

Mandate Implementation, Management and Coordination



Main Teaching Points (MTP)

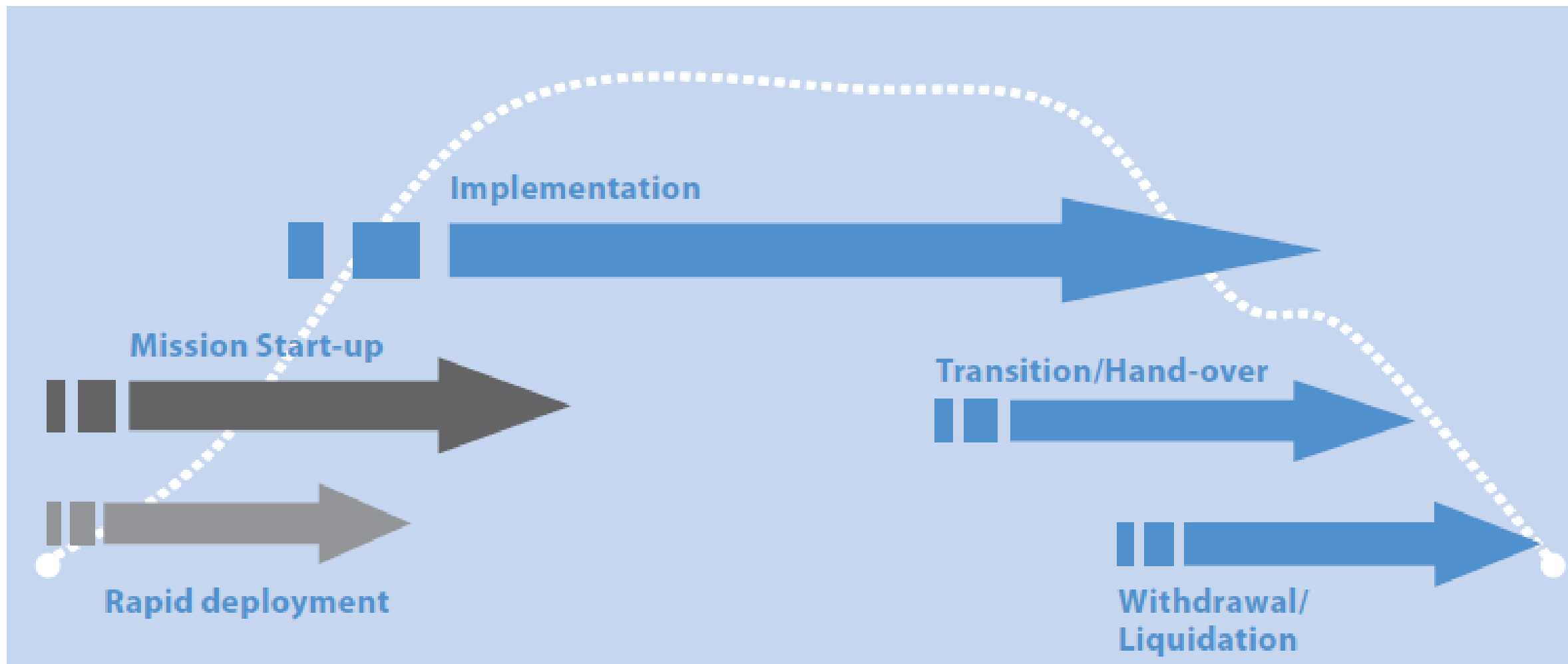
- Deployment and Start-Up of UN Peacekeeping Operations (UN PKO)
- Managing UN PKO
- Mission Components
- Supporting and Sustaining UN PKO
- Transition and Exit / Withdrawal

Deployment / Start Up of UN PKO

☐ Typical Phases of Deployment:

- ☐ Mission Start Up;
- ☐ Mandate Implementation;
- ☐ Transition (Hand-over, Withdrawal, Liquidation)

Deployment / Start Up of UN PKO

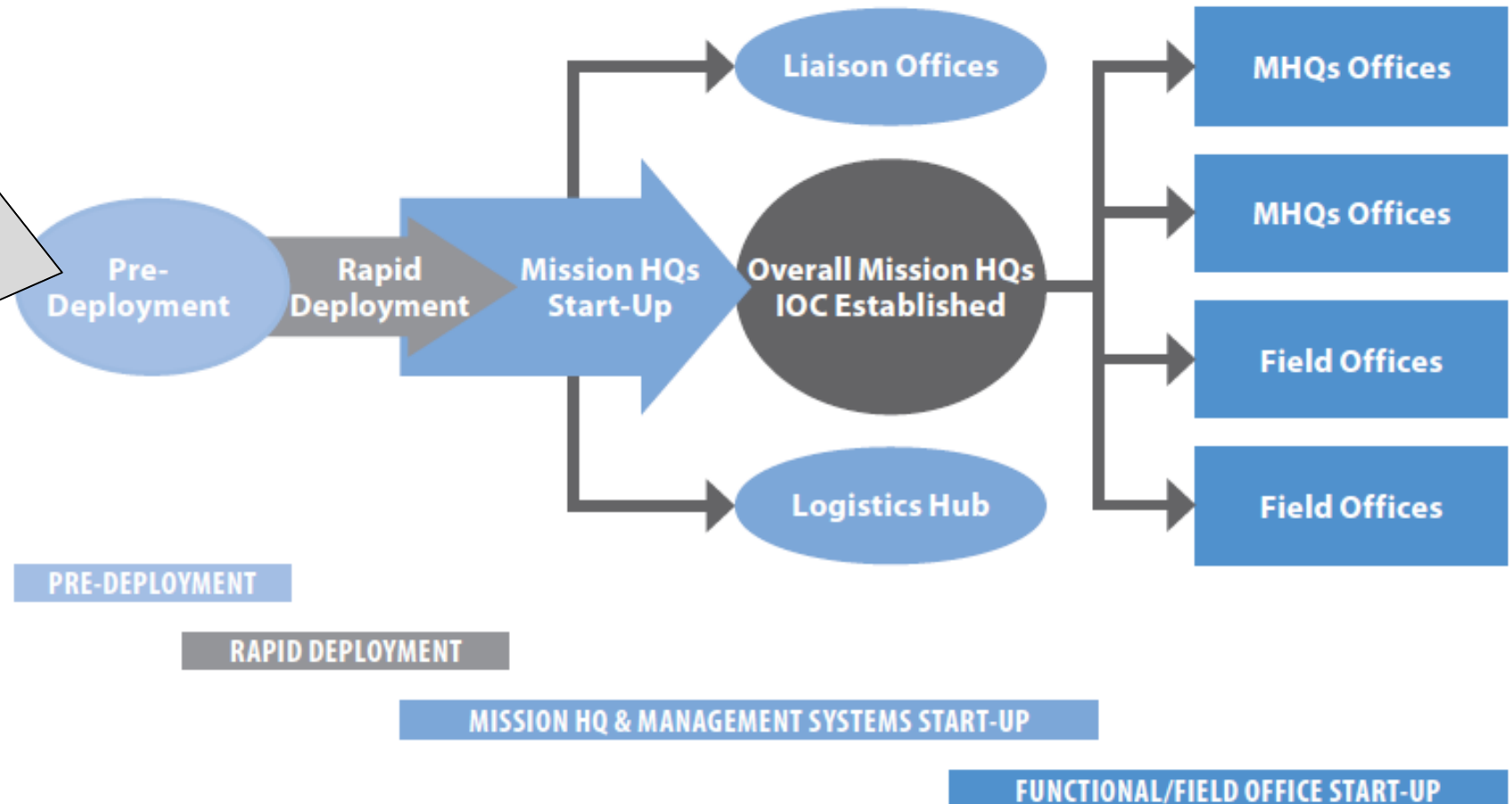


Deployment / Start Up of UN PKO

Primarily HQ responsibility

Tasks:

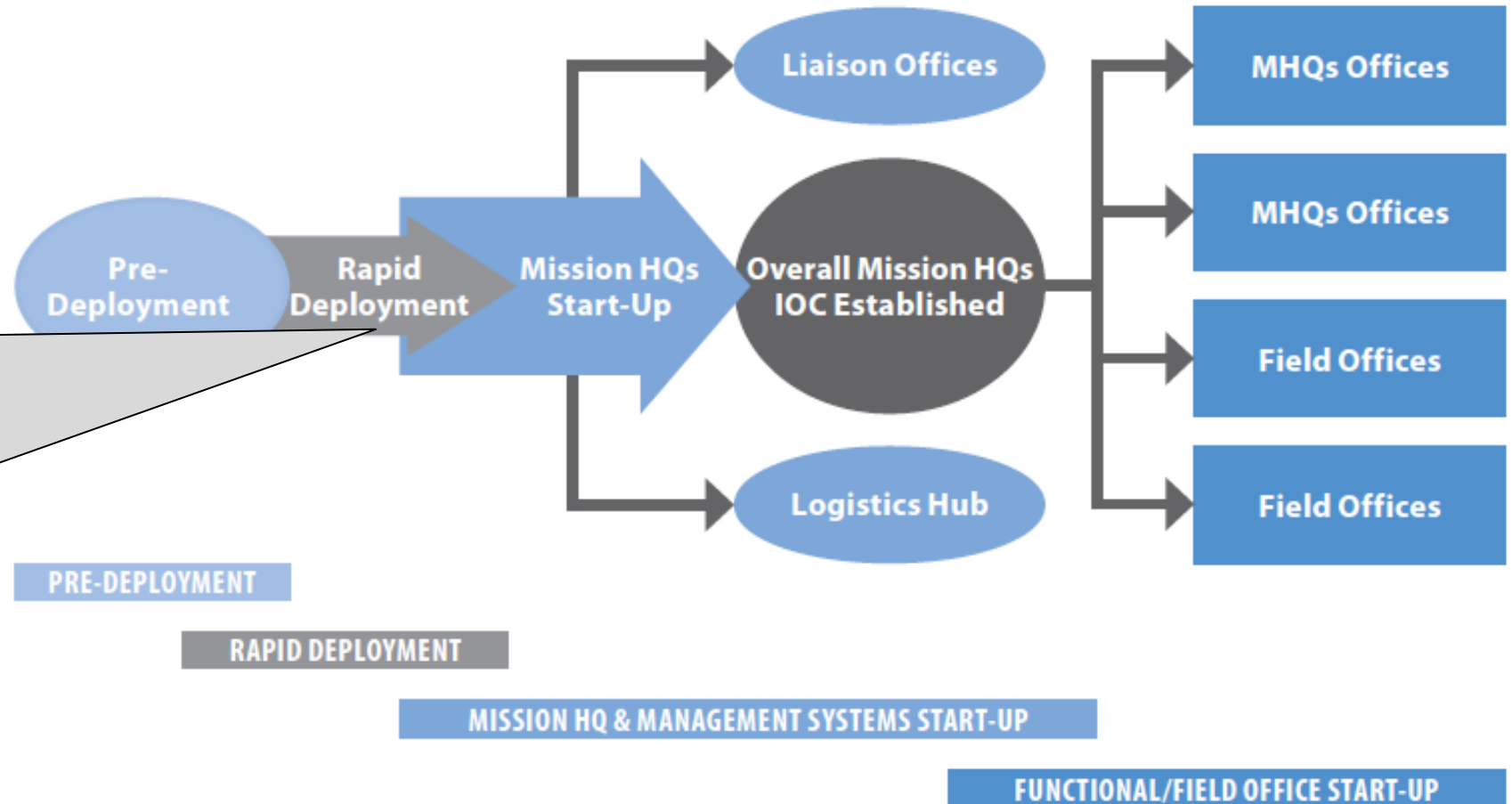
- ✓ Budgetary process
- ✓ Pre-deployment visits to TCCs/PCCs → readiness
- ✓ Negotiation of Status of Mission/ Forces Agreements (SOMA/SOFA)
- ✓ Mobilization of Strategic Deployment Stocks (SDS)
- ✓ Tendering of major supply and service contracts for the mission



Deployment / Start Up of UN PKO

Deployment of small advanced team

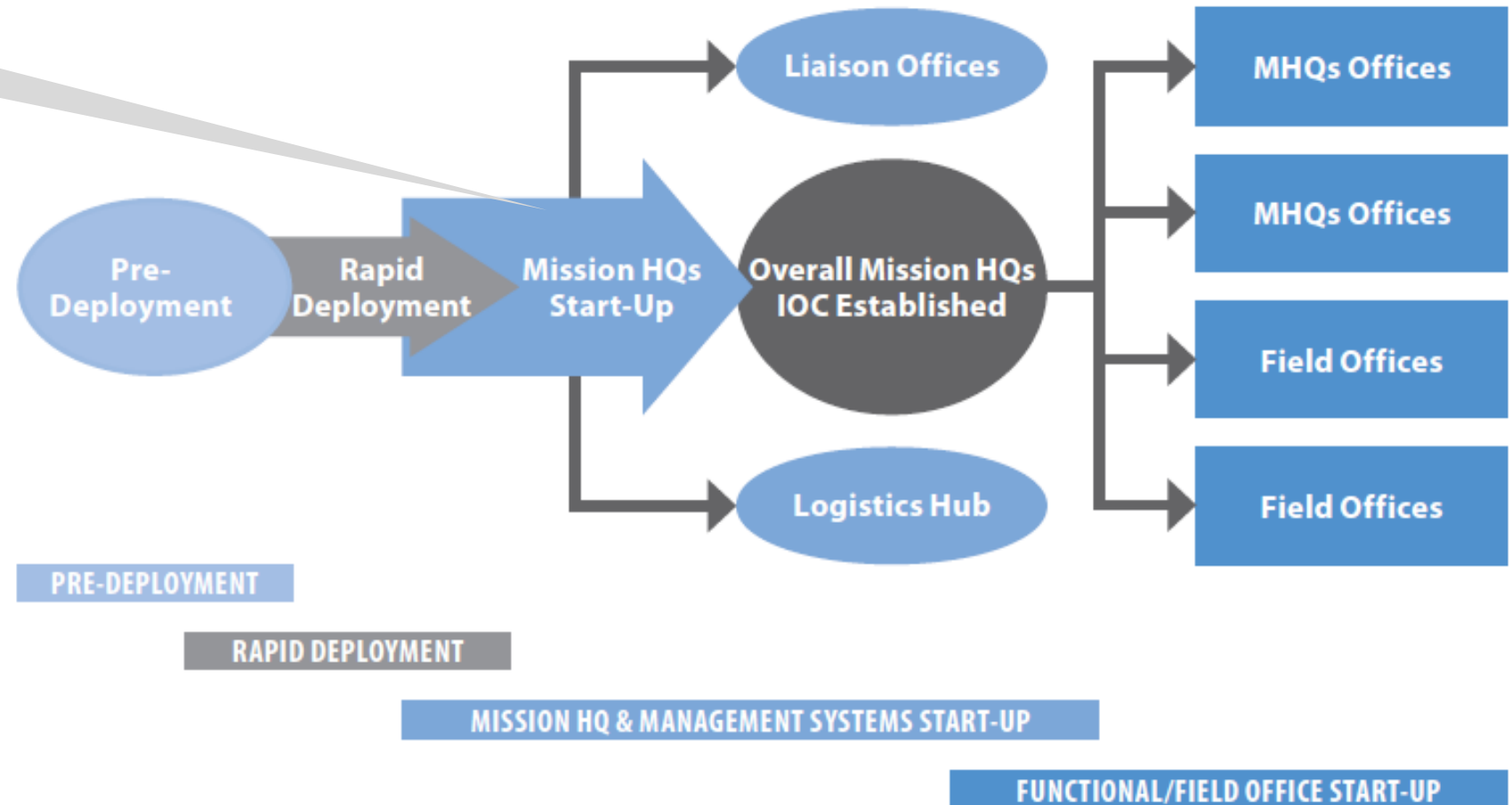
Tasks: Establish mission infrastructure and administrative systems



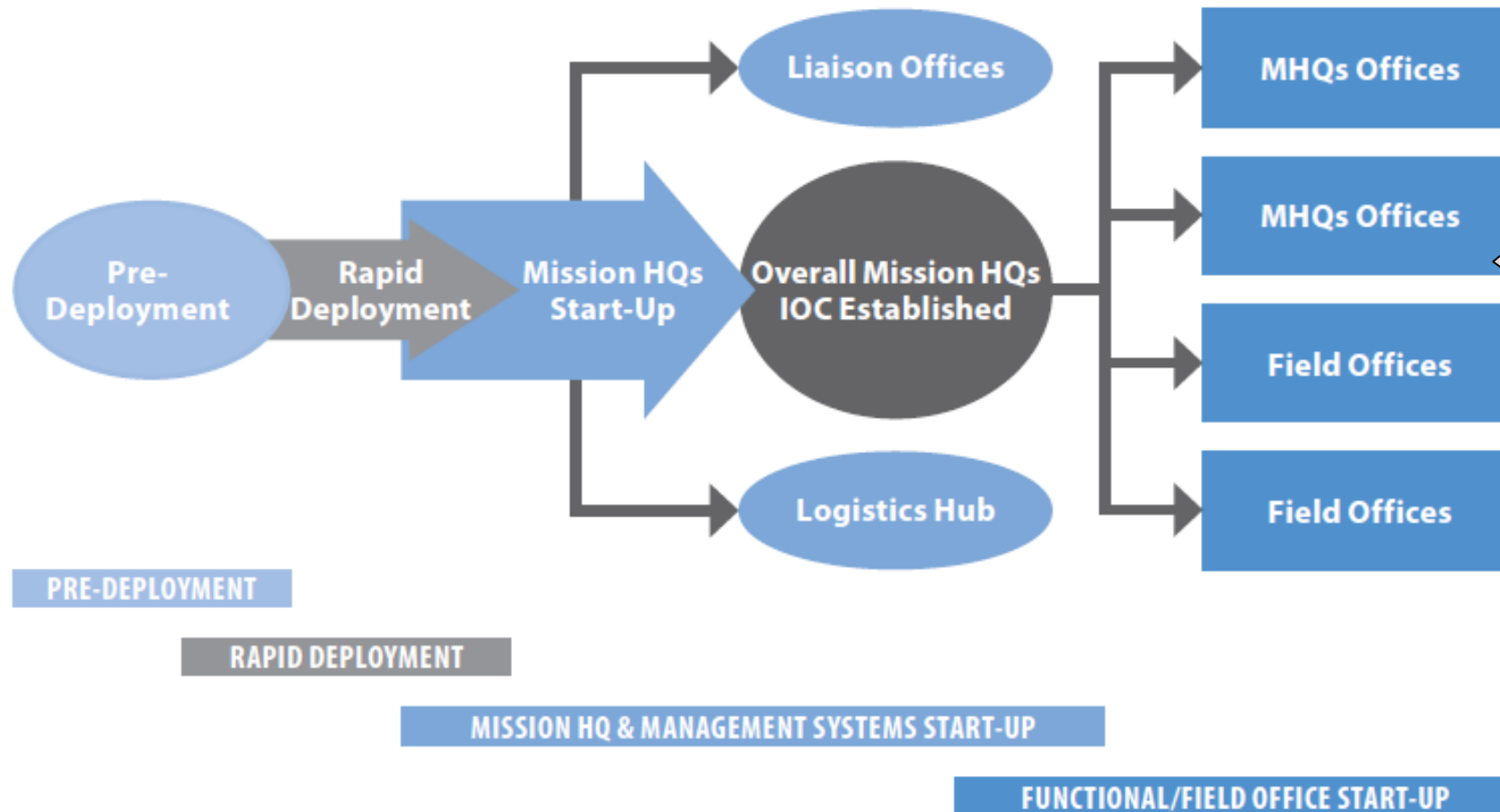
Deployment / Start Up of UN PKO

Mission **leadership** team arrives

- ✓ **Managerial** and **command & control** (C2) systems formed
- ✓ Increasing numbers of **substantive** and **support personnel** begin arriving in-mission to help achieve an IOC
- ✓ **Liaison** offices and **logistics hubs** established, if required



Deployment / Start Up of UN PKO



Concurrent to HQ stand-up:

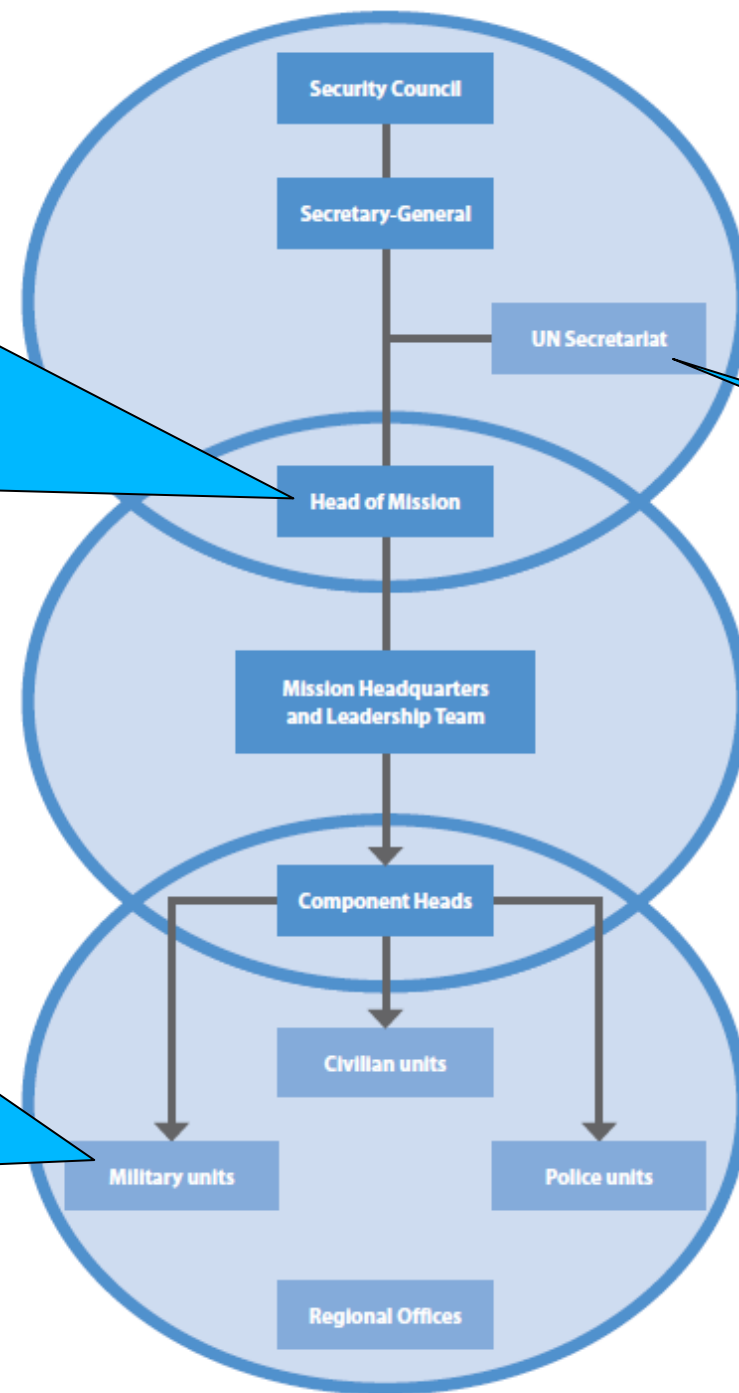
- ✓ coordinated establishment of various substantive civilian, police and military command and managerial capacities
- ✓ Establish **sector** HQ and mission field offices

Main Teaching Points (MTP)

- Deployment and Start Up of UN Peacekeeping Operations (UN PKO)
- **Managing UN PKO**
- Mission Components
- Supporting and Sustaining UN PKO
- Transition and Exit / Withdrawal

Head of Mission (HOM) exercises operational authority over the UN PKO's activities, including military, police and civilian resources.

Military personnel placed under the control of the UN **Force Commander**.



STRATEGIC

OPERATIONAL

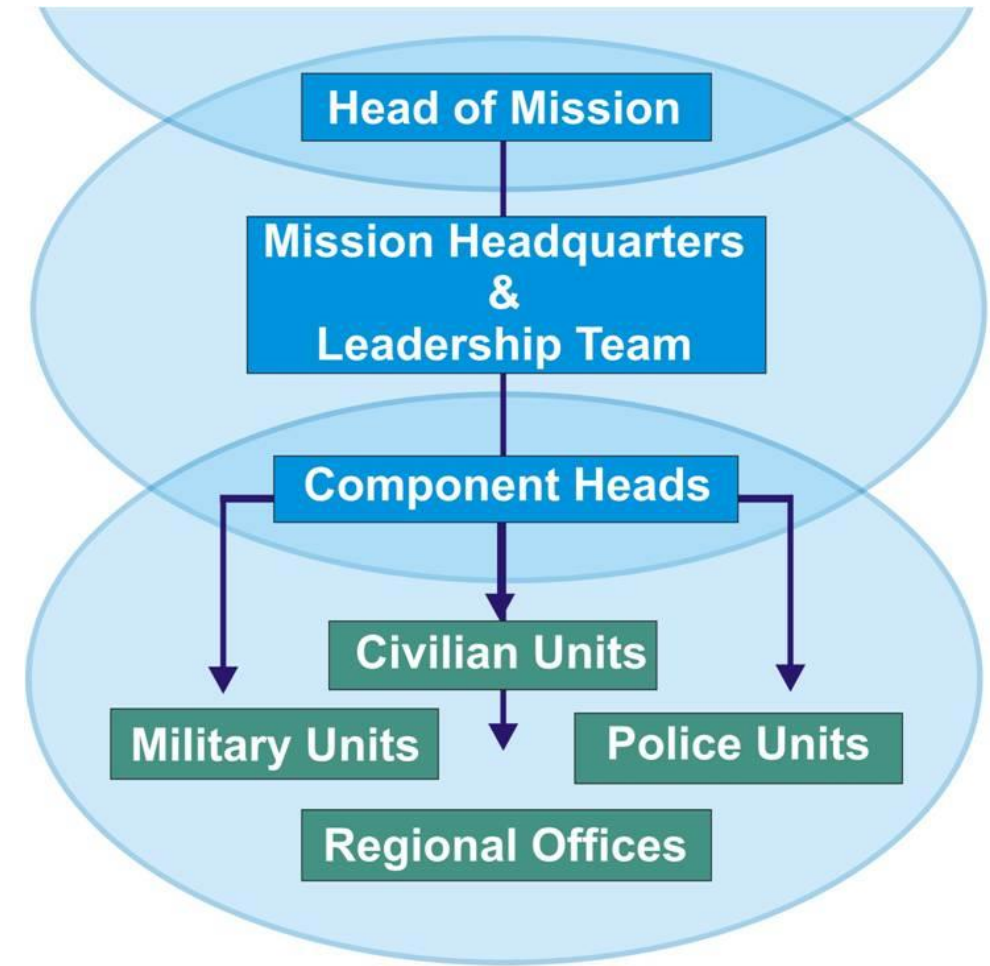
TACTICAL

DPKO provides policy and Strategic Direction

DFS DPKO
USRSG –FS reports
USRSG - PKO

Head of Mission

- Exercises “operational authority” over all personnel in a PKO
- Special Representative of the Secretary-General (SRSG)
- Highest UN Official in the field
- May also be Head of Military Component in traditional peacekeeping operations (a senior Military officer)



Head of Mission (HOM)

Head of Military Component (HOMC)

- ❖ Exercises “UN Operational Control”
- ❖ May delegate “UN Tactical Control” to subordinate military commanders
- ❖ May also be HOM in traditional missions

Head of Police Component (HOPC)

- ❖ Exercises “UN Operational Control”
- ❖ May delegate specific authority for individual officers & FPU to subordinate police officers
- ❖ Normally appointed as the Mission Police Commissioner

Key Civilian Authority Positions

Director or Chief of Mission Support (DMS or CMS)

- Responsible for provision of necessary logistics and administrative support

The Mission Chief of Staff

- Performs a senior level staff and advisory function for the HOM and the senior management of the mission

Main Teaching Points (MTP)

- Deployment and Start Up of UN Peacekeeping Operations (UN PKO)
- Managing UN PKO
- **Mission Components**
- Supporting and Sustaining UN PKO
- Transition and Exit / Withdrawal

Major Components of a UN Mission

1. The Military Component

In traditional peacekeeping operations:

- Monitor or supervise military arrangements that parties to a conflict have agreed upon

In multi-dimensional peacekeeping operations:

- Create a secure and stable environment for other elements of the peace process to be implemented
 - e.g., human rights monitoring, national reconciliation and distribution of humanitarian assistance

Categories of Military Personnel in PKO

**Formed Military
Units or
Contingents**

**Military Experts
on
Mission
(MEOM)**

**Staff
Officers**

2. The UN Police Component (UNPOL)

Deployed as:

Individual UN
Police Officers

or

Formed Police
Units (FPUs)



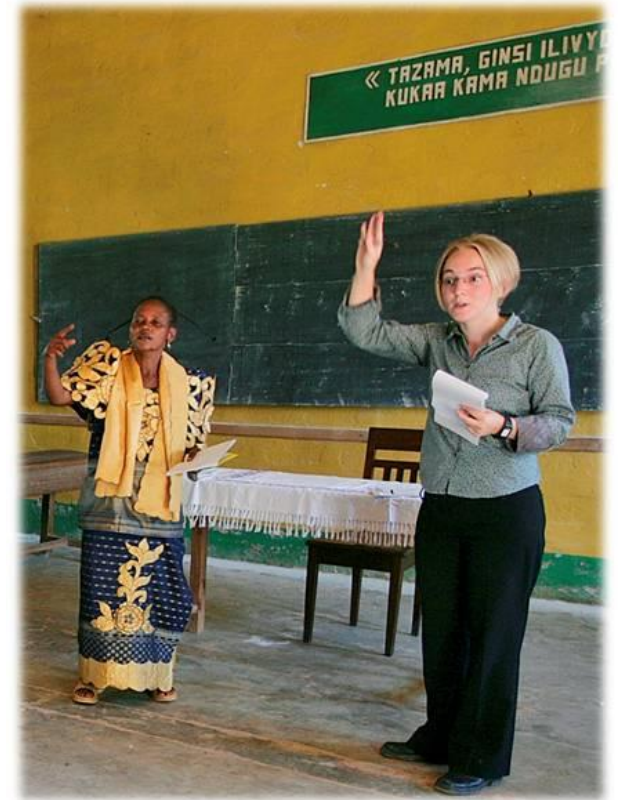
3. The Civilian Component

Substantive Components:

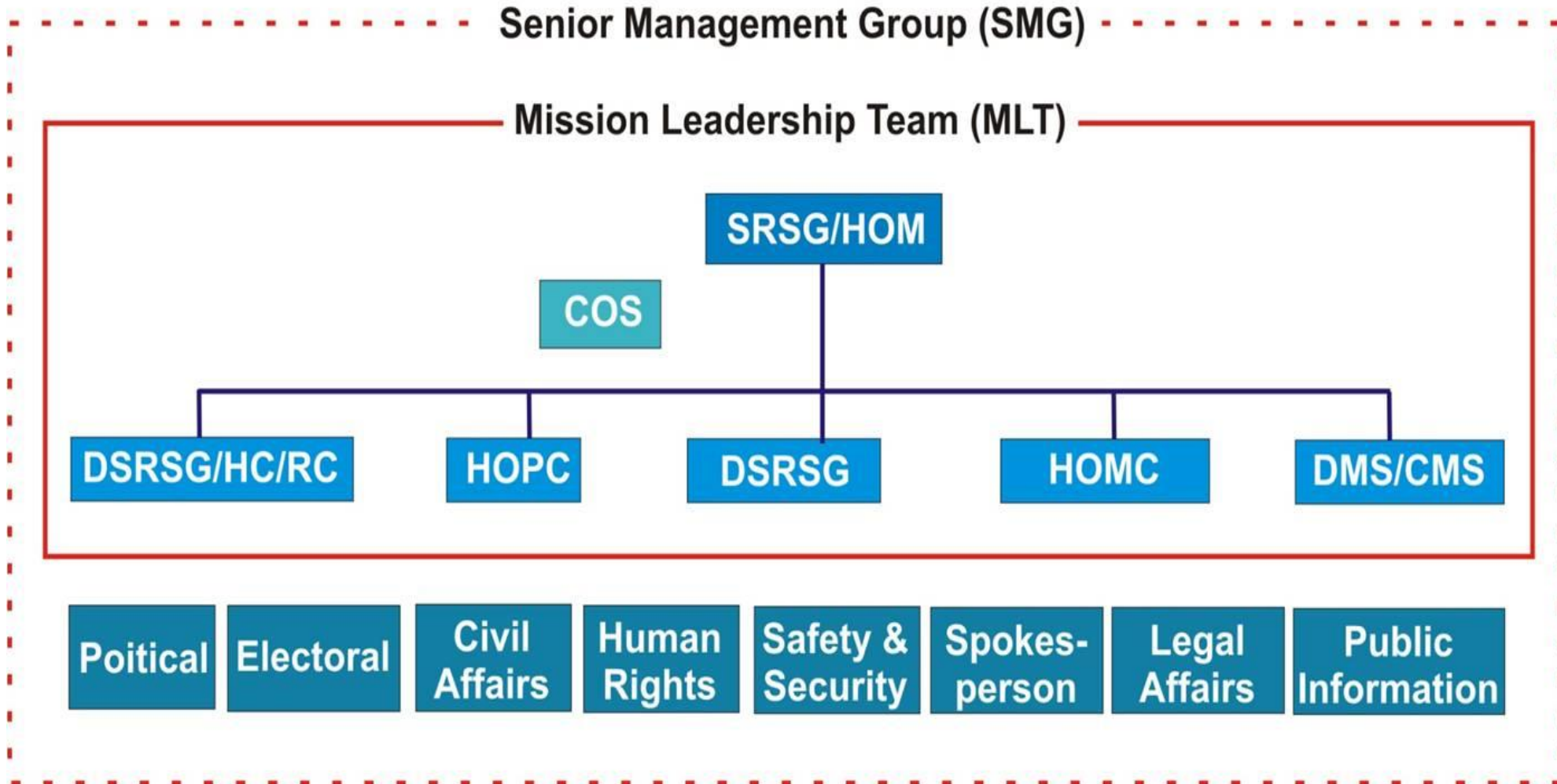
- Political affairs, civil affairs, human rights, public information

Support Components:

- Provide necessary logistics and
- administrative support



Mission Coordination



**Director of Mission Support /
Chief of Mission Support**

**Integrated
Support
Services**

Movement
Control
Transport
Engineering
Joint Logistics
Operations
Centre (JLOC)
Communication
and Information
Technology
Service
(CITS)
Aviation Section
Supply Section

Administrative Services

Finance
Office
Medical Unit
Procurement
General
Services Unit

**Safety and
Security**

**Special Representative of the Secretary-General
or Head of Mission**

Chief of Staff
(COS)

Deputy SRSG/
Deputy HOM

Deputy SRSG/
Res. Coordinator
(RC)

Human Rights

Civil Affairs

Office of the
Spokesperson

Military

Police

Legal Affairs Office

Joint Military
Committee Office

Political Affairs

Liaison Office

Rule of Law

Gender

Returns,
Reintegration &
Recovery

Disarmament,
Demobilization &
Reintegration

HIV/AIDS

Protection

Mine Action

Electoral Affairs

Public Information
Office

Joint Mission
Analysis Centre
(JMAC)

Field Office

Joint Operations
Centre
(JOPC)

**Mission
Mandate
Beneficiaries**

Support

Substantive

Provide Services To

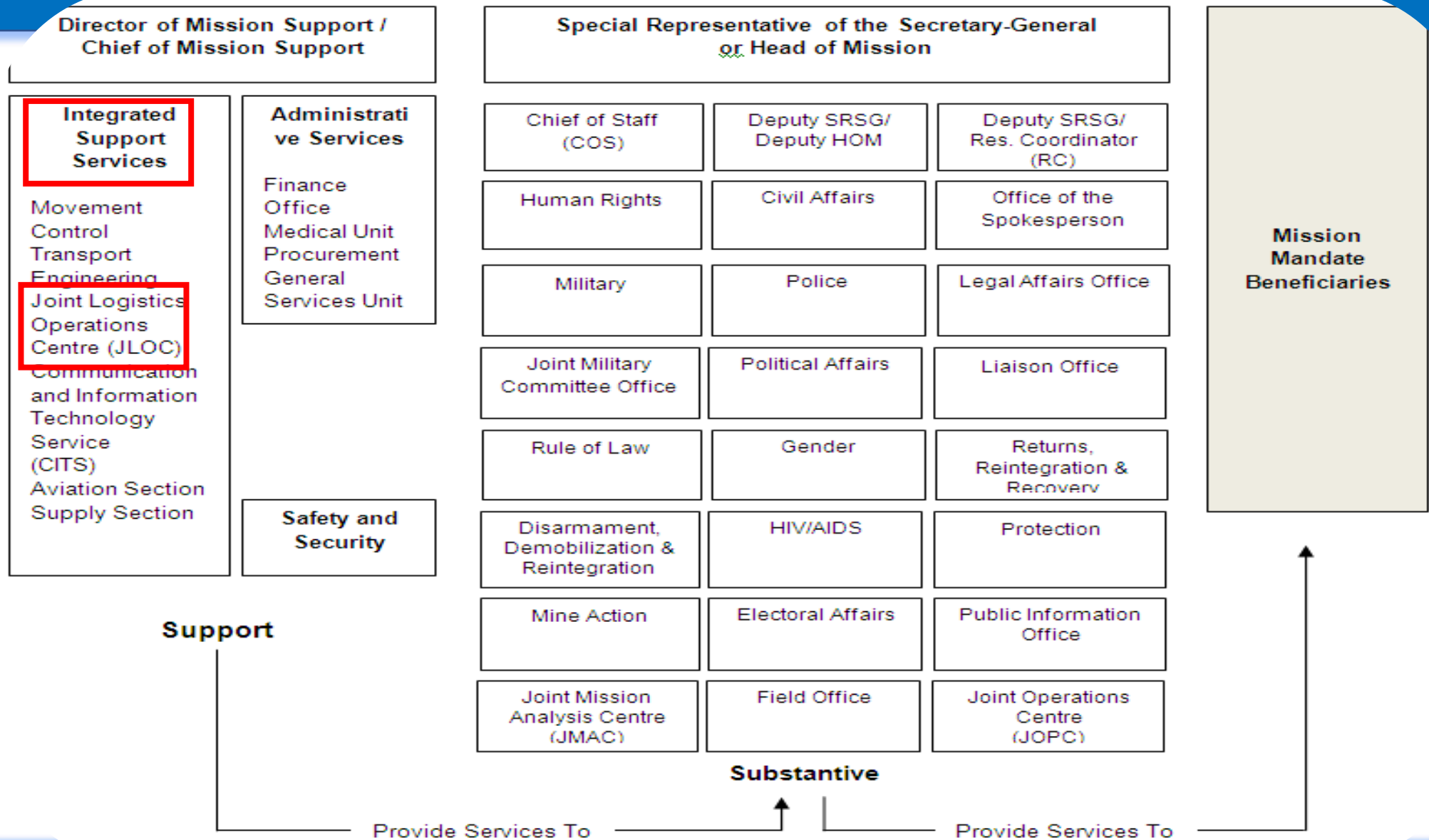
Provide Services To

Mission Coordination

- Integrated Missions designed to facilitate a coherent, system-wide approach to UN engagement;
- UN has unique ability to employ a mix of military, civilian and police forces;
- PKO's almost always deployed alongside a variety of external actors;
- Challenge is to ensure some degree of coordination between UN and non-UN actors in conflict and post-conflict settings;

Joint or Integrated Structures

Integrated Support Services (ISS)	Harnesses all logistical resources of the mission
Joint Logistics Operations Centre (JLOC)	Coordinates the provision of logistical Support, in accordance with MLT priorities
Joint Mission Analysis Centre (JMAC)	Provides integrated analysis of all-sources of information to assess medium and long-term threats to the mandate and to support MLT decision-making
Joint Operations Centre (JOC)	<ul style="list-style-type: none">-Collates situation reports and operational information from all mission sources to provide current situational awareness.- Acts as the crisis coordination centre



Mission Coordination

- Integrated mission is a strategic partnership between the UN PKO and the UNCT;
- Successful integration and coordination requires a high degree of sensitivity to the interests and operating cultures of: CIMIC / CMCoord
- Mission Components;
- UNCT Members;
- External partners

Mission Coordination

- ✓ Coordination with external partners includes, but not limited to:
 - ✓ Bilateral and multilateral donors, including the World Bank and the International Monetary Fund (IMF), as well as NGOs or contractors for donors;
 - ✓ Non-United Nations led military formations deployed nationally, under the aegis of a regional organization or as part of an ad hoc coalition;
 - ✓ The diplomatic corps, regional and/or international political actors;
 - ✓ The International Committee of the Red Cross/ Red Crescent (ICRC) and other components of the International Movement, as well as other independent humanitarian actors, such as humanitarian NGOs.

Main Teaching Points (MTP)

- Deployment and Start Up of UN Peacekeeping Operations (UN PKO)
- Managing UN PKO
- Mission Components
- **Supporting and Sustaining UN PKO**
- Transition and Exit / Withdrawal

Supporting and Sustaining UN PKO

UN PKO encompass a wide range of mandated tasks;

- Administrative, logistical and other specialized support arrangements are crucial for effective implementation of these tasks;
- At the UNHQ NY: Directorate of Field Services (DFS) is responsible for delivering dedicated support to UN Field Ops, including:
 - ☐ Personnel;
 - ☐ Finance;
 - ☐ Logistics;
 - ☐ Communications;
 - ☐ Information Technology (IT)

Supporting and Sustaining UN PKO

- Mission **assets** are distributed to all mission components equitably, depending on functional need and assessed priorities
- Delivery of common support services is the responsibility of the Director Mission Support (DMS)
- DMS reports directly to the SRSG;
- Logistics and administrative support to UN PKO is more complex than other support models and as such, not well suited to high tempo, short notice military operations

Supporting and Sustaining UN PKO

- Consolidation and integration function of integrated support services is focused in the JLOC
- JLOC staffed by civilian and military personnel
- Coordinates the logistical needs of all mission components

Main Teaching Points (MTP)

- Deployment and Start Up of UN Peacekeeping Operations (UN PKO)
- Managing UN PKO
- Mission Components
- Supporting and Sustaining UN PKO
- **Transition and Exit / Withdrawal**

Transition and Exit

Two types of transition:

- i) Transition from other security actors to a UN PKO;
- ii) Hand over of responsibilities from a UN PKO to UN system partners (as it prepares to withdraw)

Handover and Withdrawal

Decision is based on predetermined **benchmarks**, such as:

- Absence of violent conflict / large-scale human rights abuses, and respect for women's and minority rights
- Completion of DDR of former combatants and progress in restoring or establishing responsible state institutions for security;
- Ability of the national armed forces / national police to provide security and maintain public order with civilian oversight and respect for human rights;
- Political institutions following the holding of free and fair elections

Handover and Withdrawal

Decision is based on predetermined **benchmarks**, such as:

- Progress towards the creation of an independent / effective judiciary and corrections system;
- Restoration of State authority and the resumption of basic services
- Return or resettlement and reintegration of displaced persons with minimal internal disruption or conflict in the areas of return or resettlement;
- Successful formation of legitimate political institutions following the holding of free and fair elections

Handover and Withdrawal

- In most cases, UN Country Team (UNCT) in country long before any deployment of a UN PKO;
- UNCT responsible for the post conflict long-term recovery;

MTPs

- Deployment and Start Up of UN Peacekeeping Operations (UN PKO)
- Managing UN PKO
- Mission Components
- Supporting and Sustaining UN PKO
- Transition and Exit / Withdrawal

QUESTIONS

