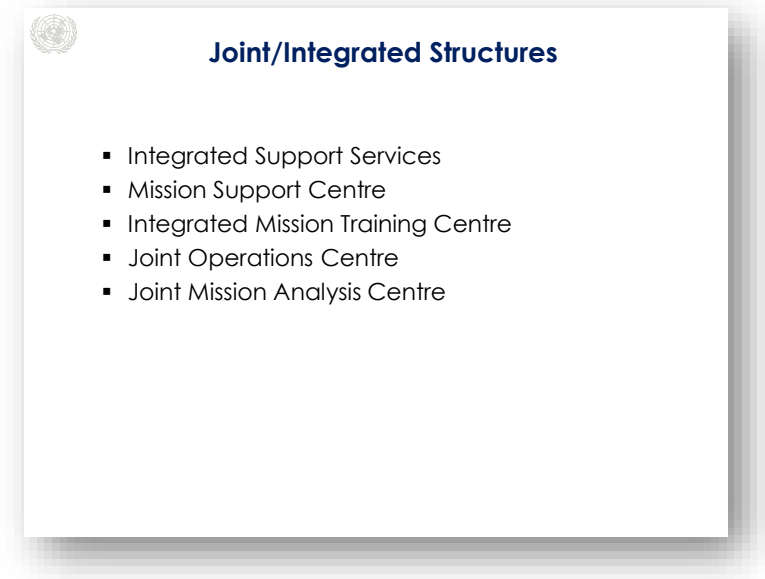
Logistics and administrative support for UN operations is complex. Other logistical support models may be simpler. The complexity addresses different requirements. The needs vary for military contingents, civilian staff, police and military observers. For example, contingents deploy with varying levels of self-sufficiency.

A successful peacekeeping operation needs

- Good logistics planning
- Strong communication
- Adequate resourcing
- Close integration of uniformed and civilian support

## Joint and Integrated Structures

### Slide 15



**Key Message:** Joint and integrated structures ensure good coordination and use of resources.

They exist for support work and substantive work.

For support work, all missions have Integrated Support Services (ISS) and a Mission Support Centre (MSC).

The Integrated Mission Training Centre (IMTC) is responsible for providing training services to the mission's peacekeeping personnel (civilian, police and military) and the UNCT, where applicable.

For substantive work, missions have a Joint Operations Centre (JOC) and a Joint Mission Analysis Centre (JMAC).

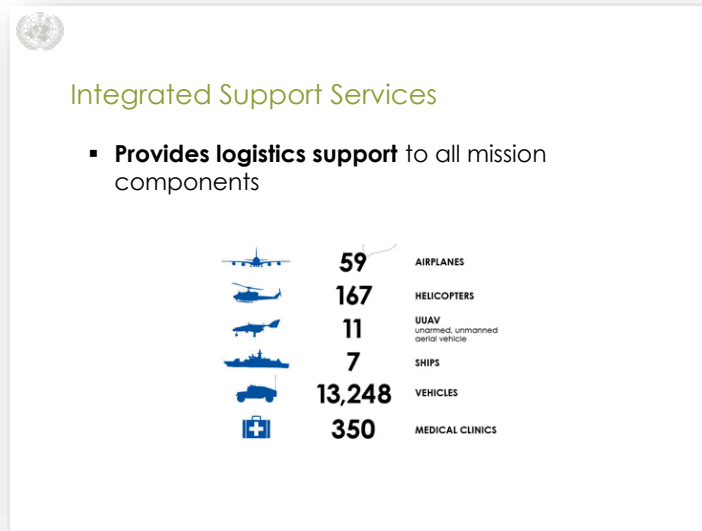
All missions have Integrated Support Services (ISS) and a Joint Operations Centre (JOC).

Joint centres are all headed by civilians. They bring together civilian, military and police specialists. The purpose is to ensure effective coordination of resources, information and action across missions.

Slide 16



*Instructors should download the latest numbers.*



**Key Message:** ISS gives logistics support to all mission components, including those in regions or sectors.

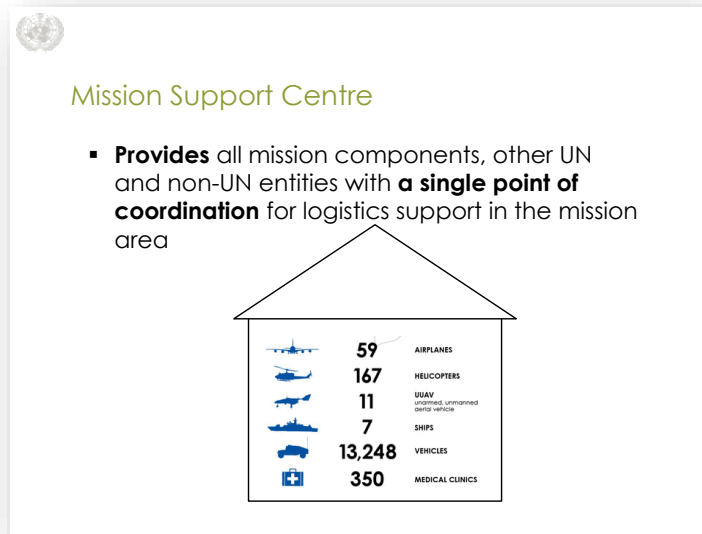
ISS controls all logistical resources in a mission. This includes UN-owned, commercially contracted and military logistics or enabling units. Examples are construction and maintenance engineering, medical, movements control, supply and transport.

The ISS Chief has “tasking authority” over the ISS. This authority applies to all ISS resources and personnel, including uniformed personnel.

**ISS DOES COVER:** enabling units, transportation and movement units, such as military transport helicopters.

**ISS DOES NOT COVER:** combat units, such as combat aviation units or combat/field engineers. The HOMC has authority to task these.

Slide 17

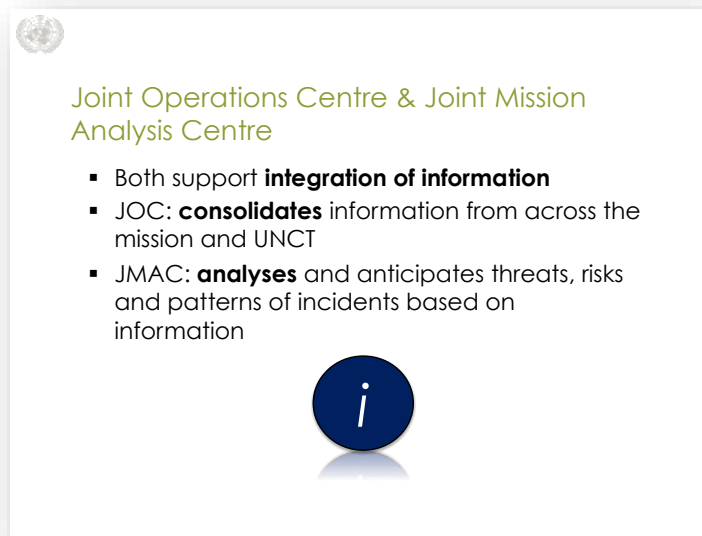


**Key Message:** The Mission Support Centre (MSC) is a single point of coordination for all logistics support in a mission area. A single point of coordination is necessary for all mission components and other UN and non-UN entities involved in logistics support.

**The MSC was previously known as the Joint Logistics Operation Centre (JLOC).**

Some UN peacekeeping units use military logistics units. When such “enabling units” are used, the MSC is part of the ISS.

Slide 18



**Key Message:** To implement its mandate, a peacekeeping mission needs to have good understanding of events, trends and patterns of incidents. The Joint Operations Centre (JOC) and the Joint Mission Analysis Centre (JMAC) integrate information from different sources into clear reports.

Everyone in a peacekeeping mission has a role in gathering information and feeding it into the mission's structures for reporting, analysis and response.

**The JOC and the JMAC are integrated structures. They have civilian, military and police personnel.** The work of the JOC and JMAC support each other but they have distinct roles in managing information and reports. The shared role is to:

- Gather information from mission, UNCT and other sources
- Manage and respond to this information
- Support crisis management responses

These two distinct services complement each another. The JOC has central importance because JMAC success builds on JOC success. **Wherever possible, JOCs and JMACs co-locate.**

All multi-dimensional integrated missions have JOCs and JMACs. Both enjoy close links to and the support of mission leadership.

**Joint Operations Centre (JOC)**

- The JOC is the mission's information hub.
- The **JOC consolidates information about developments.** Information comes from components across the mission and the UNCT.



- **The JOC consolidates information daily. Information is used to a) update mission leadership, b) update the mission and c) report to UN Headquarters.**
- The JOC keeps the HOM up-to-date on the operational situation. Information covers all parts of a mission area. The JOC produces regular and timely integrated reports on all mission operations.
- The JOC has a separate and distinct intelligence role and an operations coordination and crisis management role.
- During times of crisis, some JOCs facilitate coordinated response among mission components. During a crisis event, the JOC becomes the HOM's crisis management centre.
- "Operational coordination" by the JOC involves close collaboration with the Mission Support Centre.
- A civilian usually heads the JOC.

#### **Joint Mission Analysis Centre (JMAC)**

- **The JMAC analyzes and anticipates threats, risks and patterns of incidents to inform medium- and long-term decision-making by mission leadership.**
- The JMAC contextualizes information. Its contribution is deeper understanding to inform decision-making by senior leadership.
- The JMAC assists the HOM to produce medium- and long-term analysis using information from different sources. Focus is on threats to mandate implementation.
- JMACs do more than **threat analysis**. JMACs also provide mission leadership with **opportunity analysis**.
- In a crisis, the JMAC has a role to:
  - Anticipate potential and emerging crises
  - Identify possible outcomes and implications
- The JMAC contributes to a mission's early warning efforts through predictive analysis.

## Summary

### **“Operational authority” as it applies to UN peacekeeping**

- The UN has “operational authority” over everyone in a UN peacekeeping operation. This includes all military and police.
- For military and police, “operational authority” in UN peacekeeping means:
  - Member States still hold national responsibilities for their military and police, such as pay, allowances and promotions.
  - Tactical plans, decisions and operations are supervised by the UN Heads of the Military and Police Components in the mission area.
  - National and UN rules and regulations govern conduct and discipline of military and police units in peacekeeping operations.

### **Main positions of authority in a UN peacekeeping operation**

- The main positions of authority in a UN peacekeeping operation may include:
  - Head of Mission/Special Representative of the Secretary-General (HOM/SRSG)
  - Deputy SRSG
  - Chief of Staff (COS)
  - Director/Chief of Mission Support (DMS/CMS)
  - Head of Military Component
  - Head of Police Component

### **The support and substantive components and how they relate to mandate beneficiaries**

- Support components provide logistics and administrative support to substantive components.
- UN military, police and civilian components are substantive components in UN peacekeeping operations. They implement mandated tasks.
- Mandated tasks benefit national partners and local people.
- The name given to those receiving mission services is “mandate beneficiaries”. Mandate beneficiaries are people or groups the peacekeeping mission assists, as directed by the mandate.

### **The work of integrated and joint structures in UN peacekeeping operations**

- Joint and integrated structures ensure good coordination and use of resources. They exist for support work and substantive work.
- For support work, all missions have Integrated Support Services (ISS) and a Mission Support Centre (MSC).
- For substantive work, missions have a Joint Operations Centre (JOC) and a Joint Mission Analysis Centre (JMAC).
- ISS gives logistics support to all mission components, including those in regions or sectors.
- MSC is a single point of **coordination** for all logistics support in a mission area.
- The Joint Operations Centre (JOC) and the Joint Mission Analysis Centre (JMAC) integrate information from different sources into clear reports.
- The JOC consolidates information about developments.
- The JMAC analyzes and anticipates threats, risks and patterns of incidents. It is critical to successful implementation of a peace process or peace agreement, which the mission supports.

## 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
1.6.1	Leading Peacekeeping Missions	Panel Discussion	60-75 minutes
1.6.2	Absorbing the Acronyms	Time for a creative break – <i>rhyme it, rap it, sing it, tap it</i>	30-45 minutes

## 1.6.1 Leading Peacekeeping Missions

*Notes on Use: This is an integrative learning activity. It draws together learning from different lessons. The method of panel discussion with Questions & Answers (Q&A) and guided discussion is useful to bring realism to different CPTM content. Consider using it again mid-point in Module 2.*

### Method

Panel discussion guided by key questions, with Q&A and full group discussion

### Purpose

To explore experience of senior leaders on a) command and control and management in a UN peacekeeping operation, and b) how they used key documents

*(Integrative Activity: To reinforce key learning from lessons in Module 1, particularly Lessons 1.5 and 1.6.)*

### Time

55 – 75 minutes, depending on number of panelists, time available, participant questions

Activity and panelist introduction 5 – 8 minutes

Presentations, 7-10 min / panelist 21 – 30 minutes

Questions and discussion (guided) 20- 30 minutes

Summary wrap-up and close 5-8 minutes

Total time: 55 – 75 minutes

### Preparation

- Identify 2 or 3 people who recently held senior positions in a UN peacekeeping operation and confirm as panelists. Aim for a mix of civilian, military and police, from: Contingent commanders, HOMC or HOPC or their Deputies, Chiefs of Staff, civilians who have been SRSG, DSRSG, Chief of Staff or head of a civilian component.
- Finalize a briefing note for the panelists, with key questions.
- Prepare your introduction to the learning activity. Explain the difference between “expressed” and “implied” leadership tasks, and let participants know that panelists have been asked to speak to both.
- Decide on the key questions you will use to move discussion along or redirect it. Draw the questions from core content in lessons 1.5 and 1.6.
- Consider the option of preparing participants to ask key questions. This supports a more distributed exchange.

- Confirm any transport arrangements needed and timing.
- Confirm room arrangements and seating layout.

### Instructions

1. Introduce the panel discussion and welcome the panelists. Explain purpose and specific instructions for panelists as per briefing note below.
2. Give each panelist between 7 and 10 minutes to speak, depending on total time available and as covered in briefing notes.
3. Invite questions of panelists. Manage a few questions after each presentation, and a longer exchange when all have presented. Follow sequence of questions as agreed with participants if you have prepared for a collective exchange.
4. Listen for themes across presentations. Note key themes to include in the closing summary.
5. About 10 minutes before session end, begin to close by summing up key themes, recapping the purpose and key messages. If time allows, ask participants to identify their own *take-aways* from the panel discussion – points of particular interest, insights that helped their learning.

Thank panelists and participants for their contributions: be as specific as possible. End on time. (Often with senior leaders, temptation is to let time run because it feels awkward to interrupt them. Manage the time. They will understand.)

## **Briefing Note for Panel Discussants in 1.6.1 Leading Peacekeeping Missions**

Thank you for agreeing to join a panel discussion to share your experience as a senior manager and leader in a UN peacekeeping operation. We look forward to hearing your insights and stories.

Each panelist will have (number) minutes to speak. When panelists have all spoken, participants will ask questions. We appreciate you considering the following as you prepare your remarks for the panel.

### **1. General topics**

- 1.1 The complexities of UN peacekeeping mandates
- 1.2 How peacekeeping operations work
- 1.3 How a peacekeeping mission is managed day-to-day

### **2. Leadership tasks**

- 2.1 Expressed leadership tasks – the documents and directives you received when you started in the position
- 2.2 Implicit leadership tasks - other tasks you needed to carry out to achieve objectives, but which were not always explained to you or guided.

### **3. Lessons and advice on collaboration**

- 3.1 Important lessons from your experience
- 3.2 Advice on collaboration between components, work as an integrated team in a mission

## **Examples of key questions for panelists**

*Note on Use: If participants have good questions, you will not need these. It is valuable to have these, in case there is a lack of energy or questions are off the mark.*

1. What was the document you *referred to most* in your senior management role?
2. How often were *core documents* changed?
3. Did your *job description* match the *work you found yourself doing*?
4. Did you feel *well prepared* to take on the leadership role? How can people prepare themselves?
5. What *advice do you have* (on specific challenges raised by panelists)?
6. What do you see as the *major challenges* to different components working together in a peacekeeping mission?

## 1.6.2 Absorbing the Acronyms

*Note on Use: Learning CPTM content is a challenge. Creativity helps. Engaging learners in more creative activities creates different bridges and memories that support integration of new learning and retention. Do not underestimate the appeal of creative learning activities to all groups of learners. Monitor when you can introduce an activity like this. Group dynamics take time to develop. People need to trust each other.*

### Method

Time for a creative break – *rhyme it, rap it, sing it, tap it*

### Purpose

To find engaging ways to help the participant group absorb and remember the names and acronyms of main positions of authority, structures and functions in UN peacekeeping.

*(Supporting purpose: To introduce a dynamic learning activity which engages the left side of learners' brains.)*

### Time

30 minutes – 45 minutes

5 minutes to introduce and prepare for the activity, distribute tasks

10 – 20 minutes in small groups (more time is better)

10-20 minutes small groups presenting in plenary (adjust time for groups depending on number)

### Preparation

- Decide on authorities, structures, functions for the exercise. Use informal observation and assessment of participants' learning as a guide. Choose a combination of acronyms participants have learned and those they may be having more trouble absorbing.
- Prepare sheets with one acronym per sheet. Print these in a large font, one acronym per page.
- Decide on the groups. Time is limited. Keep groups small (4-6 people), so they can finish the exercise.
- Prepare instructions based on available time (i.e. each group needs to know how long they have to present). This could be one minute, two minutes, three minutes. Longer is too long. The goal is to get each group prepare a "pithy" message – focused, clear, short and creative.



- Prepare sets. Put between one and three on each set, depending on time available and number of groups. You can ask groups to work on 1, 2 or 3 acronyms. Alternatively, ask each group to cover at least two or all three acronyms in their presentation. Keep track of the order you want the groups to report, so there is a logical sequence to the coverage of acronyms (similar to the lessons).
- Either write up step by step instructions for the activity on a flip-chart sheet, or prepare a presentation slide with the steps and timing details. Print the instruction sheet for each group. (Especially in time-bound exercises, making sure that learners feel confident about a task is especially important.)

### Instructions

1. Be ready to form the groups and distribute folders with acronyms quickly. Do this while you are introducing the activity, or have them already on tables. (Forming new groups can take time. So can moving people to working areas. Use table groups. Remind groups to keep the noise level down so all can concentrate.)
2. Groups have 10 minutes to prepare the *most creative presentation they can* that will help everyone remember the acronyms they have been given and what they mean.
3. **Quickly go through the steps groups are to follow.** Draw attention to the printed copy of instructions at each table, so participants feel reassured that they know what to do.

**Rhyme it, rap it, sing it, tap it – draw it, act it, call it, show it.** The clock is ticking so work quickly. Steps:

- a. **Work as a group – pull together.** Use the printed acronym name as a prop.
- b. **Decide what the acronym stands for – the full name.** Note it.
- c. **Decide what the acronym does.** Brainstorm, write down points.
- d. **Build the information you have into a creative presentation.** The acronym, the full name, what it does. Be as **creative and entertaining**. *Who sings? Who dances? What rhymes? Can each person sing one line of a song? Does anyone draw?*
- e. **The goal is to help your fellow participants learn this acronym and related concepts so they will remember them.** That is where the creativity comes in. (What would make you remember it?)
- f. **Be ready to present in (number) minutes** (to be confirmed by instructor based on available time and number of groups – 2-3 minutes is standard). Try to give every team member a role in presenting.

4. Help the group manage time, alerting people at 5 minute intervals and 2 minutes before all need to reconvene.

**Variations**

1. Make the learning activity a contest. Plan for participants or other judges to rate performances. Acknowledge each team a winner on something: creativity, brevity, entertainment, best use of all team members, most colourful, most packed with information, most thought-provoking, funniest, longest, shortest, etc.
2. Give the same acronyms to two groups. Consider this if some acronyms, terms and concepts are not being absorbed. Seeing them portrayed in different ways will help learners embed and remember them.

**Learning Activity 1.6 Support****Acronyms to absorb – a) in same order as they appear in 1.6 How Peacekeeping Operations Work**

(Related acronyms can be given to the same group)

<b>HOM</b>	<b>Head of Mission</b>
<b>SRSG</b>	<b>Special Representative of the Secretary-General</b>
<b>HOM/SRSG</b>	<b>Head of Mission / Special Representative of the Secretary-General</b>
<b>COS</b>	<b>Chief of Staff</b>
<b>DMS/CMS</b>	<b>Director/Chief of Mission Support</b>
<b>HOMC</b>	<b>Head of Military Component</b>
<b>HOPC</b>	<b>Head of Police Component</b>
<b>DSRSG</b>	<b>Deputy Special Representative of the Secretary-General</b>
<b>Principal DSRSG</b>	<b>Principal Deputy Special Representative of the Secretary-General</b>
<b>RC</b>	<b>Resident Coordinator</b>
<b>UNCT</b>	<b>UN Country Team</b>
<b>DSRSG/RC/HC</b>	<b>Deputy Special Representative of the Secretary-General, Resident Coordinator, Humanitarian Coordinator ("triple-hatted")</b>
<b>HC</b>	<b>Humanitarian Coordinator</b>
<b>HCT</b>	<b>Humanitarian Country Team</b>
<b>OIC</b>	<b>Officer-in-Charge</b>
<b>CoS</b>	<b>Chief of Staff</b>
<b>RBB</b>	<b>Results-based Budgeting Framework</b>
<b>DMS/CMS</b>	<b>Director of Mission Support / Chief of Mission Support</b>
<b>CAS</b>	<b>Chief Administrative Officer</b>
<b>CISS</b>	<b>Chief Integrated Support Services</b>
<b>DOA/CAO</b>	<b>Director of Administration / Administrative Officer (Terms replaced by ...)</b>
<b>MLT</b>	<b>Mission Leadership Team</b>
<b>SMT</b>	<b>Senior Management Group</b>
<b>ISS</b>	<b>Integrated Support Services</b>
<b>MSC</b>	<b>Mission Support Centre</b>
<b>JOC</b>	<b>Joint Operations Centre</b>
<b>JMAC</b>	<b>Joint Mission Analysis Centre</b>
<b>JLOC</b>	<b>Joint Logistics Operation Centre</b>

**Learning Activity 1.6 Support****Acronyms to absorb – in alphabetical order, from throughout 1.6 How Peacekeeping Operations Work**

(For rapid reference in considering options for sets of related acronyms)

<b>CAS</b>	<b>Chief Administrative Officer</b>
<b>CISS</b>	<b>Chief Integrated Support Services</b>
<b>COS</b>	<b>Chief of Staff</b>
<b>CoS</b>	<b>Chief of Staff</b>
<b>DMS/CMS</b>	<b>Director/Chief of Mission Support</b>
<b>DMS/CMS</b>	<b>Director of Mission Support / Chief of Mission Support</b>
<b>DOA/CAO</b>	<b>Director of Administration / Administrative Officer (TERMS HAVE BEEN REPLACED)</b>
<b>DSRSG</b>	<b>Deputy Special Representative of the Secretary-General</b>
<b>DSRSG/RC/HC</b>	<b>Deputy Special Representative of the Secretary-General, Resident Coordinator, Humanitarian Coordinator ("triple-hatted")</b>
<b>HC</b>	<b>Humanitarian Coordinator</b>
<b>HCT</b>	<b>Humanitarian Country Team</b>
<b>HOM</b>	<b>Head of Mission</b>
<b>HOM/SRSG</b>	<b>Head of Mission / Special Representative of the Secretary-General</b>
<b>HOMC</b>	<b>Head of Military Component</b>
<b>HOPC</b>	<b>Head of Police Component</b>
<b>ISS</b>	<b>Integrated Support Services</b>
<b>JLOC</b>	<b>Joint Logistics Operation Centre</b>
<b>JMAC</b>	<b>Joint Mission Analysis Centre</b>
<b>JOC</b>	<b>Joint Operations Centre</b>
<b>MLT</b>	<b>Mission Leadership Team</b>
<b>MSC</b>	<b>Mission Support Centre</b>
<b>OIC</b>	<b>Officer-in-Charge</b>
<b>Principal DSRSG</b>	<b>Principal Deputy Special Representative of the Secretary-General</b>
<b>RBB</b>	<b>Results-based Budget</b>
<b>RC</b>	<b>Resident Coordinator</b>
<b>SMT</b>	<b>Senior Management Group</b>
<b>SRSG</b>	<b>Special Representative of the Secretary-General</b>
<b>UNCT</b>	<b>UN Country Team</b>

**Learning activity support 1.6: Example of printed acronym for groups – size**



## Evaluation

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

- 1) Narrative
- 2) Fill in the blank / sentence completion
- 3) True-False
- 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 1.6	
Questions	Answers
<b>Narrative</b> <i>Note: Frame narrative evaluations as questions, requests or directions.</i>	
1. Why are UN peacekeeping operations described as complex?	<p>Participants will give different reasons. Prompt for at least four from each group or individual. Reinforce all when debriefing.</p> <ul style="list-style-type: none"> <li>• different components focus on their own tasks while contributing to one mission mandate</li> <li>• military, civilian and police have different backgrounds, education and training</li> <li>• peacekeepers come from different countries, belong to different ethnic groups and religions</li> <li>• levels of authority are not entirely clear-cut, especially compared to military organisations. They may be more defined than civilians are used to;</li> </ul>

	<ul style="list-style-type: none"> <li>• environments are volatile as well as insecure, and may change quickly</li> <li>• decisions need to be fast, before all facts are known</li> <li>• relationships between parties to a conflict and a wider population have complicated history</li> </ul>
2. How do Departments of the UN Secretariat support the Under-Secretaries General of DPKO, DFS and DPA on peacekeeping?	<p>By advising and supporting on the USGs' primary leadership tasks - strategic direction, management of all UN peacekeeping operations</p> <ul style="list-style-type: none"> <li>• strategic level financial management</li> <li>• safety and security oversight</li> <li>• guidance on political dimensions of a conflict</li> <li>• logistics</li> <li>• administration</li> </ul>
3. How does the UN define "operational authority"?	<p><i>"the authority transferred by Member States to the United Nations to use the operational capabilities of their national military contingents, units, Formed Police Units and/or military and police personnel to undertake mandated missions and tasks. Operational authority for such forces is vested in the Secretary-General under the authority of the Security Council."</i></p> <p>'Operational Authority' as used here is a broad term. Military forces may use the same term in different ways. For the UN it means:</p> <ul style="list-style-type: none"> <li>• Member States still hold national responsibilities for their military and police, such as pay, allowances and promotions.</li> <li>• Governments or national military and police authorities of Member States must not change or influence tactical plans, decisions or operations. This prevents confusion.</li> </ul>

	<p>Tactical plans, decisions and operations are supervised by the UN Heads of the Military and Police Components in the mission area. Member States raise tactical operational matters with DPKO at Headquarters in New York.</p> <ul style="list-style-type: none"> <li>• National rules and regulations govern conduct and discipline of military and police units in peacekeeping operations. UN rules and regulations also apply.</li> </ul>
4. Name six main positions of authority in UN peacekeeping operations.	<ul style="list-style-type: none"> <li>• Head of Mission/Special Representative of the Secretary-General (HOM/SRSG)</li> <li>• Deputy SRSG / Resident Coordinator</li> <li>• Chief of Staff (CoS)</li> <li>• Director/Chief of Mission Support (DMS/CMS)</li> <li>• Head of Military Component (HOMC)</li> <li>• Head of Police Component (HOPC)</li> </ul>
5. What are the two main areas of responsibility for an HOM/SRSG?	<ol style="list-style-type: none"> <li>1. the peacekeeping mission – vision, guidance, management and delegated authority</li> <li>2. political dialogue and good offices to keep the peace process alive, lessen tensions, manage potential relapse to violence</li> </ol>
6. Explain “triple-hatted” when referring to a DSRSG.	<p>Short answer: When the same person is the DSRSG, the RC and the HC. A triple-hatted DSRSG serves as:</p> <ol style="list-style-type: none"> <li>a) a DSRSG in the mission,</li> <li>b) Resident Coordinator for the UN system,</li> <li>c) Humanitarian Coordinator heading the Humanitarian Country Team.</li> </ol> <p>Explanatory answer: Most multidimensional peacekeeping missions have two Deputy SRSGs.</p>



	<ul style="list-style-type: none"> <li>• One Principal DSRSG is responsible for political, operational, rule of law aspects</li> <li>• The second DSRSG is the Resident Coordinator (RC), and leads the UN Country Team. She/he coordinates UN development work of the UN agencies, funds and programmes. Some mission contexts have humanitarian emergency. The second DSRSG may also be appointed Humanitarian Coordinator (HC), leading the Humanitarian Country Team (HCT).</li> </ul> <p>d)</p>
7. Who is the most senior UN official in a peacekeeping mission authorized to spend UN funds from mission budget?	<p>The Director or Chief of Mission Support (DMS/CMS).</p> <p>Participants may name the HOM/SRSG. Reinforce the point that for authorized spending of UN funds from mission budget, it is DMS/CMS.</p>
8. Which two civilian subordinate officials might support the DMS/CMS?	<ol style="list-style-type: none"> <li>1) Chief Administrative Services (CAS)</li> <li>2) Chief Integrated Support Services (CISS)</li> </ol>
9. Joint and integrated structures exist for support and substantive components. Name two for each.	<p>Support</p> <p>Integrated Support Services (ISS)</p> <p>Mission Support Centre (MSC)</p> <p>Substantive</p> <p>Joint Operations Centre (JOC)</p> <p>Joint Mission Analysis Centre (JMAC)</p>
10. What is the main role of the Mission Support Centre (MSC)?	<p>The MSC is a single point of coordination for all logistics support in a mission area, UN and non-UN. The MSC is the renamed JLOC, Joint Logistics Operation Centre. Some UN peacekeeping units use military logistics units. When such “enabling units” are used, the MSC is part of the ISS.</p>

<p>11. How are JOC and JMAC the same? How are they different?</p>	<p>The same – similar functions The JOC (Joint Operations Centre) and JMAC (Joint Mission Analysis Centre) support integration of information. They both gather information, manage and respond to information, and support managed responses to crises.</p> <p>Different – different functions, especially in emergencies Separate functions are:</p> <ul style="list-style-type: none"> <li>• JOC consolidates information from across the Mission and UNCT about developments. It is the mission's information hub: consolidates information daily, updates mission wide and reports to headquarters. During a crisis, the JOC becomes the HOM's crisis management centre.</li> <li>• JMAC analyzes information and patterns of incidents, anticipates threats and risks. It informs medium and long-term decision-making by mission leadership. JMAC does opportunity and threat analysis. In a crisis, JMAC has a role to: <ul style="list-style-type: none"> <li>a) anticipate potential and emerging crises,</li> <li>b) identify possible outcomes and implications</li> </ul> </li> </ul> <p>The structures work closely together and with HOM. Where possible, they co-locate.</p>
<p>12. Medium and long-term decision-making by mission leadership is informed by analysis from what body in the mission?</p>	<p>JMAC</p>
<p>13. What structure in a mission becomes the Head of Mission's crisis management centre and facilitates a coordinated response amongst mission components?</p>	<p>JOC</p>
<p><b>Fill-in-the-blanks</b></p>	

1. The _____ level is the highest level of authority in peacekeeping.	Strategic level.
2. The operational level of authority is mostly _____ level.	Mission level.
3. The UN has _____ authority over everyone in a UN peacekeeping operation, including military and police. This authority has been given to the HOM by the Secretary-General and USGs DPKO and DFS.	Operational Authority
4. For military and police personnel in UN peacekeeping missions, _____ remain a national responsibility.	Disciplinary matters.  Participants may also name pay, allowances and promotions.  Disciplinary matters remain a national responsibility. The United Nations may take administrative steps for misconduct. These include repatriation of military contingent members and staff officers. Guidance is in the revised model Memorandum of Understanding, (A/61/19 part III).
5. Substantive components of a peacekeeping mission implement tasks which assist _____.	Mandate beneficiaries, those who receive mission services according to the mandate. These include national and local people and institutions.
6. The _____ exercises "operational authority" over all civilian, military and police personnel in a peacekeeping operation. "Operational authority" involves ultimate authority at field level to direct all mission components.	Head of Mission / Special Representative of the Secretary-General (HOM/SRSG).  The Secretary-General delegates this operational authority to the HOM/SRSG.
7. Most multidimensional peacekeeping missions have _____ Deputy SRSGs. Name them.	Two. 1. The Principal DSRSG – responsible for political, operational, rule of law aspects of the mission 2. The Resident Coordinator DSRSG – leads the UN Country Team, coordinates work of UN agencies, funds and programmes
8. The _____ is the authority figure responsible for ensuring necessary logistical and administrative support to the mission.	Director/Chief of Mission Support. The DMS/CMS is a key part of the senior management team, concentrating on support work.

9. The HOM/SRSG only exercises authority over military and police personnel through _____.	Heads of military and police components: Head of Military Component (HOMC), Head of Police Component (HOPC). This line of authority maintains the integrity of military and police chains of command.
10. The _____ and _____ are the two senior management structures in a peacekeeping mission.	<p>1) Mission Leadership Team – MLT 2) Senior Management Group – SMG</p> <p>The MLT is the mission's executive decision-making forum, with senior decision-makers from components. The SMG is a wider forum than the MLT, for management planning and coordination. It includes members of the MLT and various heads of civilian components – political affairs, human rights, public information. (SMG in traditional missions is smaller, no civilian components.)</p>
11. _____, _____ and _____ are substantive components in UN multidimensional peacekeeping operations.	Military, civilian, police. They work together on tasks according to the mandate. They are substantive components because they work on "substantive" or essential tasks outlined in the mandate.
12. _____ contribute to a mission's early warning efforts through predictive analysis.	JMACs.
13. Both the JOC and the JMAC _____ each other.	The JOC and the JMAC are distinct services which complement each other.
<b>True-False</b>	
1. Mission structure supports mandate implementation.	<p><b>True.</b> Mission structures suit the mandates authorized by the Security Council. These differ because mandates respond to particular conflicts.</p> <p>Clear mission structures prevent fragmentation or work in unconnected silos, especially in large, diverse missions. Mission structure enables collaborative, coherent work.</p>

2. The tactical overlaps with strategic and operational levels of authority in peacekeeping.	<b>False.</b> The operational overlaps with the strategic level above, tactical below. The tactical level only overlaps with the operational level, not directly with the strategic level.
3. The Security Council delegates responsibility for the set up and conduct of peacekeeping operations directly to the Under-Secretaries General of DPKO and DFS.	<b>False.</b> The Security Council delegates responsibility to the Secretary-General, who in turn delegates it to the Under-Secretaries General of DPKO and DFS.
4. The Secretary-General delegates "Operational Authority" to the Head of Mission (HOM).	<b>True.</b> The S-S also delegates authority to Under Secretaries-General of DPKO, DFS and DPA.
5. Troop-contributing countries (Member States) can adjust tactical plans and decisions.	<b>False.</b> Member States are not permitted to adjust plans, decisions or operations. The UN's "operational authority" includes authority over all military and police personnel in UN peacekeeping operations.
6. Operational Authority as a term in UN peacekeeping may have a different meaning from how militaries use it.	<p><b>True.</b> <i>"the authority transferred by Member States to the United Nations to use the operational capabilities of their national military contingents, units, Formed Police Units and/or military and police personnel to undertake mandated missions and tasks. Operational authority for such forces is vested in the Secretary-General under the authority of the Security Council."</i></p> <p>For the UN, Member States always hold national responsibility for their military and police (pay, allowances, promotions, disciplinary matters). Heads of Military and Police components in a mission have no influence on tactical plans, decisions or operations.</p>
7. Support components handle logistics and administration for substantive components.	<b>True.</b> Support components do logistics and administration for substantive components. Substantive components directly assist local, national people and institutions.
8. The SRSG in multi-dimensional peacekeeping operations is usually a senior Military officer.	<b>False.</b> SRSG in multidimensional peacekeeping is usually a civilian. The SRSG may be Head of Military Component (HOPC) in traditional

	peacekeeping – for such cases, a senior Military officer.
9. The Chief of Staff (COS) works closely with the HOM to manage mission activities efficiency and coordinate policy and planning activities among components.	<b>True.</b> The COS performs a senior level staff and advisory function for the HOM and mission senior management. S/he guides integrated work using the Mission Concept or Integrated Strategic Framework and Results-Based Budget. ** Heads of Military and Police Components may have internal Chiefs of Staff with similar responsibilities. These COSs work closely with HOMC/HOPC.
10. The HOMC and HOPC report to the HOM and have technical reporting lines to UN headquarters.	<b>True.</b> HOMC has a technical reporting link to the UN Military Adviser, HOPC to the UN Police Adviser. This serves two purposes. 1) It ensures technical aspects of field operations follow UN policies and standards. 2) It helps UN headquarters in official contact with Member States about military and police work.
11. The Senior Management Group (SMG) sets vision for realizing mission mandate, communicates it clearly to all.	<b>False.</b> The Mission Leadership Team (MLT) has this responsibility. SMG is a wider forum for management, planning and coordination.
12. The support component is responsible for: mission logistics, administration, communication, and resources.	<b>True.</b> The support component has these responsibilities. It combines civilian and military services.
13. Joint centres bring together civilian, military and police specialists to ensure effective coordination and good use of resources.	<b>True.</b> Joint centres exist for support and substantive work. They are all headed by civilians.
14. Only people in the JOC and JMAC work with information and reports.	<b>False.</b> Everyone in a peacekeeping mission has a role in gathering information and feeding it into the mission's structures for reporting, analysis and response.
15. Information from the UN Country Team is part of the information stream for JOC and JMAC.	<b>True.</b> The JOC and JMAC gather information from sources across a mission and from partners outside it, particularly those in the UN. They manage and respond to that information, helping ensure cohesion across the UN.
16. The JOC can play a role in coordinating operational responses.	<b>True.</b> In crisis situations it may play a key role, ensuring that a crisis is

	<p>managed in an integrated way, and all components are coordinated in response to a single operational development. When a crisis occurs, senior management need to convene in a known venue, such as JOC. "Operational coordination" by the JOC involves close collaboration with the Mission Support Centre.</p>
<p>17. The JOC and the JMAC work separately from each other.</p>	<p><b>False.</b> The two distinct services complement one another. <b>The JOC consolidates information daily.</b> The JMAC contextualizes information, provides deeper understanding and supports well-informed decision-making by senior leadership. Wherever possible, JOCs and JMACs co-locate.</p>
<p style="text-align: center;"><b>Multiple Choice</b> Note: Check one for each.</p>	
<p>1. Peacekeepers need to know how peacekeeping operations work because: (check one that applies)</p> <p>_____ (a) peacekeeping operations are not like other organisations;</p> <p>_____ (b) peacekeeping operations are complex, with many aspects</p> <p>_____ (c) levels of authority may be ambiguous, not clear-cut</p> <p>_____ (d) units need to work together efficiently</p> <p>_____ (e) none</p> <p>_____ (f) all</p>	<p>(f) <b>All.</b> All the reasons apply.</p>
<p>2. The Secretary-General delegates responsibility for the set up and conduct of peacekeeping operations to: (check one that applies)</p> <p>_____ (a) the Security Council</p> <p>_____ (b) the Head of Military Component (HOMC)</p> <p>_____ (c) the Head of Police Component (HOPC)</p>	<p>(e) <b>None.</b> The Secretary-General delegates authority for the set up and conduct of peacekeeping operations to the Under-Secretaries General (USGs) of DPKO and DFS, sometimes DPA.</p>

<p>____ (d) the UN Country Team (UNCT)</p> <p>____ (e) none</p> <p>____ (f) all</p>	
<p>3. Member States: (check one that applies)</p> <p>____ (a) can adjust tactical plans of a peacekeeping operation;</p> <p>____ (b) do strategic level financial management for a mission</p> <p>____ (c) retain national responsibility for pay, allowances, promotions</p> <p>____ (d) work directly with the DPKO and DFS Under-Secretaries General</p> <p>____ (e) none</p> <p>____ (f) all</p>	<p>(c) <b>Retain national responsibility for pay, allowances and promotions.</b> This applies to military and police personnel deployed to a UN peacekeeping operations, not to civilians.</p>
<p>4. A typical UN peacekeeping mission structure includes: (check one that applies)</p> <p>____ (a) main positions of authority</p> <p>____ (b) substantive components</p> <p>____ (c) support components</p> <p>____ (d) integrated, joint structures</p> <p>____ (e) none</p> <p>____ (f) all</p>	<p>(f) <b>All.</b> There is no standard structure, but points (a) to (d) appear in most mission structures.</p>
<p>5. The Head of Mission / Special Representative of the Secretary-General (HOM/SRSG) is: (check one that applies)</p> <p>____ (a) always a Military officer</p> <p>____ (b) never a civilian</p> <p>____ (c) appointed by the Security Council</p> <p>____ (d) responsible for strategic vision and guidance of a mission</p> <p>____ (e) all</p> <p>____ (f) none</p>	<p>(d) <b>Responsible for strategic vision and guidance of a peacekeeping mission.</b></p> <p>None of the other points are true. Traditional peacekeeping operations may be headed by a senior Military officer. Most multi-dimensional operations are headed by civilians. The Secretary-General appoints an HOM/SRSG, not the Security Council, and delegates operational authority to that person.</p>
<p>6. The Humanitarian Country Team (HCT) has representatives from:</p> <p>____ (a) support components of the mission</p> <p>____ (b) substantive components of the mission</p>	<p>(c) <b>International Red Cross and Red Crescent Movement.</b></p> <p>The DSRSG/RC/HC heads the Humanitarian Country Team. Representatives also come from:</p> <ul style="list-style-type: none"> <li>• UN Country Team</li> </ul>



<p> <input type="checkbox"/> (c) International Red Cross and Red Crescent Movement  <input type="checkbox"/> (d) Permanent Missions of countries contributing military/police  <input type="checkbox"/> (f) all  <input type="checkbox"/> (g) none         </p>	<ul style="list-style-type: none"> <li>• international and local non-governmental organisations, NGOs</li> <li>• international financial institutions (IFIs) such as the World Bank, International Monetary Fund</li> </ul>
<p>           7. Substantive components in a multidimensional UN peacekeeping operation: (check one that applies)  <input type="checkbox"/> (a) work together  <input type="checkbox"/> (b) concentrate on mandated tasks  <input type="checkbox"/> (c) help strengthen the foundation for sustainable peace  <input type="checkbox"/> (d) serve mandate beneficiaries  <input type="checkbox"/> (e) all  <input type="checkbox"/> (f) none         </p>	<p>(e) <b>All.</b> Substantive components are military, civilian and police. They need to work together to implement the mandate successfully and efficiently. Such coordinated work can be challenging. Working together helps strengthen the foundation for sustainable peace. Support components help substantive components deliver services to mandate beneficiaries.</p>
<p>           8. Integrated Support Services (ISS): (check all that apply)  <input type="checkbox"/> (a) supports logistics  <input type="checkbox"/> (b) covers regions or sectors  <input type="checkbox"/> (c) covers combat aviation units  <input type="checkbox"/> (d) controls logistical resources in a mission  <input type="checkbox"/> (e) is headed by military personnel.         </p>	<p><b>TRUE:</b> (a) supports logistics, (b) covers regions or sectors, and (d) controls logistical resources in a mission.</p> <p><b>NOT TRUE:</b> (c) – ISS does not cover combat aviation units, or any other combat units, and (e) – civilians head ISS and other integrated management structures.</p>
<p>           9. Each peacekeeping mission has a _____ structure. (Check one that applies)  <input type="checkbox"/> (a) unique or different  <input type="checkbox"/> (b) similar  <input type="checkbox"/> (c) standard            10.         </p>	<p>Unique. Different.</p> <p>All missions have support and substantive components. The two work for mission beneficiaries, according to the mandate. Each mission structure suits the mandate authorized by the Security Council. These differ because they respond to different conflicts.</p>

## More ways to evaluate learning

**Diagrams for Learning Evaluation.** The use of diagrams is a new method of learning evaluation. The method is valid for other lessons. Use participants' ability to rapidly prepare accurate diagrams to evaluate knowledge of content from Lesson 1.6 How Peacekeeping Operations Work. The examples of diagrams are below.

### Instructions for groups

- Select diagram(s). Format each of the headings in large type. Make headings larger and bolder. Print on separate sheets or cut into separate parts. For an easier evaluation, use differently-coloured paper for each level. For a more challenging evaluation, use only white paper. For the most challenging, do not give names, ask people to come up with them. Do not print anything out for the last alternative.
- Provide a blank flip-chart sheet with the lines drawn, or task participants to draw the basic diagram around the grouped headings on a plain flip-chart sheet.
- Give groups coloured pens and tape.
- Allow 10-15 minutes to complete the evaluation. The goal is for the group to accurately reproduce the named diagram.
- Get groups to check each other's diagrams, before you check them yourself.

### Instructions for individuals

- Use blank white sheets or prepare a template with the diagram's basic parts. Give each participant one.
- For an easier individual evaluation, give the names. For more difficulty, tell people to recall the names and draw the chart.
- Clearly explain the task – accurately draw the named diagram – and the time, e.g. 10-15 minutes.

## EXAMPLES

### 1. Authority, Command and Control diagram.

#### Headings

Authority, Command and Control

Main UN Bodies in Peacekeeping

#### STRATEGIC

General Assembly

Security Council

Secretary-General

UN Secretariat (DPKO, DFS, DPA)

#### OPERATIONAL

Head of Mission

Mission Headquarters & Leadership Team

Component Heads

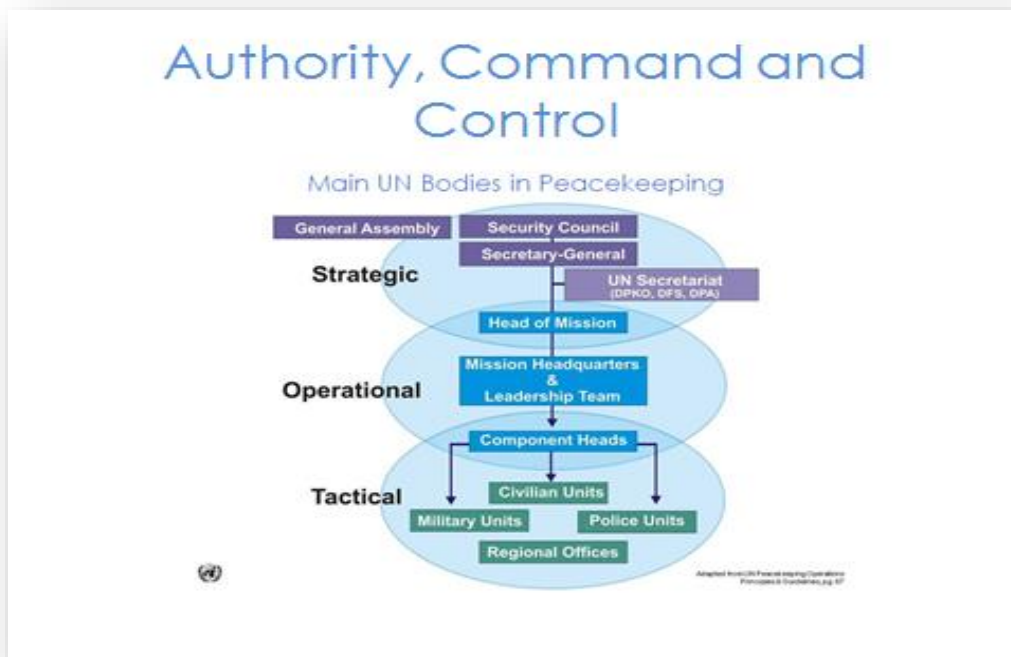
#### TACTICAL

Civilian Units

Military Units

Police Units

Regional Offices



## 2. Peacekeeping Mission Structure (generic example, broad functions only).

### Headings

#### SUPPORT

Director of Mission Support / Chief of Mission Support (DMS/CMS)

Integrated Support Services

Admin Services

Safety and Security

... Provide services to ...

#### SUBSTANTIVE

special Representative of the Secretary-General or head of Mission (SRSG/HOM)

Chief of Staff (COS)

Deputy SRSG/Deputy HOM

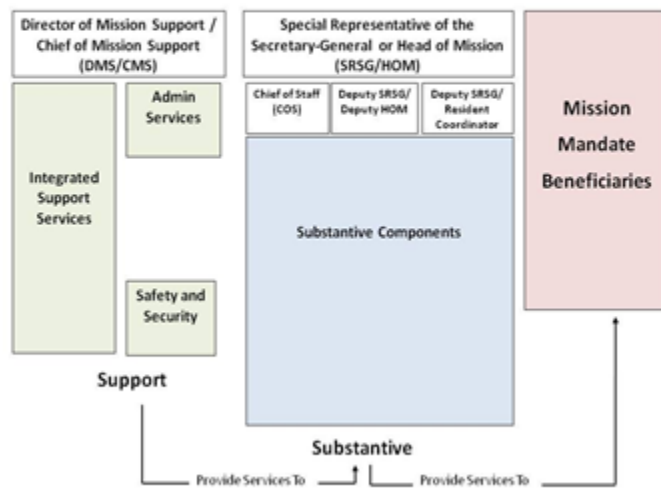
Deputy SRSG/Resident Coordinator

## Substantive Components

... Provide services to ...

MISSION MANDATE BENEFICIARIES

## Overview of a Generic UN Peacekeeping Mission Structure



### 3. Management Structures in Peacekeeping Operations

Variation: ask participants to prepare the diagram and then explain main roles of the SMG and MLT.

#### Headings

Senior Management Group (SMG)

Mission Leadership Team (MLT)

SRSG/HOM

COS

DSRSG/RC/HR

HOPC

DSRSG

HOMC

DMS/CMS

Political

Electoral

Civil Affairs

Human Rights

Safety and Security

Spokesperson

Legal Affairs

Public Information

## Management Structures in Peacekeeping Operations



## Commonly Asked Questions and Key Words

Key Words or phrases for this lesson:

Key Word or Phrase	Definition
<b>Operational Authority</b>	<p>For military and police personnel participating in UN peacekeeping operations, "operational authority" is:  <i>"the authority transferred by Member States to the United Nations to use the operational capabilities of their national military contingents, units, Formed Police Units and/or military and police personnel to undertake mandated missions and tasks. Operational authority over such forces is vested in the Secretary-General, under the authority of the Security Council".</i></p> <p>'Operational Authority' as used here is a broad term. Military forces may use the same term in different ways. For the UN it means:</p> <ul style="list-style-type: none"> <li>- <b>Member States still hold national responsibilities for their military and police, such as pay, allowances and promotions.</b></li> <li>- <b>Governments or national military and police authorities of Member States must not change or influence tactical plans, decisions or operations. This prevents confusion.</b> Tactical plans, decisions and operations are supervised by the UN Heads of the Military and Police Components in the mission area. Member States raise tactical operational matters with DPKO at Headquarters in New York.</li> <li>- National rules and regulations govern conduct and discipline of military and police units in peacekeeping operations. <b>UN rules and regulations also apply.</b></li> </ul> <p>Disciplinary matters remain a national responsibility. The United Nations may take administrative steps for misconduct. These include repatriation of military contingent members and staff officers. Guidance is in the revised model Memorandum of Understanding, (A/61/19 part III).</p>

	The UN may also take disciplinary action for military or police "Experts on Mission". Guidance is the <i>UN Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers</i> .
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Commonly asked questions from participants:

Possible Questions	Possible Responses
How does the United Nations decide on the structure of a peacekeeping mission?	There is no standard structure or organogram for a United Nations peacekeeping operation. The structure of each peacekeeping operation is developed based on the Security Council mandate. Generally, the Technical Assistance Mission (TAM) sent to the country, which prepares the Secretary General's report to the Security Council advising on whether a peacekeeping operation should be deployed will also make recommendations on the structure of the mission.
Why are the Heads of Military Components called different names, Such as Force Commander (FC), Chief Military Observer (CMO) and Chief Military Liaison Officer (CMLO)?	The title assigned to a Head of the Military Component in a peacekeeping mission is intended to reflect the functional role intended when the mission was started. The role may change over time but the title may stay unchanged (e.g. 'Force Commander' of MINURSO where there is no longer any armed units).
Can a UN civilian staff member direct or give orders directly to a UN military or police person?	Yes, but only if that military or police person is being directly supervised by the civilian staff member (e.g. are members of a Joint Centre) and the direction can only be related to routine tasks and not tactical operations.
Do national rules and regulations governing the conduct and discipline of military and police still apply when serving in a UN peacekeeping mission?	Yes. Military and police personnel are also required to comply with UN rules and regulations governing the conduct and discipline of peacekeepers.
When UN military or UN Police are mandated to work directly with local Government security forces, does the UN exercise operational authority over the local security forces?	No. The United Nations only exercises operational authority over those troops or police which have been provided to participate directly in a UN peacekeeping operation. In rare cases where the United Nations has executive policing authority, may the UN Police possibly exercise operational or tasking authority over host country police officers. If this is the case, the level of authority and the limits to UN authority will be specified in a separate agreement with the local Government.



How are military and police personnel working in joint or integrated structures selected?	Military and Police specialists serving in the JMAC, JOC, and JLOC are selected through a competitive process supervised by the Department of Peacekeeping Operations (DPKO) and Department of Field Support (DFS) in UN Headquarters in New York.
Can staff officers also be deployed outside the mission headquarters?	In a few larger missions with significant regional or sector offices, staff officers may also be deployed to the regions. Generally, staff officers work in the mission headquarters.
Is it true that only people in the JOC and JMAC work with information and reports?	<p>This is false. The JOCs and JMACs depend in a reliable flow of relevant information. JOC and JMAC need many sources of information from those in the best position to know what is happening. All personnel – military, civilian and police – need to contribute timely and relevant reports to the information stream to JOCs and JMACs. Everyone in a peacekeeping mission has a role in gathering information and feeding it into the mission's structures for reporting, analysis and response. Peacekeeping personnel gather information at the tactical level and report. Coherence in reporting helps establish a clear and accurate picture of events/incidents in a mission area.</p> <p>Peacekeeping personnel are encouraged to be creative in gathering and sharing information, especially to enable a rapid response to a crisis. For example, report of an urgent incident with a picture first – being mindful of potential sensitivities and risk.</p> <p>Information not critical in a crisis situation may have value for wider context-setting and planning. During low/downtime (non-peak, non-crisis) times in a mission, personnel should invest time in updating information.</p>
What four main types of reports are important for a peacekeeping mission?	<ul style="list-style-type: none"> <li>• Code cables</li> <li>• Alerts/flash reports</li> <li>• Technical reports</li> <li>• Internal sitreps (situation reports)</li> </ul> <p>The latter three are especially relevant to mission personnel – alerts/flash reports, technical reports and internal sitreps. Code cables are a main means of communicating between a mission and HQ.</p>
What are senior officers and managers mainly responsible for in a crisis situation? How do they work with JOCs/JMACs?	Senior officers and managers are mainly responsible for decision-making in a crisis situation. Reporting is a responsibility for all. Emphasis for senior management in crisis management is on decision-making, not reporting. Senior managers also need to be willing to contribute to integrated processes, ensure components provide regular inputs to JOCs/JMACs, and be willing to nominate prized personnel to

	serve as effective Liaison officers, strong representatives of a component.
Why are JOC and JMAC important integrated structures? Are informal networks also important to information management in peacekeeping?	<p>Military, civilian components tend to report only up their chain of command, especially military and police. Unwillingness to share or release information has to be challenged. The JOCs and JMACs gather and manage information for the benefit of the whole mission. They need as comprehensive a picture as possible, from all available sources. All components need to share relevant information – emphasis on “relevant”.</p> <p>Having information networks through which to gather and cross-check information adds value. Personnel should establish, maintain and use informal networks as a “force multiplier” in gathering information.</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 Policy on Authority, Command and Control in UN Peacekeeping Operations (2008)  
(Particularly for courses involving contingent commanders and/or staff officers, instructors may wish to add additional information on the tasking of mission assets. This information is contained in pages 15 and 16 of the UN DPKO/DFS Policy; Authority, Command and Control in UN Peacekeeping Operations, 15 February 2008.)
- DPKO/DFS Mission Start Up Field Guide for Mission Managers of United Nations Peacekeeping Operations, 2010
- Model Memorandum of Understanding (MOU) between the United Nations and Troop Contributing Countries (A/C.5/60/26)  
[http://www.un.org/en/ga/search/view\\_doc.asp?symbol=A/C.5/60/26](http://www.un.org/en/ga/search/view_doc.asp?symbol=A/C.5/60/26)
- Subsequent amendments to the Model MOU between the United Nations and Troop Contributing Countries (A/61/19/REV.1(SUPP))  
<http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/372/78/PDF/N0837278.pdf?OpenElement>  
(Guidance on disciplinary matters is in the revised model Memorandum of Understanding, (A/61/19 part III).).

## 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> )

To verify the continued accuracy of the information on the missions and senior management posts, search for the specific mission and find the names and titles, and often pictures of the Mission Leadership.

### 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

DPKO/DFS JOC Policy, 2014

DPKO/DFS JMAC Policy, 2015

DPKO/DFS JOC Guidelines, 2014

DPKO/DFS JMAC Guidelines, 2015

The repository for all official DPKO and DFS guidance is the Policy and Practice Database: [ppdb.un.org](http://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>

### Additional Information

Trainers should let participants know that in addition to the Mission-specific information received during this training, participants should also familiarize themselves with the Predeployment Information Package (PIP). 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>