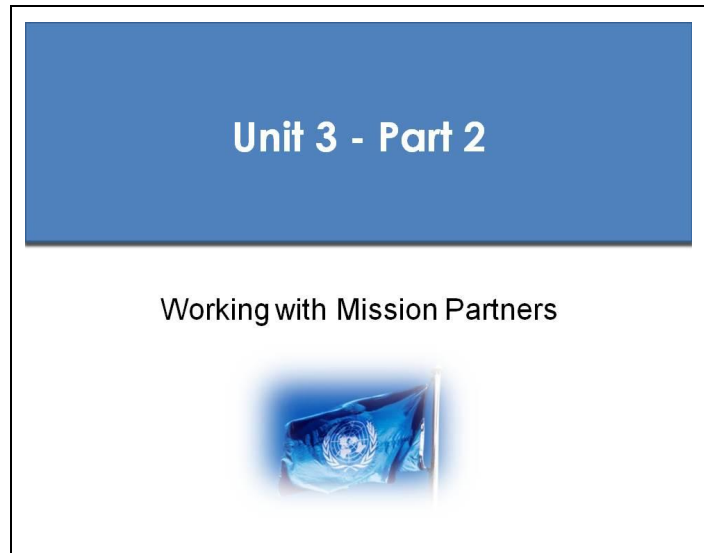


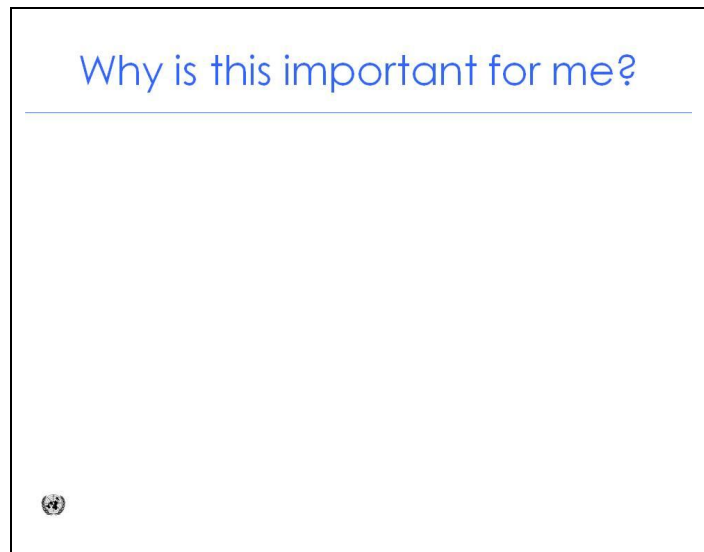
UNIT 3 – PART 2: WORKING WITH MISSION PARTNERS

Session Notes

Introduction



Slide 1




Slide 2

Why is this important for me?

As peacekeeping personnel you are expected to...

- Work in an integrated manner with the UN Country Team
- Work with national partners – the key stakeholders
- Understand and support the work of humanitarian actors in the area




Slide 3


Learning Outcomes

On completion of Unit 3 – Part 2, participants will be able to:

1. Explain the benefits of an integrated approach between a peacekeeping operation and UN Country Team
2. Explain why national actors are key partners for UN peacekeeping operations
3. Define humanitarian assistance
4. Name the primary humanitarian coordination function/structure that exists in UN peacekeeping operations



Slide 4

 **Note to Instructor:** Review the importance of the session and the intended learning outcomes for Part 2 (as shown in the slide above) with participants. By the end of the session, the participants will be able to answer each of the above points.

Mission Partners


Mission Partners

- United Nations Country Team
- National Partners
- Regional and International Partners









Slide 5

 *The success of the peacekeeping mission depends not only on its peacekeeping personnel, but on effective working relationships with other actors working in the country.*

*These actors fall within three broad categories: **the United Nations Country Team, national partners and the regional and international partners.** In this session we will discuss each of these areas.*

Benefits of cooperation with the UN Country Team

United Nations Country Team

 <p>Food and Agriculture Organization (FAO)</p>	 <p>United Nations Development Programme (UNDP)</p>	 <p>United Nations Children's Fund (UNICEF)</p>	 <p>World Food Program (WFP)</p>
 <p>United Nations High Commissioner for Refugees (UNHCR)</p>	 <p>United Nations Development Fund for Women (UNIFEM)</p>	 <p>United Nations Office of the High Commissioner Human Rights (OHCHR)</p>	

Does not include all agencies that may be present




Slide 6

- 🗨 The United Nations Country Team (UNCT) is made up of all the United Nations agencies, funds and programmes who operate in that particular country.
- 🗨 This slide shows some of the UN agencies most commonly found in the countries where UN peacekeeping operations exist. This list is not exhaustive.
- 🗨 In the induction training in mission there will be more information about which agencies are working with that peacekeeping operation.
- 🗨 Some of these organizations, such as the **World Food Programme (WFP)** are involved primarily with providing humanitarian assistance. They tend to have larger offices or programmes during the stabilization phase of a peacekeeping operation.
- 🗨 Others organizations, such as the **Food and Agricultural Organization (FAO)**, are more involved in long-term development assistance and may only appear in the country as a peacekeeping operation is ready to transition or withdraw.
- 🗨 And yet other organizations, such as the **United Nations Children’s Fund (UNICEF)** and the **United Nations Development Programme (UNDP)** are involved in both conflict prevention and recovery issues immediately after the conflict as well as development issues, adjusting their programmes as the situation evolves. They tend to be present before, during and after the existence of a UN peacekeeping operation and are also key partners for the peacekeeping operation’s exit strategy.
- 🗨 International financial institutions like the **World Bank** and the **International Monetary Fund (IMF)** which are part of the wider UN family may also be full members of the UN Country Team (e.g. in Liberia) although sometimes they may operate more independently of the UNCT and the peacekeeping mission. Either way, these financial institutions play an extremely important role in the development and economic recovery of post-conflict countries. Therefore, the UN SRSG, D/SRSG, and other key UN personnel coordinate closely with them in all cases.
- 🗨 The UN’s engagement in countries emerging from conflict rarely begins with the deployment of a peacekeeping mission. In most cases, many of the UN partner agencies listed above will be operating on the ground long before the deployment of a UN peacekeeping mission. Many of those partners will stay long after the mission leaves. War generally arises because of a lack of

human needs and respect for human rights, and these root causes can only be addressed with the help of the UN Country Team.

**UN Country Team:
A Valuable Resource to PKOs**

- A source of knowledge on host country & conflict
- Assists in identifying and building relationships with key national partners
- Ensures peace-building activities are carried over into development phase
- A source of financial resources and expertise in programming



Slide 7

🗨️ The UN Country Team provides a valuable resource to any peacekeeping operation because it:

- Is a **source of extensive knowledge about the host country and the conflict** situation, particularly for those agencies present prior to the arrival of the peacekeeping operation;
- Can help **identify and build relationships with key national partners** (national and local authorities as well as with local civil society groups);
- Create mechanisms to **ensure that peace-building activities** introduced during the stabilization or humanitarian phases **are carried over into the development phase** when the peacekeeping operation withdraws;
- Has **financial resources and expertise** in programming, which peacekeeping operations often do not.

👉 **Note to instructor:** *For courses with civilians, staff officers, or senior officers from contingents or FPUs, you may want to indicate that UN peacekeeping operations often have a very significant overall budget, however, their budgets generally do not include money for capacity-building or reconstruction projects. Peacekeeping operation budgets may include money for Quick Impact Projects (QIPs) designed for short-term projects, such as rebuilding of schools or roads or other activities which generate support for the mission and build confidence in the peace process. The money for QIPs is significantly less than*

the financial resources that the UNCT has available for longer term humanitarian assistance or development cooperation. See the Commonly Asked Questions for more information on funding arrangements, and consult the DPKO/DFS Policy Directive on Quick Impact Projects (QIPs) or the DPKO/DFS Guidelines on Joint Operational Initiatives: UN Peacekeeping Operations and the World Bank for more information.

The “Integrated Approach” and Multi-dimensional Peacekeeping Operations







An Integrated Approach

- UNPKO and UNCT work towards same strategic vision
- UNCT Agencies have:
 - Different mandates & decision-making structures and funding arrangements
 - Different time frames and associated roles & perspectives



Slide 8

- 🗨 In multi-dimensional UN peacekeeping operations, where the mandate has strong linkages with the objectives and programmes of UN agencies, the United Nations has adopted an “integrated approach” for all parts of the UN system that are active in that country.
- 🗨 This means the **UN peacekeeping operation and the UN Country Team are all working towards the same strategic vision**. They engage in joint planning and, depending on the context, they are likely to have joint projects in key areas. There may also be regional UN offices outside the capital where mission and UNCT personnel share the same facilities.
- 🗨 While this may appear obvious, integration presents a number of challenges. UN partner agencies are governed by **mandates, decision-making structures, and funding arrangements** that are different from those of the peacekeeping mission.

-  For example, peacekeeping missions are ultimately accountable to the Security Council, whereas other UN agencies are accountable to the host nation, donors and other UN governance structures outside of the Security Council.
-  Furthermore, **time frames** for operations are different. Humanitarian actors tend to focus on the immediate term; peacekeepers operate on a political timetable, and development agencies look toward longer-term sustainability in their activities.
-  The UN Country Team is also made up of purely civilian agencies and programmes, whereas peacekeeping operations are made up of military, police and civilian components. As a result, there are differences in institutional cultures and management styles.
-  Therefore, these agencies can have vastly **different roles and perspectives**. It can seem at times that the peacekeeping mission and UN partner agencies are working at opposing purposes, each following its own mandate and principles to the extent that there are competing objectives.
-  This inevitably can cause disagreement, so it is important to keep in mind that all objectives can and should ultimately contribute to the overall goal of improving the lives of the host population.
-  **Note to instructor:** *The commonly asked questions at the end of this section include responses to potential questions on funding arrangements of the UNCT, humanitarian assistance and/or peacekeeping operations.*

Effective Strategic Partnership

- Doesn't necessarily mean physically working together or locating in the same building
- Can decide case-by-case on integration of individual tasks/activities
- Important for all peacekeeping personnel to:
 - share information with UN Country Team partners
 - ensure activities are coordinated to achieve maximum impact for the local population



Slide 9

- 🗨️ Achieving a coherent and mutually supportive approach does not necessarily mean that the peacekeeping operation and the UN Country Team must be **physically working together or located in the same building**.
- 🗨️ Instead, what is required is an effective strategic partnership between the peacekeeping operation and the UN Country Team. This partnership is under the leadership of the SRSG.
- 🗨️ This partnership should be based on a shared vision among all UN actors as to the strategic objectives of the UN presence at the country-level. The vision should be based on a shared understanding of the operating environment. This means that planning should always be on the basis of an integrated approach.
- 🗨️ Whether or not **individual activities or tasks** required to achieve the strategic objectives must be carried out in an integrated manner depends on whether or not it will add real value and improve the impact of the United Nations engagement. This is **decided on a case by case basis**, depending on the particular situation, the mandate and the resources and capabilities of the particular mission and UN Country Team on the ground (see examples listed below).
- 🗨️ Consequently, some, but not all multi-dimensional peacekeeping operations may be structurally integrated with the Deputy SRSG of the mission also carrying out the function of the Resident Coordinator of the UN Country Team. The Deputy SRSG may also carry out the function of the Humanitarian Coordinator within the humanitarian community.
- 🗨️ This means he or she carries the title of DSRSG/RC/HC and is also part of the Mission Leadership Team – the senior level decision-making forum of the peacekeeping operation.
- 🗨️ Regardless of whether your peacekeeping operation is formally considered an “integrated mission” or not, it **is important for all peacekeeping personnel to share information with their UN Country Team partners and ensure that their activities are appropriately coordinated to ensure the maximum impact for the local population**.
- 🗨️ **e.g** **Examples**: UN support to elections is a common task where peacekeeping operations and UNCTs work in an integrated manner, regardless of whether the mission is formally an integrated mission or not. Both in **Afghanistan** and **East Timor**, the United Nations created “integrated electoral teams” in which mission personnel from electoral affairs sections and logistics units and others

worked in the same team as personnel from UN agencies such as UNDP. The aim of these integrated teams was to present a united front to the national stakeholders as well as donors and to avoid the perception that the UN is divided and in competition with itself.

DDR is another task in which the UN commonly uses an integrated approach. In **UNMIS**, for the first time an integrated DDR unit was created combining mission personnel and UNDP and UNICEF staff and who were physically located in the same office.

In Nepal, during the start up phase of the **United Nations Mission in Nepal (UNMIN)**, a special political mission that was not formally considered to be an “integrated” mission, UNDP started registering combatants for the DDR process because mission personnel were not yet fully deployed. As mission personnel deployed UNDP handed over those tasks to the UNMIN arms monitors but UNMIN and the UN Country Team continued to cooperate closely to ensure that efforts of both complemented each other and the UN spoke with one voice in Nepal.

The **United Nations Mission in Liberia (UNMIL)**, which is an integrated mission, illustrates some best practices of how integration works in practice. UNMIL’s work to support local authorities is derived from UN Security Council Resolution 1509 which mandates the mission among other things to re-establish national authority throughout the country, including a functioning administrative structure at both the national and local levels.


In order to maximize the impact of the peacekeeping operation and the UN Country Team across the country, Country Support Teams (CSTs) made up of all UN actors present in the county were established in each of the 15 counties in 2006. The CST mechanism is a joint-UN initiative, aimed at building the capacity of local government to increasingly assume responsibility at the county level. In addition to being a mechanism for joint UN work, the CST also has (UNDP managed) project funds directly attached to it.

The Country Support Teams are a mechanism for coordination and information sharing with the county authorities and between all UN actors. The CST initiative also has a project element which covers:

- Rehabilitating / constructing county administrative buildings, providing vehicles and office and communications equipment;

- Developing the capacity of county officials through training, including training jointly organised with the Liberian Institute of Public Administration (LIPA);
- Strengthening information management capacity in the counties (through the development of County Information Packs, Information Management Offices and other tools).


At the national level, the work of all Country Support Teams is managed by a Joint Steering Committee which is co-chaired by the DSRSG/RC/HC and the Minister for Internal Affairs.

 **Note to Instructor:** Instructors who would like more information on this example can download the joint UNDP-DPKO study on local governance in Liberia entitled “The example of ‘County Support Teams’ as an integrated mission approach at the local level in Liberia”, (November 2007) from <http://peacekeepingresourcehub.unlb.org>



National Partners

National Partners

- Host government is most important non-UN actor with whom a PKO collaborates – has most at stake
- Keep in contact with:
 - other political parties and factions
 - religious leaders, women and student associations, academics, professional organizations, and the many other parts of the national civil society
- Potential partnerships must consider impartiality, representation, inclusiveness & gender issues



Slide 10

-  As challenging as it might be for the different parts of the UN to work together, many mission personnel will have to spend even more time working with non-UN actors.
-  While coordination within the peacekeeping mission and integration with other UN agencies is necessary to the success of a mission, it is not enough. Efforts must be aimed at ensuring that the host government (on both a national and local level) can better meet the needs of its people.

- **The host government is by far the most important non-UN actor** with whom a peacekeeping mission collaborates. It has **the most at stake**.
- The interaction between the UN peacekeeping mission and the host government occurs on many levels from high-level political discussions between the SRSG and the President or Prime Minister, to the frequent interaction between mission support personnel and their national counterparts to obtain and secure UN offices, or to facilitate logistics support to the mission components.
- In multi-dimensional peacekeeping operations, substantive personnel generally work with and through national governmental authorities to organize elections, conduct de-mining, or develop programs for the disarmament, demobilization, and reintegration of ex-combatants. This is in keeping with the UN peacekeeping principle of consent.
- The UN mission's interaction with the host population is not solely conducted through the national government. Direct and **constant contact is often essential with political parties and even faction leaders**.
- Regular dialogue is maintained with **religious leaders, women and student associations, academics, professional organizations, and the many other parts of the national civil society**, which are central to the rebuilding of their country. It is through these contacts that mission personnel can get to understand the society in which they are working, and support them to help ensure the sustainability of the peace. Dialogue with civil society groups and different political parties is an important element of maintaining impartiality and ensuring national ownership in order to solidify the peace process.
- As explained in Unit 1, **partnerships** with national actors should be agreed upon with due regard to **impartiality, wide representation, inclusiveness, and gender considerations**. Missions must recognize that there are wide varieties of political views and social groups within the host country that should be taken into account. All opinions and views need to be understood, ensuring that ownership and participation are not limited to small elite groups.

International and Regional Non-UN Partners

International and Regional
Non-UN Partners

- International and regional NGOs
- Member States' Missions and Embassies
- Other regional or international political/military actors (e.g. AU, OAS, NATO, EU & ECOWAS)



Slide 11

- 🗨️ In addition to national civil society actors, **international non-governmental organizations (NGOs)** also form part of “civil society” and work with UN peacekeeping operations. OXFAM, Save the Children and Concern are just three examples among many.
- 🗨️ At times, peacekeeping missions work directly with many of these groups through funding agencies as implementing partners for Quick Impact Projects (QIPs), which can take the form of small infrastructure rehabilitation projects or short-term employment activities.
- 🗨️ Peacekeeping missions also provide transport for NGO workers in many countries. The UN OCHA and/or UNDP offices should be able to provide more information about which organizations are working in the country, what projects they are supporting, and where they are intervening. Many NGOs will have been operating in the country for much longer than the UN and know the territory well. Solicit their local knowledge and practice humility in order to avoid friction.
- 🗨️ The individual **Member States** that provide the UN mission with its mandate, troops, police, finances, and political support are likely to have **Embassies or Missions** in the country. Senior UN mission and agency staff must allocate time and attention to the diplomatic community to retain their confidence and support. Furthermore, many of these countries also are providing technical and financial assistance directly to the national authorities. They are doing this either through their embassies or national development agencies, such as

the British Department for International Development (DFID), Japan International Cooperation Agency (JICA), or USAID based in the United States. Close coordination is essential to prevent duplication of effort or misunderstandings.

- There may be **other regional or international political/military actors** working in the host country, including regional bodies such as the African Union (**AU**), Organization of American States (**OAS**), the North Atlantic Treaty Organization (**NATO**), the European Union (**EU**), the Economic Community of West African States (**ECOWAS**), and others, with whom the peacekeeping mission will cooperate.

e.g **Example of partnership between the UN and national and international partners:** The United Nations collaborated with the Haitian and Canadian governments on the restoration of Haiti's police infrastructure in the Southern Province. As a result of the project, 14 police stations were refurbished, 24 cars and 22 motorcycles were delivered. Work equipment was distributed among 21 police stations, including computers, chairs, printers, radios and investigation kits. The project substantially increased the capacity of the national police to carry out their police functions.

The project was financed by the Canadian Government through the Stabilization and Reconstruction Task Force (START) and was carried out by a partnership between the Haitian Police Force, UNDP, the **United Nations Mission for the Stabilization in Haiti (MINUSTAH)** and the United Nations Office for Project Services (UNOPS). UNDP and UNOPS were able to provide MINUSTAH, and specifically the police component, with expertise in project management, fundraising and expenditure of donor funds, that it did not have. Because MINUSTAH has UN Police working directly with the Haitian National Police in their stations, they were able to provide technical advice on how best to spend the donor funds to have the maximum impact.

Collaboration with the Humanitarian Community

Slide 12

What Are Humanitarian Activities?

- Independent activities aimed at saving lives, protecting human dignity and alleviating suffering.
- Using the principles of:
 - Humanity
 - Neutrality
 - Impartiality



Note to Instructor: Particularly for courses involving staff officers or senior level military or police personnel, instructors may wish to supplement this information with additional guidance on civil-military relations in complex emergencies contained in the *Inter-Agency Standing Committee (IASC) Guidelines and References for Complex Emergencies*, January 2009, available at: <http://www.humanitarianinfo.org/iasc/> (and click on the link “Products”).

As you have seen in Unit 2, the Security Council mandates many UN peacekeeping operations to facilitate the “safe provision humanitarian assistance” or to “humanitarian access”. It is important to note that the Security Council generally does not mandate UN peacekeeping operations to deliver humanitarian assistance directly, because this is best done by impartial and neutral humanitarian actors who are independent of the mission.

In order to understand the humanitarian element of a UN peacekeeping mandate, all peacekeeping personnel must understand what the United Nations considers as humanitarian activities. Humanitarian activities are **activities that aim to save lives, protect human dignity and alleviate suffering of the local civilian population**. Humanitarian activities involve two main kinds of work:

- Assistance: the provision of supplies or services which allow the civilian population to access the minimum requirements to sustain their lives

with dignity, for example access to water and sanitation facilities, provision of food, provision of supplies for health services or education.

- **Protection:** ensuring respect for basic rights of suffering populations. For example, by lobbying governments and armed groups to do more to protect civilians or helping local communities to organize themselves to reduce violence against civilians.

🗨️ At first glance, these may seem the same as, or overlap with development activities or peacebuilding activities. However, there are some key characteristics which define whether an activity is humanitarian or not.

🗨️ Humanitarian activities are aimed at alleviating suffering of civilian populations and is delivered according to three basic principles:

- **Humanity:** The sole purpose of humanitarian activities is to prevent and alleviate human suffering wherever it is found.
- **Neutrality:** Humanitarian assistance is provided without taking sides in hostilities or engaging in controversies of a political, religious or ideological nature.
- **Impartiality:** Humanitarian assistance is provided without discriminating as to ethnic origin, gender, nationality, political opinion, race or religion. Relief is guided solely by needs and priority is given to the most urgent cases of distress.

🗨️ These three principles mean that humanitarian activities are apolitical (meaning there is no political dimension or aspect because they are neutral, impartial and focus on the most pressing needs). They are therefore separate and distinct from the UN's peacemaking, peacekeeping or peacebuilding activities which are politically motivated actions aimed at ending conflict with the authority and legitimacy of the UN Security Council.

👉 **Note to Instructor:** *The humanitarian definition of impartiality, and its combination with the principle of neutrality, results in a different approach than the UN peacekeeping principle of impartiality as explained in Unit 1. The UN peacekeeping principle of impartiality means peacekeeping operations do not show favour or prejudice to any one side, but they may have to take action against a spoiler or party that is blocking the peace process. Humanitarians focus solely on providing assistance where it is needed and avoid playing that kind of role of a “referee” or engaging in controversies.*



Slide 13

- Humanitarian activities are civilian activities and should be supported by military only in extreme circumstances. This perspective stems from their humanitarian principles of neutrality and impartiality. Some humanitarian actors are concerned that too close an association to military will jeopardize those principles. Some humanitarian actors feel that those principles may even be jeopardized by an association with the UN as a whole.
- Therefore, when working with humanitarians it is important to recognize their independence, respect their principles and be sensitive to their approach in remaining neutral and impartial. For this reason, when peacekeeping operations undertake “Quick Impact Projects”, which are community support projects and other activities meant to win the “hearts and minds” of the local population, these are not considered to be humanitarian assistance.
- UN peacekeeping operations**, therefore, are generally not humanitarian actors themselves – although they may **provide a secure and stable environment** which allows other humanitarian actors to carry out activities. That distinction will be explained clearly in the mandate.
- Note to Instructor:** *Instructors should remind participants of the exercise in Unit 2 where they examined the language related to humanitarian assistance. In virtually all cases, the mission is tasked with “facilitating” humanitarian assistance or access, and not “providing”. This is why it is important for peacekeeping personnel to understand who actually delivers humanitarian assistance, because those are the groups for whom the mission should be facilitating access.*

Note to Instructor: *The slide graphically illustrates that if the host country has the capacity to initiate, coordinate and deliver humanitarian assistance, they are the one who should do so. The slide also illustrates that if the host country does not have the capacity, international and national humanitarian actors will take these roles on. Note that the UN PKO's role is to provide a secure environment.*

- The primary responsibility for meeting the needs of the civilian population lies with the host country.** It has the primary responsibility to initiate, coordinate and deliver humanitarian assistance within its territory. Local community-based organizations and private individuals may respond at the same time. The majority of all humanitarian assistance – and certainly the fastest response – is provided locally.
- Where local capacities are overwhelmed **a variety of international or national humanitarian actors may become involved.** Some of these belong to the United Nations, some are independent, some are non-governmental organizations or some of these represent regional organizations. Each humanitarian agency has its own mandate and is highly autonomous.
- One important actor is the International Committee of the Red Cross (ICRC) whose mandate to protect and assist victims of armed conflict is specified in international humanitarian law and recognised by all States. It is a neutral, independent, impartial humanitarian actor, neither a part of the UN nor an NGO. The ICRC is part of the International Red Cross and Red Crescent Movement, together with National Red Cross and Red Crescent Societies, and the Federation of Red Cross and Red Crescent Societies.

How Do Humanitarian Agencies Do Their Work?

1. Support to the Host State
2. Direct Implementation
3. Contracting Services
4. Programme Aid






Slide 14


- 🗨️ There are three main ways of delivering humanitarian services:
 1. **Support to the Host State** - technical assistance to a Government agency in order to support and strengthen government service structures. For example, the provision of funding and secondment of an international technical adviser to a Ministry of Health to run local health clinics.
 2. **Direct Implementation** – meaning delivery of supplies or services by the agency itself. This is often undertaken by international humanitarian agencies which maintain a strongly independent approach such as the ICRC or Médecins Sans Frontières.
 3. **Contracting Services** - provided or distributed by other (usually local agencies). For example, UNICEF may provide funds to a local NGO to provide nutrition and healthcare for a certain number of children in a particular community.
 4. **Programme Aid** - the provision of direct funding for a particular humanitarian assistance programme.

- 🗨️ The approach used will depend on the humanitarian agency and the situation. Many UN agencies prefer to work directly through the host government or use partners such as non-governmental organizations (NGOs) or private contractors. But they may also deliver services directly if no partners are available, for instance in highly remote or insecure areas.





 **Note to Instructor:** For more information on humanitarian activities, humanitarian actors and their approaches in specific countries (including appeals for funding), go to www.reliefweb.org. This is a website for humanitarian actors run by the Office for the Coordination of Humanitarian Affairs (OCHA).

How Do PKOs Coordinate with Humanitarian Actors?

1. Through the Humanitarian Coordination System
2. Through OCHA Field Offices
3. By participating in clusters



Slide 15

-  There is no command and control system among humanitarian actors. Humanitarian action is coordinated – meaning that decisions are based upon consent and made through consensus-building. UN Peacekeeping operations must also fit in with this approach and coordinate with humanitarian actors.
-  The exact coordination structures will vary from country to country. However, there are certain basic concepts which underpin humanitarian coordination.
-  First, the host government has the right and responsibility to coordinate humanitarian assistance because they have the primary responsibility to provide humanitarian assistance to their people. This can mean that the Government sets up a Ministry or working group at the central government level to coordinate humanitarian activities, or it may mean that Government officials at regional levels are given formal authority to coordinate activities or participate in coordination meetings with humanitarian actors.
-  The UN complements the government's coordination of humanitarian activities with 3 mechanisms to ensure that UN humanitarian agencies and humanitarian actors who work with the UN are working effectively together and with the government.


- 🗨️ At the start of a major emergency, a **UN Humanitarian Coordinator** (HC) for that country is appointed. Usually that person is the Resident Coordinator (RC) of the UN Country Team. In “integrated” peacekeeping missions, to ensure effective coordination and integration of efforts, this means that there is a Deputy SRSG who is also the Resident Coordinator and Humanitarian Coordinator at the same time.
 - 🗨️ A second coordination mechanism which the UN often employs at the same time that it appoints a Humanitarian Coordinator, is the establishment of a field presence of the UN Office for Coordination of Humanitarian Affairs (OCHA). The **OCHA field office** supports the work of the Humanitarian Coordinator and may also include UN Civil Military Coordination Officers to strengthen relationships between the humanitarian community and the military component of a peacekeeping mission and/or other military forces in the country. The military component of the peacekeeping mission may also have a civil-military coordination officer among its staff officers at the mission HQ.
 - 🗨️ Third, the UN often also sets up “**clusters**” (working groups) of all humanitarian agencies including UN, government and NGO agencies, who are working in a particular sector. Depending on the emergency, there will be clusters covering sectors such as education, health, logistics, protection, shelter, telecommunications, water and sanitation etc. Depending on the mandate of the mission and various components, peacekeeping personnel may participate in cluster meetings to make sure that their work is coordinated properly with the work of humanitarian actors in that field.
- 🗨️ **Example:** In Liberia as part of the 2004-05 Results Focused Transitional Framework, the Government decided that all international assistance, including humanitarian assistance, would be coordinated by the Ministry of Planning and Economic Affairs. There were ten Working Clusters set up each of which was led by a Minister, and UN humanitarian agencies as well as peacekeeping personnel participated in meetings of the Working Clusters.
- 🗨️ **Example:** In East Timor, the Government designated the Ministry of Labour and Solidarity as having the primary role coordinating humanitarian assistance to internally displaced persons after the violence in the capital city (Dili) in April-May 2006. Clusters were set up for protection, shelter, health, and food distribution, among others. Some clusters were chaired by government officials and some by UN humanitarian agencies. The protection cluster was jointly chaired by the Ministry of Labour and Solidarity and UNHCR, with human rights officers and UN Police from the mission participating in the

meetings, as well as CIMIC liaison officers from the Australian military that was operating outside of the UN mission.

What Peacekeeping Personnel Can Do

What Peacekeeping Personnel Can Do

- Respect humanitarian principles of humanity, neutrality and impartiality & understand that these guide the work of humanitarian actors
- Don't confuse mission's Quick Impact Projects with humanitarian assistance
- Remember - HA is generally a civilian activity
- Get guidance on coordination mechanisms in the country
- Share information transparently & professionally



Slide 16

🗨️ All peacekeeping personnel, particularly in peacekeeping missions with a mandate to support or facilitate humanitarian assistance, should:

- ☑️ **Respect the humanitarian principles of humanity, neutrality and impartiality and the fact that these guide the work of humanitarian actors**
- ☑️ **Do not refer to the mission's Quick Impact Projects as humanitarian assistance**, in order to prevent confusion about mixing humanitarian principles with the UN peacekeeping principles of impartiality and consent
- ☑️ **Remember that humanitarian assistance is primarily a civilian activity**, and that the role of military is to provide a secure environment for humanitarian assistance to be delivered, but not to deliver that humanitarian assistance directly
- ☑️ Find out from the mission's relevant civil-military coordination specialists, the UN Humanitarian Coordinator's Office and/or OCHA for **guidance on the coordination mechanisms used in that country** for their mission, and **share appropriate information transparently and professionally**



Handout: Instructors may wish to provide the Peacekeeping Practice Note (PPN) “An Introduction to the humanitarian coordination system for UN Peacekeepers” as a handout, particularly for courses made up of civilians, or higher level military and police officers. The PPN can be downloaded from www.peacekeepingresourceshub.org.

Summary of key messages



Note to Instructor: Complete the session by highlighting the following key points:

- The United Nations Country Team is a valuable resource for UN peacekeeping operations because they have knowledge, expertise and resources and can establish mechanisms to allow for a smooth handover of peace-building activities when the mission withdraws.
- Multi-dimensional peacekeeping operations should always establish an effective strategic partnership, under the leadership of the SRSG, with the UN Country Team based on a shared vision and understanding of the operating environment.
- Outside the UN, the host government and national civil society are the most important partners for UN peacekeeping operations.
- UN peacekeeping operations must also establish constructive working relationships with international civil society, the diplomatic community, regional and/or financial organizations, such as the African Union or the World Bank.
- UN peacekeeping operations should coordinate with humanitarian actors. At the highest level, UN peacekeeping operations should work with the UN Humanitarian Coordinator, who may also be the Resident Coordinator and Deputy SRSG.
- Humanitarian assistance is provided according to the principles of humanity, neutrality and impartiality.
- UN peacekeeping operations generally do not provide humanitarian assistance directly. However, they may play a crucial role in creating a secure and stable environment for civilian humanitarian actors to provide assistance safely.

Unit 3 – Part 2 Learning Assessment

The following questions can be informally asked of the whole participant group at the end of the session or can be used in written form. At the conclusion of the training, instructors may want to again choose some of the following questions for review.

Questions

1. Is the UN Country Team usually already present in a country when a peacekeeping operation starts up?
2. Name at least two reasons why the UN Country Team is a valuable resource for a UN peacekeeping operation.
3. Name the most important partner outside the United Nations for UN peacekeeping operations.

Answers

1. Yes.
2. Any two of the following reasons:
 - The UNCT is a source of extensive knowledge about the host country and the conflict situation, particularly for those agencies present prior to the arrival of the peacekeeping operation;
 - The UNCT can help identify and build relationships with key national partners (national and local authorities as well as with local civil society groups);
 - The UNCT creates mechanisms to ensure that peace-building activities introduced during the stabilization or humanitarian phases are carried over into the development phase when the peacekeeping operation withdraws;
 - The UNCT has financial resources and expertise in programming, which peacekeeping operations often do not.
3. National actors (national government and national civil society).

Note: these questions and answers are also at the end of the PowerPoint Presentation

Common Questions from Participants

Possible Questions	Possible Responses
<p>1. What is the difference between a mission component and a mission partner?</p>	<p>A mission component refers to an office, unit or section within the mission that reports to the Head of Mission. A mission partner refers to organizations or institutions that are external to the peacekeeping mission offices, sections or units. These can be UN partners, like the UN agencies, funds and programmes, or national partners, like the government or local NGOs etc.</p>
<p>2. How are United Nations peacekeeping operations funded?</p>	<p>All Member States share the costs of United Nations peacekeeping operations. Member States provide “assessed contributions” to the United Nations to cover the costs of UN peacekeeping operations. The General Assembly decides on the scale of assessments applicable to peacekeeping. This scale takes into account the relative economic wealth of Member States, with the permanent members of the Security Council required to pay a larger share because of their special responsibility for the maintenance of international peace and security. For more information on this issue, go to: http://www.un.org/Depts/dpko/dpko/contributors/financing.html.</p>
<p>3. How are the UN peacekeeping, humanitarian and development budget cycles different?</p>	<p>UN peacekeeping operations are funded by the General Assembly, which seeks “assessed contributions” from all Member States. This budget cycle works on a one year basis (see http://www.un.org/Depts/dpko/dpko/contributors/financing.html for more information).</p> <p>The main mechanism by which the humanitarian community (both UN and non-</p>

	<p>UN humanitarian actors) seeks funds is the “Consolidated Appeals Process” or CAP, which generally also works on a one year cycle. It is a tool used by aid organisations to plan, implement and monitor their activities together and produce funding appeals, which they present to the international community and donors (see http://ochaonline.un.org/humanitarianappeal for more information).</p> <p>The UN Country Team uses the UN Development Assistance Framework (UNDAF) as a similar tool to plan, implement and monitor the UNCT’s development activities, and raise funds from the international community. The UNDAF generally works on four year cycles and takes a longer term approach. (See www.undg.org for more information).</p>
<p>4. What is the difference between a human rights officer and a humanitarian affairs officer?</p>	<p>A UN human rights officer works to promote and protect human rights in accordance with international human rights law outlined in Unit 3 Part 1. She or he will therefore deal with the human rights of all persons.</p> <p>A humanitarian affairs officer, when part of a UN peacekeeping operation, generally works to support the Humanitarian Coordinator and acts as a liaison between the humanitarian community and the peacekeeping operation to ensure that humanitarian assistance is provided in accordance with international humanitarian law and humanitarian principles. Humanitarian affairs officers work to ensure the rights of civilians, non-combatants, prisoners of war and all categories of persons protected by international humanitarian law.</p>

5. What is the difference between the humanitarian principle of impartiality and the principle of neutrality? Is that different than the fundamental principle of impartiality in peacekeeping in Unit 1?

The humanitarian principle of neutrality means that humanitarian assistance is provided to those persons in need without considering whether the political views of that group, their political leaders or government are considered to be “right” or “wrong” in any way. The humanitarian principle of impartiality means that humanitarian assistance should be equally accessible to all who need it, regardless of their ethnic origin, gender, nationality, political opinion, race or religion. The peacekeeping principle of impartiality is slightly different because it aims to keep the peace process moving forward by ensuring that the UN does not show bias or prejudice to any one party. However, where parties or spoilers may be blocking the peace process, the peacekeeping principle of impartiality allows the UN to respond through diplomatic or other action. The UN thereby takes a stand as to what actions are considered to be legitimate in moving the peace process forward.