



Course Design and Delivery

Concept Note on Protection of Civilians and Kigali Principle Seminar/Workshop

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Introduction

This document seeks to discuss and propose the development of a Protection of Civilians course that incorporates the Kigali Principles on protection (see Annex 1). The intent is to inform a seminar/workshop with the aim of developing a contextual and relevant course on protection in peacekeeping that builds upon and compliments existing approaches to PoC training.

Protection is a crucial part of contemporary Peace Support Operations (PSO) and other conflict management initiatives that seek to create the necessary environment for the establishment and maintenance of a durable and sustainable peace based on a legitimate political process. Although gains have been made in developing protection norms at the conceptual level there have been significant issues with the implementation of these norms. The Kigali Principles seeks to complement the conceptual and legal frameworks of protection as well as improving the implementation of these norms by addressing current shortcomings, constraints and challenges within PSOs, how they deploy and how they conduct activities to protect civilians within areas of their responsibility.

Training is an essential part of improving protection. Current approaches to PoC training tend to focus on the conceptual and seek to explore the evolution, legal basis and outline current approaches to protection norms at a more strategic level. Although it is crucial to equip participants with an understanding of the conceptual basis of protection norms there is a growing realisation that this approach should be complemented by applying these norms and frameworks to the reality of peacekeeping operations, how they deploy and how they conduct activities.

The aim is then to address the number of challenges and shortcomings of implementing peacekeeping missions and protection activities when they are sent into conflict zones. This discussion paper on developing a PoC course with the Kigali Principles aims to bridge the gap between theory and practice as well as developing an understanding of the major challenges on the ground and addressing these challenges through greater coherence between protection norms and the practical implementation of the Kigali Principles.

Background

The Protection of Civilians has become a priority for global peace operations. Since the first protection mandate in 1999 in Sierra Leone was authorised for UNAMSIL protection has become a cornerstone of peacekeeping mandates and is now common to most Peace Support Operations in Africa, be it UN or AU missions. Protection of Civilians in peacekeeping is a central feature of mandates and activities across mission types feeding into concepts of the Right to Protect and various international legal frameworks governing the international system.

The evolution of protection is also partly down to peacekeeping failures in the face of extreme violence, most notably the failure to stop genocide in Rwanda and crimes against humanity in the former Yugoslavia. More recent incarnations of conflict management initiatives have also failed to protect as can be seen by atrocities committed in the Democratic of the Congo in Central African Republic and in South Sudan.

Although a great deal has been achieved in terms of institutionalising protection of civilians, in practical terms constraints and obstacles persist that have led to the failure to meet the expectations of peacebuilders, peacekeepers and those that are under the protection of these actors, due to a number of strategic, operational and political realities.

Kigali Principles on Protection

The Kigali Principles (see Annex 1) have been designed to build upon current gains in developing a protection culture within conflict management initiatives such as peacekeeping and PSOs in order to improve effect and utility of operations and activities. In that sense the Kigali Principles have been designed to compliment the existing conceptual frameworks around protection and importantly improve, and make more effective, the implementation of these frameworks by addressing peacekeeping constraints in an effective manner.

PoC Training

Protection of Civilians in PSO training is a core part of developing conflict management capacity and capability for the effective implementation of conflict management initiatives and peacekeeping operations. Current approaches to PoC provide instruction on the history and evolution of protection norms such as the transition from classical peacekeeping to complex multidimensional PSOs, legal basis such as International Humanitarian Law (IHL) and international Human Rights Law (IHRL) and overview of peacekeeping organisation.

However current approaches to training in protection issues are highly conceptual, general in its application and lack real world and practical cases. Furthermore shortcomings, constraints and obstacles to developing effective protection strategies for all actors in PSOs are rarely approached or discussed in a constructive manner or investigated and debated at all. This is the most important failure of protection training for PSO and is the area that the Kigali Principles seeks to address.

Purpose of the Course

The proposed course of Protection of Civilians incorporating the 18 Kigali Principles on protection seeks to fill the gap between concept and practice in contemporary

PSO training by providing lessons, solutions and opportunities to improve protection activities in PSOs and to effectively overcome challenges to the implementation such as legal barriers, political constraints, operational challenges and national issues that all contribute to the failure to protect in PSO. The course prioritises real life examples and cases with modules focussed on practical problem solving and understanding the reality of peacekeeping and protection in conflict zones when these conflict management initiatives 'hit the ground'. It is this crucial aspect of when PSO 'hit the ground' that is often overlooked in contemporary PSO training.

Rwandan Resources and Expertise

The proposed seminar/workshop that will seek to develop a PoC course will take place at the Rwanda Peace Academy in Nyakimana, Musanze, Rwanda between the 9th and the 16th November 2016. The seminar will seek to combine concept and practice by building upon current PSO training approaches through practical training using real life cases and lessons from current missions.

The government of Rwanda has significant expertise in peacekeeping and is currently the 5th largest contributor to UN missions. As such a large pool of persons, military, police and civilian, exists in Rwanda who are well placed to share experiences and lessons from a variety of different conflict management postings. The course will aim to prioritise cases where expertise exists such as relevant examples and lessons from UNAMID in Darfur, MINUSCA in Central African Republic, MINUSTAH in Haiti and UNMISS in South Sudan. External expertise will be included for areas outside of these areas such as from AU missions, which have been crucial in pioneering an effective protection agenda.

Methods of Instruction

Instruction will focus on the practical. In that sense interactive training will be prioritised through instruction methods such as group exercises, collaborative problem solving, scenario development and 'war gaming'. For the more traditional

lecture based teaching the priority will be to focus on practical issues and personal experiences from individuals who have been in mission and 'lived' the process of trying to protect civilians in PSO. Concerning the traditional instruction method adequate time must be allocated for open discussion, debate and exploration of the issues in order to fully understand and relate to the topic in question. Stand-alone lectures will fail to engage participants.

Course Design

It is essential that adequate preparation and design process is allocated to the development of the course details in terms of content. A writing board with relevant persons should be convened after parameters have been agreed from the seminar. It is crucial to include individuals as directing staff or Subject Matter Experts (SMEs) who have participated in PSO and with diversity of backgrounds and profiles. It is crucial that military personnel, police and civilians as well as analysts/researchers on peacekeeping combine their skills and expertise to develop the course details such as modules, learning outcomes and teaching points. The following document suggests some ideas and inputs for developing the Protection of Civilian course with the Kigali Principles but also inform discussion during the seminar in November.

The focus must be on the practical as well as meeting and overcoming challenges. Developing innovative training methods based on real world situations and using relevant expertise that builds upon experience from 'on the ground' is essential. In that way the incorporation of the Kigali Principles will contribute to more effective protection strategies and their implementation as well as improving the ability of individuals, military, police and civilians, to participate in PSO and to improve the effectiveness of PSOs themselves. Most importantly this course, if constructed correctly, should pioneer the training in the protection of civilians, that meets an operational requirement.

1. Day 1: General Overview of PoC in Peacekeeping Operations

Learning Objectives:

- To understand the UN Fundamental Principles of peacekeeping and discuss the PoC challenges within PSO
- To understand legal frameworks relating to Protection of Civilians
- To understand how Kigali Principles support the UN PoC guidelines in protection of civilians

1.1.1 UN Introduction to Contemporary PSO

Introduction to Contemporary PSO should provide an overview and outline the key features of UN peacekeeping missions. AU peacekeeping mission overview should also be provided. This should include mission structure, mission direction in terms of mandates, overview of actors within the mission. By the end of the modules students should be able to understand key features of peacekeeping and PSOs from a practical and on the ground case studies. Teaching points then should include:

- Evolution of PSO – Classical peacekeeping to complex multi-dimensional operations
- Principles of PSO (Capstone Doctrine)
- Types of PSO (UN, AU and ASF)
- Organizational structure
- Activities & actors in support of PSO
- Brief examples of above issues - MONUSCO, UNAMID, MINUSCA, UNMISS, AMISOM, JTF LRA

1.1.2 Background and objectives of PoC and its challenges

This module introduces concepts and examples of protection of civilians and follows directly on from an understanding of PSOs. Teaching points should cover the evolution of the protection concept grounded in practical examples and with relevant cases. This module seeks to explain the range of protection frameworks and objectives encompassed by UN peacekeeping activities; explain how and why PoC has become a priority objective for UN peacekeeping; describes the range of protection threats facing civilians and the role of peacekeepers in protecting against those threats as well as describing the range of protection actors. Students should become aware of the reasons for the current protection agenda and challenges to the implementation of protection. Teaching points should include:

- Evolution of protection in PSO, R2P and never again – Rwanda and Srebrenica plus more recent examples
- International Legal Frameworks & Concepts for PoC in PSO – IHL, IHRL, Geneva Conventions, LOAC - and impact on PSO – brief overview
- UN and AU tiers of Protection (i) political process, ii) protection from physical violence, iii) protected environment & 'enclaves of security and safety')
- PoC guidelines – UN and AU (DPKO & PSOD)
- Threat Assessment – types of threats to civilians and operational environment.
- Types of protection and protection actors

1.1.3 Realities of Peacekeeping missions today and how Kigali Principles contribute to operating successfully in PoC

This module should bring together the conceptual and practical features of protection activities in contemporary PSO. The intent is to demonstrate current approaches to protection across UN and AU PSOs as well as provide an understanding of types of protection tasks. Crucially challenges, constraints and opportunities of protection activities from the ground will be analysed with a view to improving mission protection activities. The Kigali principles on protection will be outlined with the aim of improving mission protection capabilities and activities and

mapped onto current challenges and opportunities. Students should be able to understand the practical realities of implementing protection of civilians in current missions and be aware of how to utilise available resources in support of strategic direction relating to PoC by understanding the Kigali Principles and how they build upon concepts of protection.

- Overview of current approaches to protection in PSO – UN (CAR), AU (AMISOM & JTF vs LRA) and ASF
- Highlighting protection tasks – operations, reporting and monitoring, support to protection activities.
- Challenges, constraints and opportunities from current missions – specific cases, incidents and examples from UN and AU missions (use RDF and other lessons to cover operations issues (planning) and tactical issues (implementation))
- How Kigali Principles can build upon strategic direction and support UN guidelines on protection – the utility of force and protection activities.

2. Day 2: Conflict; Human Security Threat, and Risk on Vulnerable People within UN PoC Guidelines

Learning Objectives:

- To understand UN guidelines on Conflict, Human Security threats and Risk on vulnerable people.
- To understand how Kigali Principles support UN guidelines on Human Security threats and Risk on vulnerable people in PoC

2.1 Understanding Operational Environment, Actors, Dynamics and Support the commanders Critical Information Requirements

This module seeks to provide an understanding of the operational environment that PSOs deploy to, an overview of different actors in conflict zones, and how they interact with each other. Key aspects will be to develop methods for understanding

contextual conflict dynamics on the ground as well as an understanding of the roles of other actors such as humanitarian organisations, local civil society groups but also the role of the host state and opposition/rebel groups and how PSOs can absorb, digest and utilise information.

- Conflict analysis – issues, methods of analysis
- Actor analysis – key actors in conflict zones – agendas/aims/actions
- Making sense of conflict management when it hits the ground
- Case studies – UN and AU PSOs

2.2 Understanding UN guidelines on Human Security in Peacekeeping (Human security understood in contemporary sense (Physical security, poverty, education,...))

This model seeks to explore the nature of different aspects of security for PSOs and how missions operate within these frameworks. Physical security is just one aspect of developing a protection agenda and understanding related and supporting elements is key.

- Understanding human security
- Unpacking elements of security (Physical, human, economic, social etc)
- Support to ensuring security through the protection lens
- Case studies – UN and AU PSO

2.3 Understanding Risk Assessment on Vulnerable People in PoC (SEA and Child Rights)

This module aims to develop an understanding of the situation and issues facing the most vulnerable segments of society in relation to PSOs. Central elements are the protection of women, children, IDPs/refugees and others. In doing so an understanding of the situation of vulnerable populations and individuals will be outlined as well as activities intended to address the plight of these groups and persons.

- Identifying vulnerable populations
- Protecting the vulnerable in PSO
- Actor analysis
- Coordinating protection of vulnerable populations with PSOs and mission roles and aims
- Case Studies – UN and AU PSOs

2.4 How Kigali Principles 10 & 12 address Human Security Threats and Risk on vulnerable people

3. Day 3: UN Guidelines to address Conflict related Sexual Violence, including Sexual Exploitation & Abuse (SEA)

Learning Objectives:

- To understand the UN Guidelines on Sexual Violence, including Sexual Exploitation & Abuse (SEA)
- To understand how Kigali Principles support UN guidelines on Conflict related Sexual Violence, including SEA in PoC

3.1 Understanding conflict related Sexual Violence

This module provides detailed understanding on conceptual and practical aspects of addressing and combatting sexual violence in conflict zones as well as broader issues around gender. This will include legal provisions such as UNSC resolutions and other UN guidelines as well as a brief overview of current debates around sexual and gender based violence. Crucially the role of PSOs how best to address SEA will be discussed with supporting cases. Case studies will identify best practice, lessons learned from the ground but also successes, what has not worked and other challenges.

- Understanding SEA and gender in conflict
- Legal provisions and understanding UNSC Resolutions 1325 and 2242

- Addressing sexual violence through PSO
- Case studies from UN and AU missions

3.2 Understanding UN Zero Tolerance Policy and consequences in regard to SEA violations by Peacekeepers

This module seeks to address the internal issues regarding SEA and sexual violence that have been present in some missions by PSO staff themselves. Several recent investigations into SEA by peacekeepers has contributed to a perception of the failure to protect in some areas but also a de-legitimisation of conflict management initiatives more broadly, including reputational issues for the UN and AU but also a reduction in trust by host populations and those under protection.

- Legal issues on zero tolerance in PSO
- Consequences of SEA carried out by peacekeepers
- Case studies – UN and AU PSO
- How to reduce SEA by UN and AU peacekeepers

3.3 How Kigali Principles 3, 7,8,12,13,14 &15 address Sexual Violence.

4. Day 4: UN Mandates, Legal Obligations and Rules of Engagement

Learning Objectives:

- To understand the UN Mandates and the Rules of Engagement
- To understand how Kigali Principles relate to the UN Mandates and Rules of Engagements in protection of civilians

4.1 Understanding& ImplementingUN Mandates

Understanding UN mandates and issues around implementation is a crucial part of contemporary PSOs with lack of understanding the strategic direction a key shortcoming in areas of protection but mission aims more broadly. This module will equip students with the knowledge and ability to interpret and implement key aspects of the mandate related to protection specifically. Key elements will include understanding the process of mandating a mission, legal obligations of mandating and how these translate into action and PSO activities. Teaching points should include:

- UN Mandates in PSO – current examples – MONUSCO, MINUSCA, UNAMID, UNOCI,
- The Mandating process – UNSC – DPKO- Mission Headquarters
- Identifying elements of protection in current UN mandates
- Interpreting and implementation of UN mandates – lessons from the ground (RDF in CAR, FIB in MONUSCO, AMISOM as a comparison?)
- Developing protection tasks in line with UN mandates
- Constraints, challenges and opportunities
- Addressing challenges of mandate interpretation through Kigali Principles

4.2 Understanding & Implementing UN Rules of Engagement

Related to the need to understanding mandates there is a crucial need to understand the rights and legal foundations for action and activities by military, police and civilians on PSOs. Understanding the Rules of Engagement is essential as RoE provides direction to forces and other personnel in a more practical manner than mandates. Students will be exposed to different RoE from different missions and different mandates to provide a comprehensive understanding of what is allowed in different contexts of operations as well as examples of constraints and challenges to implementation. Teaching points should include:

- Rules of Engagement – UN guidelines
- Other mission specific rules and regulations – CONOPS, SOFA and SOMA

- Comparing contexts and approaches – DRC, CAR, UNAMID, UNOCI
- Identifying constraints, challenges and opportunities
- Addressing constraints to RoE through Kigali Principles

4.3 How Kigali Principles 1, 2, 4, 6, 9, 16 & 17 relate to the Mandate and Rules of Engagement implementations – from paper to protection – improving the implementation of the protection strategic direction.

5. Day 5: The Application of Use of Force for PoC

Learning Objectives:

- To understand the application of UN Use of Force on PoC
- To understand how Kigali Principles support of UN Use of Force guidelines in PoC

5.1 When the UN Use of Force is permitted within PoC

The use of force is perhaps the greatest challenge to global peace operations with a blurred line regarding mandating, interpretation and implementation. This module provides an overview of issues related to the use of force in contemporary peacekeeping missions. Elements included are the evolution of the use of force concept from classical peacekeeping to current multi-dimensional operations. Students will be exposed to the various concepts and applicability of the use of force in PSOs. Teaching points should include:

- Conceptualising the use of force in UN peacekeeping
- Evolution of the use of force concept
- Legal provisions for the use of force

5.2 Challenges related to the Use of Force

Current operations are blighted by the ability and constraints to the use force. Elements will include legal issues, institutional issues, political issues and national issues. Students will be exposed to the range of conceptual and operational challenges to the use of force in peacekeeping missions concerning the protection of civilians and the implementation of mandates. Teaching points should include:

- Legal constraints
- Political constraints
- Institutional and organizational constraints
- Operational constraints
- National constraints
- Addressing constraints to the Use of Force through the Kigali Principles

5.3 Examples of Successes and failures of Use of Force in PoC within UN guidelines

This module provides supporting evidence to the above two modules by providing detailed analysis on specific case studies. Examples and cases will tease out important successes and failures of the use of force in contemporary peacekeeping operations.

- CAR – MINUSCA
- MONUC/MONUSCO - DRC
- Darfur – UNAMID
- Somalia – AMISOM
- LRA - JTF

5.4 How Kigali Principles 3, 7 & 8 support the PoC UN guidelines in relation to the challenges in the mission.

6. Day 6: Roles and Responsibilities of Military, Police and Civilians in PoC

Learning Objectives:

- To understand Roles and Responsibilities of all components (Military, Police and Civilians) and other stakeholders
- To understand how Kigali Principles relate to Roles and Responsibilities of Military, Police and Civilians, and other stakeholders in PoC

6.1 Understanding Roles and Responsibilities of Military

This module will outline the roles and responsibilities of the military component in different capacities that seek to protect civilians. This module will provide guidance and lessons for understanding the roles of the military in PSO related to protection as well as outlining the range of activities. Experiences from the field will be crucial. Teaching points should include:

- Overview of the military component
- Different types of military roles in PSO (strategic, operational & tactical)
- Activities for the military related to PoC in PSO (planning, operations, reporting and monitoring).
- Evidence from the ground (personal experiences of relevant RDF in PSO)
- Challenges and opportunities

6.2 Understanding Roles and Responsibilities of Police

This module will outline the roles and responsibilities of the police component in different capacities that seek to protect civilians. This module will provide guidance and lessons for understanding the roles of the police in PSO related to protection as

well as outlining the range of activities. Experiences from the field will be crucial. Teaching points should include:

- Overview of the police component
- Different types of police roles in PSO (strategic, operational & tactical)
- Activities for the police related to PoC in PSO (planning, community policing, reporting, investigating and monitoring, community policing, FPU's).
- Evidence from the ground (personal experiences of relevant RNP in PSO)
- Challenges and opportunities

6.3 Understanding Roles and Responsibilities of Civilians

This module will outline the roles and responsibilities of the civilian component in different capacities that seek to protect civilians. This module will provide guidance and lessons for understanding the roles of different civilian positions in PSO related to protection as well as outlining the range of activities. Experiences from the field will be crucial. Teaching points should include:

- Overview of the civilian component
- Different types of civilian roles in PSO (SRSRG, civ heads & civ departments)
- Activities for the police related to PoC in PSO (planning, coordinating roles, reporting, investigating and monitoring, specific advisory positions).
- Evidence from the ground (personal experiences of relevant civilians in PSO)
- Challenges and opportunities

6.4 Challenges related to the integration and coordination of all components (military, police and civilians in different roles) and how they complete each others in the mission

This module will draw together the previous three modules in a group exercise that seeks to outline and bring together greater understanding of the roles of the military, police and civilian components as well as associated actors with areas of

responsibility and operations. The intent is to understand who the stakeholders and how to work together within a mission environment. Special consideration will be paid to developing effective coordination by implementing the Kigali Principles.

- Group exercise

6.5 How Kigali Principles 2,9,10,12,13,14 & 15 address issues related to Military, Police, Civilians and other Stakeholders

7. Day 7: UN PoC Guidelines on Community – Oriented Policing

- To understand the UN PoC Guidelines on Community – Oriented Policing
- To understand how Kigali Principles support UN PoC Guidelines on Community – Oriented Policing

7.1 Understanding the role of Community Policing have in addressing new and immerging crimes and threats

This module builds upon the role of the police component with a specific focus on developing best practice in community policing in PSO. Best practice and lessons are key as is instruction on UN guidelines on community policing to include emerging threats and expected activities. Challenges and obstacles will be highlighted.

- The role of community policing
- UN guidelines on community policing
- Community policing Activities
- Case studies – UN and AU missions
- Overcoming challenges

7.2 Understanding how partnership is integral to effective community policing and identifying community stakeholders with whom to partner and understanding why they are important to any community policing effort

This module will seek to impart and instruct practical training on how community policing fits into PSOs more broadly, who and how to interact and work with and how to develop effective policing strategies in support of the mission's mandate and in collaboration with different components of the mission. In addition other stakeholders, partners and relevant actors will be identified.

- Actor analysis – stakeholders, partners and other actors
- Developing a community policing strategy for PSO
- Implementing an effective policing strategy for PSO in collaboration with key actors, in support of the mandate and mission aim.
- Group exercise

7.4 How Kigali Principles 10 &12 respond to issues related to Community Policing

Final Session: Implementing the Kigali Principles to compliment current approaches to training on Protection of Civilians

A final wrap up and brain storming session/day/half day will seek to synthesise the workshops modules with a view to incorporating the Kigali Principles on PoC. This session will review the week's content and develop a way forward.

Annex 1: Kigali Principles on Protection of Civilians

To train all of our troops on the protection of civilians prior to their deployment to missions.

To ensure that our sector and contingent-commanders, as well as our nominees for mission leadership positions, have a high level of training and preparedness on peacekeeping operations and, in particular, the protection of civilians.

To be prepared to use force to protect civilians, as necessary and consistent with the mandate. Such action encompasses making a show of force as a deterrent; interpositioning our forces between armed actors and civilians; and taking direct military action against armed actors with clear hostile intent to harm civilians.

Not to stipulate caveats or other restrictions that prevent us from fulfilling our responsibility to protect civilians in accordance with the mandate.

To identify and communicate to the UN any resource and capability gaps that inhibit our ability to protect civilians.

To strive, within our capabilities, to contribute the enabling capabilities (e.g. helicopters) to peacekeeping operations that facilitate improved civilian protection.

To avoid undue delay in protecting civilians, by investing our contingent commander with the authority to use force to protect civilians in urgent situations without the need for further consultations with capital.

Not to hesitate to take action to protect civilians, in accordance with the rules of engagement, in the absence of an effective host government response or demonstrated willingness to carry out its responsibilities to protect civilians.

To demand clarity from the UN and mission leadership on our rules of engagement, including under which circumstances the use of force is appropriate.

To seek to identify, as early as possible, potential threats to civilians and proactively take steps to mitigate such threats and otherwise reduce the vulnerability of the civilian population.

To seek to enhance the arrangements for rapid deployment, including by supporting a full review of the UN's standby arrangements, exploring a system in which earmarked units from troop and police contributing countries could be placed in readiness in order to ensure rapid troop deployment, and encouraging the utilisation of partnerships with regional organisations such as the African Union and its RECs.

To be vigilant in monitoring and reporting any human rights abuses or signs of impending violence in the areas in which our personnel serve.

To take disciplinary action against our own personnel if and when they fail to act to protect civilians when circumstances warrant such action.

To undertake our own review, in parallel to any after-action review, in the event that our personnel are unable to protect civilians, and identify and share key lessons for avoiding such failures in the future.

To hold our own personnel to the highest standard of conduct, and to vigorously investigate and, where appropriate, prosecute any incidents of abuse.

To better implement protection of civilians mandates and deliver on our responsibilities, we request better, regular and more extensive consultations on the mandating of peacekeeping missions. When mandates of peacekeeping missions are under review and may change, it should also be mandatory for the Security Council to consult all troop and police contributing countries deployed to the mission. We commit to bring our own ideas and solutions to these consultations that can strengthen the implementation of protection of civilians mandates.

To urge the Security Council to ensure that mandates are matched with the requisite resources, and to commit to support a process that addresses the current critical resource gaps in several missions. We support a more phased mandating process that can ensure a better alignment of resources and mandates.

Noting that any well-planned mandate implementation may be undermined by inefficient mobility, logistics or support; To call for effective support of all military plans, including contingency plans; and to commit to work with the Secretariat to review the current support arrangements, including possible transfer of authority over more of the logistical capability to the military component, where appropriate.

Presentation on PoC and Kigali Principles Course: The Realities of Peacekeeping Missions and how the Kigali Principles contribute to Operating in PoC



Realities of peacekeeping missions today and how Kigali Principles contribute to operating in PoC

Dr Marco Jowell

Introduction

- PSO – effective tool for UN to assist countries to move from conflict to peace
- Strengths: legitimacy, sharing of burden, ability to deploy military, police and civilians.
- Principles of PSO: *consent, impartiality, non-use of force except to defend mandate and self...PLUS...legitimacy, credibility and ownership.*

Contemporary PSO

- Currently there are 16 PSOs deployed globally under the UN. Most of these are in Africa (MINURSO, MONUSCO, MINUSCA, MINUSMA, UNAMID, UNMISS, UNISFA, UNOCI, UNMIL (plus AU missions).
- Multidimensional/integrated (pol/mil/civ)
- All mandated to maintain a form of peace and security
- All seek to facilitate political process (create enabling/conducive environment)
- Most mandated to protect civilians
- Others tasks: DDR, support elections, protect & promote human rights, assist restoring rule of law, SSR, Stabilisation etc.
- Success not guaranteed!!!

PoC

- Now common to all missions – unlikely that any mission will be deployed without a PoC mandate, 1st PoC mandate – UNAMSIL Sierra Leone 1999
- Those current missions that are not mandated to PoC are of a bygone era with a more classical monitoring focus
- Challenging mandate because:
 - Civilians bare the brunt of violence
 - expectation PSOs can protect everyone (they can't)
 - changing/dynamic nature of operational environment means things can change quickly and many civilians unreachable before its too late.
- Failure to protect receives widespread publicity....successes are less well publicised. 10's of thousands of peacekeepers protect everyday!

PoC

- Since Somalia, Rwanda and Bosnia....PoC has developed significantly in law(capstone doctrine, Brahimi report, R2P, PoC mandates)
-but less well in practice (South Sudan, DRC)
- UN realization of the need to improve...UN Office for Internal Oversight with a mission evaluation function, UN DPKO & UN OCHA report on PoC (2009) found dramatic gaps that undermine PoC including mission planning.
- Since 2009 there have been attempts to improve PoC in mission with the establishment of protection clusters

PoC

- Despite many improvements issues prevent effective PoC and civilians continue to be targeted:
 - Failure of political process
 - Lack of political will of PKRs
 - Dual lines of command & different commands/instructions
 - Lack of sufficient resources to respond (intel, helis, equipment, personnel etc).
 - Contingents fear penalties if they use force

PoC

- The gap between policy and practice of PoC may compromise UN PSOs ...are others more effective? AU? How to narrow the gap:
- Enhance operational control of UN over military contingents
- Clarify PSO tasks at a tactical level to speed up decision making. Eg No black and white terms for TCCs. What must they do and what is expected of them.
- TCCs must instruct contingents to use all necessary means to protect – they have the responsibility for their own troops, not the UN
- Improve working relationships within the mission's components, with humanitarian actors and with other key stakeholders
- Essential to build consensus on how to implement PoC effectively

Moving Forward

- PoC is not just UN PSOs. It's a systemic effort that includes ...
- UNSC who provide mandates
- DPKO and DFS who plan and deploy PSOs
- TCCs/PCCs who provide personnel
- The peacekeepers themselves
- The host government
- Other actors – local actors? NGOs? civil society? Media?

How Kigali Principles contribute to enhanced PoC

- Between 2010 and 2013 alone UN PSO failed to intervene over 500 times to protect civilians under imminent threat of violence (UN Internal Report 2014)
- Some examples of recent PoC failures....South Sudan and UNMISS

What are the Kigali Principles?

- Non-binding 18 pledges
- Seek to address the key shortcomings in PSO around PoC
- Practical set of recommendations not conceptual....to develop effect and to create improvements
- Seek to address most relevant elements of PSOs especially assessments, planning, force generation, training, equipping personnel, performance and accountability.
- While framed around PoC the KPs address broader deficiencies that continually undermine UN PSOs.
- Complimentary to UN PoC and AU guidelines including the tiered approach (political process, physical violence, protective environment)...aims to make these better!
- So far 38 states have endorsed the KPs.

Applying the KPs

- 18 pledges seek to:
- Avoid delays (in deployment, action and reaction)
- Ensure financial independence
- PoC to become compulsory for pre-deployment training...with the use of force and willingness to engage (in line with the mandate) a key component
- Develop rapid deployment capabilities
- Defy indifference on the ground and to report looming incidents quickly and accurately

Conclusion

- With increased disrespect for LOAC & IHL PSOs need to react in kind! KPs aim to develop this reaction.
- Overcome deficiencies in training, resources performance and accountability.
- The KPs seek to contribute to never again...had they been implemented in Malakal and Juba perhaps more lives would have been saved.
- UN PSOs, their commander and their contingents need authority and the ability to use force
- Some shortcomings of UN PSOs have been highlighted as well as some of the ways in which the KPs can address these shortcomings.
- The time for analysis is over....now it is time to implement them for the benefit of mission success ...but most crucially to ensure the approach to civilian protection is as effective and comprehensive as possible....and with excuses for failures to protect a thing of the past.

Course Evaluation: Kigali Principles on the Protection of Civilians Pilot Course

Introduction

The pilot course on Protection of Civilians (PoC) and the Kigali Principles was conducted at the Rwanda Peace Academy (RPA) from the 9th-16th November 2017. The course is the first of its kind and provides the basis for developing future PoC instruction. The course seeks to improve the approach and effect of contemporary Peace Support Operations (PSOs) in protection activities for integrated multi-dimensional peacekeeping missions that include the military, police and civilian components.

The course was developed in partnership between the Government of Rwanda, the Government of the Netherlands and the Government of the United States of America.

The course was a success and as such should form the basis of future PoC instruction. This note seeks to briefly evaluate the course and to analyse its strengths, weaknesses, opportunities and threats (SWOT) to inform future course development and delivery. A number of recommendations are provided to inform future instruction on PoC and the Kigali Principles.

Overview of the Course

The PoC course lasted 8 days and was an intensive programme addressing core issues of protection in PoC and how the Kigali Principles can compliment and improve effectiveness of the current system.

Day One provided a general overview of PoC in PSOs. Modules included Overview; Evolution and principles of PSO and peacekeeping; Types of PSOs; and

Understanding IHL, as well as presentations from senior mission leaders sharing field experiences.

The day's presentations were generally excellent and addressed core issues at play. The morning's session, providing context, were good but could be strengthened by incorporating at least one real-life example for each presentation in order to demonstrate applicability and to better explain theoretical concepts. The presentation on 'Evolution of PSO' was perhaps the weakest of the day as it was too theoretical, delved heavily into history and neglected contemporary missions. For instance, lessons learned from the failures in Somalia and the 'Black Hawk Down' incident were never mentioned although, much like UN failures in Rwanda and Bosnia, they were key influences on the development of PSO and the donor approach to PSO. The IHL presentation was very good but would have benefited from contextual examples to support the arguments. Likewise, the presentations on Principles and Types of PSO could be strengthened with current examples (MINUSCA for UN missions, AMISOM for AU and enforcement, UNAMID for hybrid, ASF, etc).

The afternoon's session were perhaps the best presentations on PoC I have seen anywhere. The presentations from CDS and head ESO set the tone for the course, with their focus on context, practical solutions, real life experiences and commitment to PoC, informed by the Kigali Principles.

Day Two sought to align the Kigali Principles with UN Mandates and Rules of Engagement (RoE) for PSO. The modules included Mandates; RoE; and Realities of PSO and were followed by sharing experiences and a scenario/role-play component.

The morning session were good but could be improved with a greater focus on applicability. While it's essential to examine mandates and RoE it is also crucial to have a session, or more, on existing UN PoC guidelines and approaches both to set the baseline and to define the Standard Operating Procedures (SOP). While this certainly includes mandates and RoE, a discussion of the importance of the 'three tiers of protection' - political process, physical protection and establishing a

protection environment) was lacking and this needs to be rectified. Furthermore, there needs to be a standalone module on the Kigali Principles, including how they compliment the existing legal framework for PoC and how they address shortcomings and failures of contemporary missions and affect evolving PoC approaches. This could feed into 'PSO Realities on the ground' in order to further examine and convey, both conceptually and experientially the message that the Kigali Principles need to be implemented holistically in order to achieve the most effective protection strategies possible.

The afternoon session were of mixed quality. The presentation by the Commandant of the Rwanda Defence Force Command and Staff College was excellent and put 'meat on the bones' of the conceptual issues discussed in previous sessions, as well as engaging the participants very effectively. The presentation articulately described mission environment and issues, from an analytical perspective, and also made good use of personal experiences.

The role-play/scenario that followed had significant shortcomings. The scenario was based on the fictional country of 'Zomba' but was very brief and failed to capture realities of conflict and peacekeeping. More useful would have been a real-life scenario based on MINUSCA, UNAMID or UNMISS experiences; however, the participants did manage to develop a useful exercise out of it. The role-play could be improved in certain areas such as the civilian component, political issues within the bureaucracy and mission hierarchy. Furthermore, separating the Kigali Principles into specific elements was confusing. It would be more useful to have fewer but more in-depth, sessions dedicated to the Principles in their entirety as opposed to singling out individual principles. Although debateable it is worth exploring how best to present, implement and instruct on the Kigali Principles in order to ensure maximum effect.

Day Three was focused on highlighting roles and responsibilities of different components of a PSO and demonstrating how stakeholders should work together to implement mandate and applied strategies to protect civilians. Specific elements of child protection issues were also presented.

The morning's session had mixed success in terms of approach and content. Presentations were short (20 minutes each) with little time for discussion. Furthermore, the roles and responsibilities of civilians for protection were unclear and lacked necessary detail. This was partly due to the fact that out of a week-long course on PoC, with eight hours of instruction each day, only 45 minutes was allocated for the civilian component - in reality only 20 minutes was available for the presentation on the day. In addition, the fact that existing guidelines and the POC three tiered approach had not been discussed earlier meant the presentation had to first give background on protection frameworks and how to employ them in a mission in order to set the context; leaving no time to outline specific responsibilities of civilian departments within PSOs, e.g., Political Affairs, Civil Affairs, Human Rights Team, Rule of Law Team, Protection Clusters, etc. Individually, and in coordination, all these are crucial for developing successful PoC strategies in PSOs.

The related presentation on coherence and coordination in mission was, on one hand, extremely informative and useful, especially regarding military aspects, but again lacked adequate discussion on the role of civilian departments and how different components should be synchronised. Moreover, some of the information on roles of specific civilian departments was simplified and needed to be verified. It would have been useful to briefly outline the specific roles and responsibilities of different components as well as situating components in a mission organogram or map of mission structure followed by a panel of individuals from these components in an open plenary discussion, to better illustrate key roles and responsibilities and coordination modalities.

The day's final sessions on Child Protection were uniformly brilliant and effectively conveyed key child protection issues. They also were effective at engaging

participants in open debate; invaluable in teasing out nuances and improving understanding.

Day Four addressed UN guidelines on Sexual and Gender Based Violence (SGBV) and Sexual Abuse and Exploitation (SEA) and how the eighteen Kigali Principles address these issues.

The presentations were excellent, by quality subject matter experts. Some difficulties arose in trying to link and apply all Principles to specific SEA elements and consequently required framing within a more traditional (holistic) PoC perspective. While relating the Principles to military operations issues may be readily understandable, on areas such as SGBV and SEA it is difficult to find one-to-one correspondence between distinctive elements and the eighteen individual Principles.

Video instruction in the evening of the fourth day may be a useful and enjoyable break - there are a number of films and documentaries that focus on SEA/SGBV PoC issues, including "*The Whistleblower*" that illustrates key shortcomings of the UN Mission in Bosnia.

Day Five focused on explaining Human Security and the role of Civil Society actors, followed by a visit to the Genocide Memorial.

The morning's session provided context on the operating environment and sought to situate the class and tie-in the previous four days instruction on an understanding of conflict dynamics and how these relate to mission.

In the afternoon the class travelled to Kigali to visit the Genocide Memorial. This was a truly moving and invaluable experience for all participants and gave context to the failure of protection concepts in a real-life situation. It might be useful to perhaps have the visit earlier in the course to immediately establish the consequences of a failure to protect and to demonstrate the need for PoC SOPs and why the Kigali Principles have been developed. Detailed discussion points on the failure to protect

should be developed for a reflection session to deliberate on the failings of UN peacekeeping in Rwanda, how and why the agenda has been developed since the early nineties and how it can develop in the future, all the while prioritising civilian protection.

Day Six revolved around community policing followed by detailed role-play covering all aspects of the instruction.

The morning's session were comprehensive and informative and dealt with the development of policing and contemporary police approaches with reference to post-conflict contexts. The facilitator was extremely well experienced and engaging and presented well with full engagement of participants. The only shortcoming was the lack of explicit relation to policing on PSOs. The following presentations, on policing, sought to provide more applicability to policing on PSOs through the sharing of experiences. CP Nshimiyimana presented articulately and in detail of PoC issues facing police in mission. AIGP Yiga also presented his experiences, which had useful content although the presentation could have been made more interactive. What was lacking was adequate time for discussion on policing in missions, which was a shortcoming.

The final role-playing exercise was excellent and was perhaps the most useful session of all in terms of really engaging participants on PoC and how to develop protection strategies within a PSO in the context of a crisis and a surge in violence. Participants were given a real life scenario based on UNMISS in South Sudan. Participants were split into four groups: 1) military component, 2) police component, 3) civilian component and 4) civil society actors. The participants were tasked with developing protection strategies based on the scenario's context with a final presentation by each group. The presentations were generally good and captured all the issues discussed and presented throughout the course. Particularly compelling was participants' grasp of the need to respond quickly and with adequate and appropriate resources as well as the need to effectively protect civilians with all means available. However the lack of understanding of civilian component roles by

the participants was striking and re-emphasised a shortcoming - the need for additions to the existing curriculum that adequately outline and instruct on the details of the civilian component. Furthermore, there was an obvious lack of understanding of what a PSO entails in terms of expected protection activities as well as on how to integrate components. One presentation focused entirely on specific Kigali Principles highlighting those that applied to individual activities to the detriment of developing a comprehensive and effective protection strategy informed holistically.

The Facilitation Team

The facilitation team was a good combination of expertise. Much praise should be given to the individuals who conducted the course throughout proceedings, specifically Col. Musafiri from J5 MINADEF HQ, Col. Ngendahimana from DCSC, the Dutch Delegation and the AFRICOM liaison officer. Further praise should be given to the RPA and specifically Eugene Methode Ruzindana and Cpt. Donat Kavutse who were on call 24/7 and managed the entire organisational process, that was subject to a great deal of pressure from the other facilitators, the participants, the nature of such a course and a number of last minute changes and amendments, depending on the issue.

In terms of delivery the facilitation team did an excellent job of managing the course. It would be useful that the Strategic Adviser, Dr Marco Jowell, was also part of the facilitation team to provide additional civilian expertise and analytical/facilitation support. Small obstacles did arise, such as changing slots for presentations and the re-organisation of the visit to the Genocide Memorial, which reduced the amount of time available for some important role-playing sessions. However, all-in-all, the team managed to overcome the issues and delivered a successful course. Many of the shortcomings can easily be addressed by more meticulous advance planning and constant communications at all stages of the process, including inception and concept, planning and designing the course content, implementation and delivery, and post-course follow up. Furthermore a facilitation

guide/training manual or some outline of instruction for future facilitation teams could be a useful addition.

A significant shortcoming was the lack of ownership by the RPA. It would have been invaluable for RPA to pre-conduct coordination meetings that included Director or Research, Strategic Adviser and Head of Admin (Director RPA had to be absent due to personal reasons) with other relevant stakeholders taking the lead in designing course content or at least providing input on the details of the course as equal partners. On-going communication between all partners, stakeholders and relevant individuals is crucial and its failings contributed to the majority of the course's shortcomings. A more participatory approach would have ensured synergies and appropriate sequencing of the course modules. Further to that, it is essential that presentations be delivered to the RPA and facilitation team in advance to ensure appropriate content as well as effective sequencing.

Strengths

The course was a success and should form the basis for future instruction. A number of strengths can be identified:

The course employs practical training/instruction with a great many of real-life scenarios (for the most part) adding to its relevance. Other PoC courses are far too focused on theoretical concepts and often employ fictional scenarios.

The course effectively addresses shortcomings of current PoC in peacekeeping missions by using real-life situations and by employing the Kigali Principles. This, again, makes the course unique in providing opportunities for developing PoC instruction and with the potential to pioneer PoC training for PSOs.

Shared experiences of individuals from mission was invaluable in supporting concepts, arguments and modules, feeding into the practicality and relevance of the approach for contemporary missions.

Role-playing was invaluable for teasing out issues and should be consolidated and expanded upon. Role-playing sessions forced participants to implement lessons and develop their ability to apply PoC concepts in practice. These were the most useful sessions of the week.

Hosting the course in Rwanda provided relevant context about historical mission failures and situated participants in an environment conducive for fuller understanding of PoC.

The visit to the Genocide Memorial provided real-life context that situated PoC issues and provided a unique experience for participants that truly explained consequences of a failure to protect.

Rwandan expertise and experience in PSOs provided relevant and experiential cases from the host country. All Rwandan presenters were excellent and demonstrated national capability and expertise in PSOs.

Due to the practical nature of instruction, with interactive elements, participants were extremely well engaged, aiding learning

The combined approach from GoR, GoNetherlands and GoUSA utilised different skills, contexts and perceptions extremely effectively and provided a much needed challenge function.

RPA, as host, is a perfect setting for such a course.

Weaknesses

Although the course was a success there is always room for improvement. A number of weaknesses can be identified:

There is a crucial need for more interactive sessions and more time for questions and answers. Lecture-based presentations alone engaged participants less well than participatory sessions.

Pre-course planning and course design needs to be better and involve all stakeholders. A challenge function is important at all stages of course planning and design to ensure maximum relevance and impact.

It is crucial to outline UN and AU guidelines on Protection in order to set the baseline and to illustrate how the Kigali Principles can compliment and improve PSOs and PoC. This is essential to ensuring continued partner support and potential UN/DPKO/AU endorsement and implementation across UN training outlets.

Instruction on the Kigali Principles needs more thought. It may be more compelling and convincing to have a detailed session at the start of the course, focused on the Kigali Principles, and another detailed session towards the end, before the role-play session, in order to more effectively incorporate the Principles into broader PoC. The current approach splits the Principles into three or four groupings, depending on the module, which was a bit confusing at times, lost some relevance and detracted from the overall course aim of practical pre-mission PoC training. As a result participants were more focused on individual principles than as a much needed holistic approach to PoC.

The civilian component needs more time and explanation. The course was somewhat 'military heavy'. Improving the military component in terms of pre-emptive, collaborative, reactive and proactive activities is crucial; however, it is also essential to explain, in detail, the role of the civilian component, the roles of specific civil

departments and how these departments fit into the mission and collaborate with other components.

Related to the above it is essential to provide an overview of mission structures and organograms to practically demonstrate the different components within the complex system of integrated multidimensional missions.

More civilian participants are needed to give a more balanced audience of civ/mil/pol individuals.

Presentations need to be sent to RPA and the facilitation team in advance so that RPA staff and stakeholders/partners can ensure relevant and applicable content as well as ensuring effective sequencing and minimizing duplication.

Some presentations, especially on the first two days, were too theoretical and historical. These issues should be summed up in one slide, or a slide each - there is no real need to go back in history to the 1600's for instance. Presenters should be given detailed instructions on what they should present and why.

Fictional scenarios, such as 'Zomba' should not be used. Only real-life situations should be provided. RPA's research department can develop case studies/scenarios/role-plays for courses, in collaboration with course partners.

Communication between all partners and staff is essential through various channels and at all times. Lack of communication can cause frustrations and disrupt organisation.

Opportunities

Several opportunities exist to take this course forward. Gains should be consolidated and built upon:

There is significant traction on improving PoC through the Kigali Principles. Thirty-nine states have now endorsed the Principles and the number will certainly increase. At the same time, the UNSC has been discussing the Kigali Principles at the highest level, in New York, indicating a serious appetite to endorse and take the Principles forward. There is an opportunity to develop a relevant and unique course on PoC that will be accepted by key institutions and contributing countries (it is essential to get India and Pakistan on board as the two largest TCCs, but this may be difficult due to political issues. It would also be worth engaging Russia and China but political issues may complicate).

A number of key partners are extremely keen to include the Kigali Principles in PoC training, especially the USA and the Netherlands. Lobbying other partners who support PoC courses is crucial, especially the UN, EU, the GoJapan and other PSO training centres on PoC.

The RPA can pioneer PoC training utilising the Kigali Principles but improvement is needed.

Threats

In addition to opportunities a number of threats exist that need to be mitigated:

Partners may take the course to other PSTCs if they feel they are not in partnership with the RPA.

The UN will not endorse the course if UN guidelines on PoC are not provided and discussed. Too much focus or a dominance of Kigali Principles will have a negative effect and could stop funding for the course. This can be mitigated but needs to be considered. The worry is that too much focus on the Kigali Principles, especially by dividing them up, hinders the important overall message.

Lack of adequate time slots for specific modules such as civilian component and role-playing misses part of the picture on PoC.

Although understandable, regular last minute changes to course content, course calendar and sequencing of presentations can disrupt the overall effect of the course. Cutting course modules especially role-plays, should be avoided at all costs. These issues can be mitigated by more meticulous planning and by developing contingency plans.

Recommendations

- Meticulous planning is essential, in collaboration with all key staff and partners. Organised and regular meetings throughout the content design phase is essential.
- Communication at all times is essential.
- The Rwanda Peace Academy should take the lead as Point of Contact and for general oversight and organisation of the course.
- Interactive instruction should be increased, e.g., role-plays, as well as adequate time allocation for questions and plenary discussion for each module.
- The title of the course should focus on Protection, informed, supported and improved by the Kigali Principles. Prioritising the Kigali Principles over legally entrenched protection norms will deter partnership.
- It may be useful to have a few movie nights during the course as there are a number of excellent films and documentaries focusing on PoC issues in different contexts (Bosnia, Rwanda, SEA, Child Soldiers, etc.). These movies would provide a relaxed atmosphere to continue learning about PoC and provide more examples to expand and demonstrate concepts from class work.

- Only real life scenarios should be used.
- Daily recaps of what has been learned should be implemented at the beginning of each day, to ensure lessons are understood and taken on board.
- Course content needs detailed scrutiny at all times to ensure relevance and effective sequencing. Presentations need to be sent to the RPA in advance of course delivery.
- It is essential to include instruction on existing PoC guidelines and doctrine (including the three tiered approach).
- Instruction on organisational realities of PSO and detail on different components needs to be included with adequate time for military, police and civilian components.
- A PoC and Kigali Principles training manual should be developed to provide a detailed guide for future courses. This should be developed in collaboration/input from all key partners and stakeholders involved. Such a training manual would mitigate the majority of threats identified.

Module Design: Genocide, Mass Atrocity Crimes and Transitional Justice Course

Module 1: Introduction to Contemporary Peace Support Operations

Aim

To familiarize participants with issues, different types, organizational structures and approaches to peacekeeping and peace support operations (PSO) in order to situate the broader aims of the course on genocide, mass atrocity crimes and transitional justice in PSO.

Audience

The course is intended to target senior decision makers who will deploy or be appointed to a position within a PSO at the operational level, specifically in a role relating to transitional justice and the development of capacities to address mass atrocity crimes and/or genocide. Participants should then be at a senior level of around Colonel upwards, and civilian and police equivalents. Preference will be given to those currently serving in a PSO in a relevant position and to those about to serve in a PSO in a relevant position relating to justice issues.

Specific Profile – Battalion level Commander and above

Police – FPU Commanders and above

Civilian- Head of Section and above

Teaching Areas:

Evolution of PSO from classical to multi dimensional

This session should clearly and concisely outline the history of peacekeeping. Key concepts on peacekeeping should be presented briefly followed by a timeline with associated mission deployments. Crucially the differences between 'cold war' classical peacekeeping and contemporary multidimensional operations should be explained with relevant examples used to highlight important differences (concept of deployment, mandates, staffing, roles & responsibilities etc).

UN/AU fundamental principles of peacekeeping

Key principles of peacekeeping must be explained in detail. The core three principles of UN peacekeeping of consent, impartiality and non-use of force as well as legitimacy, credibility and use of force in defence of the mandate must be outlined with appropriate examples related to current missions, both UN and AU.

Types of PSO and Mandates

The full range of types of PSO should be outlined with an explanation of mandating, roles and responsibilities as well as a 'real life' example for every type of operation. PSOs should include UN observer missions, peacekeeping missions, UN support missions, UN political missions, UN peacebuilding missions and hybrid missions as well as AU peace enforcement missions.

Roles and responsibilities and organisation of UN / AU resources

This session should explain in detail core functions of the mission, core staff functions and an overview of organizational structures. Roles and responsibilities and the interdependence of the military, civilian and police component should be outlined. It is crucial to explain the roles of the three components that make up the mission. Activities of the mission should be highlighted that relate to the mandate as well as how the three components should address these activities. Different mandates should be explained. A organogram of different missions should be presented to demonstrate different roles and responsibilities and how the mission functions.

Learning Outcomes:

On completion of the module participants will be able to:

- Understand the nature of contemporary multidisciplinary peacekeeping and how it has been developed over time

- Understand the issues guiding PSOs and peacekeeping and how to implement the principles of peacekeeping
- Be able to identify different types of PSOs and to understand how different missions function including mandating and tasks
- Understand different roles and responsibilities of different positions and components in PSOs and how they work together to achieve the mandate

Training Methodology/Sequence:

The module is broken down into 4 sessions. Sessions will be delivered in sequence with a brief and concise lecture followed by exercise and discussion.

Lectures should be brief, to the point and keep strictly on topic. Lectures should last 15-20 minutes followed by 15-20 minutes discussion and/or a 10 minute exercise (or some similar ratio) to tease out key issues.

Teaching points must be grounded in real life examples. It would be useful to keep more detailed examples in all sessions (eg use MINUSCA, UNAMID, AMISOM and UNMISS throughout sessions 1-4).

Instructor Profile:

As the module is more general and wide in scope than others and more related to providing overview information as oppose to providing skills, an individual with substantial knowledge across all PSO issues would be best placed as opposed to an expert in a specific issue of PSO. An academic, researcher or analyst specializing in peacekeeping with good grounding in PSOs generally but also AU and peacekeeping in Africa would be best placed to provide this section. An RPA staff member is ideally placed to provide this topic or someone from a university or defence college.

Instructor Preparations:

Before delivering the module the instructor must:

- prepare a concise lecture for each session
- prepare discussion points for each session
- prepare a brief exercise for each session
- participate in any review process post- course

Participant Preparation:

Before attending this module all participants must have read:

- United Nations Peacekeeping Operations Principles and Guidelines (also known as the Capstone Doctrine)
- A New Partnership Agenda: Charting a New Horizon for UN Peacekeeping (also known as the Brahimi Report)
- Relevant sections UN Charter
- Relevant Sections AU Charter
- Looked at websites of UN DPKO and AU PSOD
- UN Guidelines & Kigali Principles on Protection of Civilians
- Providing for Peacekeeping website

Further Reading:

Core texts:

Bellamy, Alex J., Paul Williams and Stuart Griffin. *Understanding Peacekeeping*. Cambridge: Polity Press, 2008

Murithi, Tim, "The African Union's evolving role in peace operations: the African Union Mission in Burundi, the African Union Mission in Sudan and the African Union Mission in Somalia" in *The African Security Review*, Institute for Security Studies, Pretoria, Vol.: 17.1, 2008

Williams, Paul D., "The African Union's Peace Operations: A Comparative Analysis" in *African Security*, 2:2-3. (2009); pp. 97-118.

Other works:

Auteserre, Séverine, *Peaceland: Conflict Resolution and the Everyday Politics of International Intervention*. New York: Cambridge University Press, 2014.

Berman, Eric G. and Katie E. Sams. *Peacekeeping in Africa: Capabilities and Culpabilities*. Pretoria, Institute of Security Studies, 2000.

Makinda, Samuel and Wafula Okumu. *The African Union, Challenges of Globalisation, Security and Governance*. Oxford: Routledge, 2008.

Murithi, Tim. *The African Union: Pan-African Peacebuilding and Development*. Aldershot: Ashgate, 2005.

Pouligny, Beatrice, *Peace Operations Seen from Below, UN Missions and Local People*. London: Hurst, 2006.

Williams, Paul D. "The African Union's Conflict Management Capabilities." Working paper, The Council on Foreign Relations, October 2011.

Williams, Paul, D. "Fighting for Peace in Somalia: AMISOM's Seven Strategic Challenges." *Journal of International Peacekeeping*, vol. 17, issue 3-4, 2013, pp. 222–247.

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