

Lesson 1.5



Implementing Security Council Mandates

Aim, Relevance and Learning Outcomes

Aim

To explain how Security Council mandates are set up, planned for in an integrated way and implemented in a UN peacekeeping operation.

Relevance

Security Council mandates are the legal basis for a mission to carry out its activities. As a peacekeeper, you **need to be familiar with how Security Council mandates are planned and implemented** in the full cycle that guides a UN peacekeeping mission.

A Security Council mandate outlines the specific tasks assigned to peacekeepers. Planning and implementation are done in a coordinated and **whole-of-mission manner** across the full cycle from start-up to transition and drawdown.

Security Council mandates can be vague or open to interpretation as they frequently reflect political compromises.

The UN Secretariat and mission leadership prepare key planning frameworks for mandate implementation.

This lesson explains the importance of the mandate and how it is put into action through the planning process and framework that guide the responsibilities and tasks of all peacekeepers.

Slide 1



1.5 Implementing Security Council Mandates 

Aim

- To explain how Security Council mandates are set up, planned for in an integrated way and implemented in a UN peacekeeping operation.

Relevance

- Security Council mandates are the legal basis for a mission to carry out its activities.
- Security Council mandate outlines specific tasks for peacekeepers – they can be vague as they reflect political compromises – however, they are important.

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Learning Outcomes

Learners will be able to:

1. Explain the key role of a Security Council in setting the mandate for each peacekeeping mission, which is considered the legal framework.
2. Describe the importance of the mission mandate in planning, implementing, monitoring and adjusting all activities.
3. Explain the whole-of-mission approach and how it enables the various aspects of an operation to be carried out successfully.

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1.5 Implementing Security Council Mandates 

Learning Outcomes

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2. Describe the importance of the mission mandate in planning, implementing, monitoring and adjusting all activities.
3. Explain the whole-of-mission approach and how it enables the various aspects of an operation to be carried out successfully.

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Lesson at a Glance



Minimum lesson duration: 45 minutes (including required learning activity 1.5.1).

Lesson at a Glance	Pages	Slides
Required Learning Activity 1.5.1: Linking the Mandate to the Conflict	4	-
What do UN Peacekeepers Need to Know About Security Council Mandates?	4-7	4-5
Mandates in Overall Mission Planning and Implementation Cycles	7-11	6-7
Translating the Mandate into a Mission Planning Framework	11-17	8-12
Monitoring Implementation of the Mandate	18-19	13
Transition and Drawdown of a Peacekeeping Mission	19-21	14
Lesson Closing	22	15
Handout - Summary of Key Messages	23-24	-

Optional Learning Activities

Learning Activity 1.5.2: Analysis of a Security Council Mandate	See <i>1.5 Learning Support</i>
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Trainer Tips: See *1.5 Learning Support* for tips on starting the lesson, learning activity instructions, optional learning activities, learning evaluation and references.

The Lesson

Required Learning Activity 1.5.1

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1.5 Implementing Security Council Mandates 

Required Learning Activity 1.5.1: Linking the Mandate to the Conflict

Purpose: To understand the design of Security Council mandates

Time: 10 minutes

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Linking the Mandate to the Conflict

Method	Case study and group work
Purpose	To understand the design of Security Council mandates
Time	10–20 minutes

See 1.5 Learning Support for instructions.

What do UN Peacekeepers Need to Know About Security Council Mandates?



Trainer Tips: Some information is covered in earlier lessons, particularly Lesson 1.3. Bridge into this lesson by asking learners the question in the heading:

- What do UN peacekeepers need to know about Security Council mandates?

- *Follow up by asking why they need to know this. Reinforce correct answers as you move through the lesson.*

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1.5 Implementing Security Council Mandates 

Understand the Security Council Mandate

Why do peacekeepers need to understand the Security Council Mandate?

- A mandate is a legal document that creates specific legal obligations that apply to all parties
- Mandates are often based on political compromise between Security Council Members
- A mandate is an official order, directive and authorization to take defined actions

United Nations S/RES/2729 (2024)

 **Security Council** Distr.: General
29 April 2024

Resolution 2729 (2024)
Adopted by the Security Council at its 9620th meeting, on 29 April 2024

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Key Message 1: A mandate for a UN peacekeeping operation is passed in a UN Security Council resolution. A mandate is often based on a political compromise between members of the Security Council. The mandate sets tasks specific to each operation and is:

- A legal document that creates legal obligations for the UN and the host State
- An official order, directive and authorization to take defined actions
- The basis of key planning frameworks and implementation plans.

The Security Council gives the mandate for a UN peacekeeping operation. Security Council mandates set tasks specific to each peacekeeping mission.

Violent conflicts are political in nature, and UN Security Council mandates direct both political and technical measures to re-establish conditions for peace and recovery. The type and content of any peace agreement reached by parties to a conflict influences specific tasks in the Security Council mandate.

The range of mandated tasks will differ between peacekeeping missions based on the nature of the conflict, the challenges it presents and the current situation.

Security Council mandates also set cross-cutting thematic tasks that are applied to all peacekeeping missions. Under these themes, related tasks respond to all acts of

violence or abuses committed against civilians in situations of armed conflict. The tasks are defined as cross-cutting because they are everyone's work and everyone's responsibility.

Cross-cutting thematic tasks are assigned to UN peacekeeping missions on the basis of landmark Security Council resolutions. These resolutions are based on international law.

The Security Council has passed a series of different resolutions on cross-cutting thematic tasks related to peacekeeping, each set of which constitutes a comprehensive agenda.

- **Protection of civilians in armed conflict** (Security Council resolutions 1674 and 1738 in 2006, and 1894 in 2009).
- **Women, peace and security and ending conflict-related sexual violence** (Security Council resolutions 1325 in 2000, 1820 in 2008, 1888 and 1889 in 2009, 1960 in 2010, 2106 and 2122 in 2013, 2242 in 2015, 2467 and 2493 in 2019).
- **Children and armed conflict** (Security Council Resolutions 1612 in 2005, 1882 in 2008, 1998 in 2011, 2225 in 2015, 2427 in 2018 and 2601 in 2021).

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1.5 Implementing Security Council Mandates 

Thematic Resolutions

Thematic resolutions strongly condemn:

- Violations and abuse of universal human rights
- Violence against all civilians
- Torture
- Gender-based and sexual violence
- Recruiting and use of children by armed forces and groups
- Human trafficking
- Intentional denial of humanitarian assistance

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The thematic resolutions strongly condemn:

- Violations and abuses of universal human rights
- Violence against all civilians
- Torture
- Gender-based and sexual violence
- Violence against children
- The recruitment and use of children by armed forces and groups

- The trafficking of human beings
- The intentional denial of humanitarian assistance.

Security Council mandates are both legal and political documents, as noted above. The mandate lists necessary tasks for a peacekeeping mission and may also give conditions for transition and draw down of the mission.



Key Message 2: Peacekeepers are deployed to implement the tasks defined in the mandate, in a **whole-of-mission** approach. Understanding one's own and others' mandate-defined tasks helps:

- Implement the mandate together
- Explain the mandate to community members and partners.

Over the decades of UN peacekeeping, resolutions have become long and complex. Planning documents, including the mission concept and mission plans, translate strategic objectives and specific priorities into actionable plans that sequence tasks across different lines of operation. Planning documents explain the conflict, the mandate, how the mission is set to accomplish its tasks and what those tasks are.

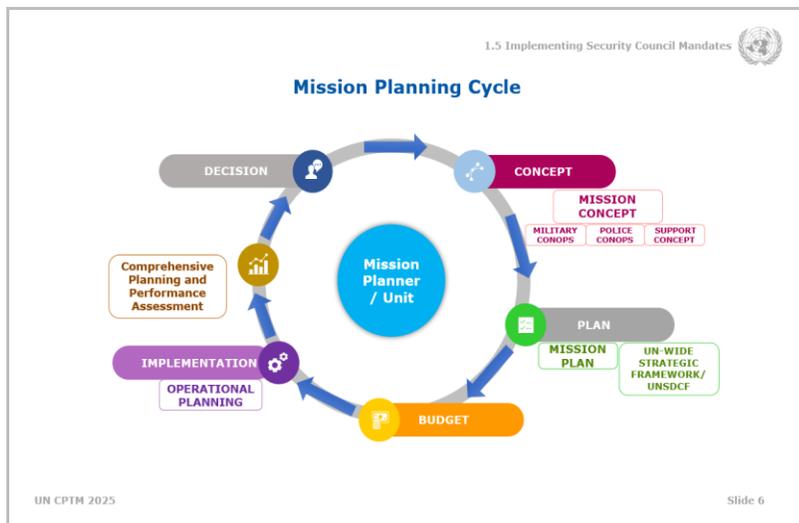
The Security Council monitors how the Secretariat and mission implement the mandate. Through transition planning near the end of a planning cycle, the UN and partners agree on how partners will take over remaining tasks.

Mission leadership, in consultation with the Secretary-General, decides on courses of action that may be presented to the Security Council when mandates are renewed or if circumstances change.

Mandates in Overall Mission Planning and Implementation Cycles

A Security Council mandate defines each peacekeeping operation's specific tasks but does not detail how these must be accomplished. Planning documents are based on the mandate and include the Mission Concept and Mission Plans. Planning and implementation frameworks detail senior leadership vision and the intention to translate the mandate into different levels of strategies and plans. All elements fit within a dynamic cycle of mandating, planning, implementation, monitoring and senior-leadership decision-making.

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Key Message 3: Security Council mandates for a UN peacekeeping mission are the cornerstone of a dynamic cycle of planning, implementation, monitoring and adjustment based on senior-leadership vision on how to complete mandated tasks and support a political transition to a stable non-violent context.



Trainer Tips: The Mission Planning Cycle slide above is a key summary slide for this lesson. Please refer back to this slide as the lesson progresses to visually demonstrate the cycle. Encourage learners to think of the planning cycle as an ongoing process, not as separate steps. The phases ensure that decisions to carry out peacekeeping are:

1. Open and transparent;
2. Based on the best available knowledge and insight;
3. Regularly monitored and adjusted in response to changing conditions.

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1.5 Implementing Security Council Mandates 

Establishing the Mandate

How Mandates are Established for Peacekeeping Operations

1. Security Council considers a UN peacekeeping operation a suitable response to a conflict situation.
2. Strategic assessment of the conflict situation is undertaken to identify UN system engagement.
3. Technical assessment mission to the country is conducted to analyse the situation on the ground.
4. Security Council decides to deploy a peacekeeping operation and adopts a resolution with a mandate.

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Key Message 4: The Security Council decides on the deployment of a UN peacekeeping operation. The process leading to this decision includes an analysis of the conflict situation as part of a political engagement with:

- The host State
- Parties to the conflict
- Neighbouring countries
- Regional organizations
- Local communities
- Other key partners.

The Security Council considers a UN peacekeeping operation an appropriate response to violent conflict when:

- A crisis or dispute happens between or within countries
- The Secretary-General, the General Assembly or any Member State asks the Security Council to consider and debate the situation.

The Security Council addresses each crisis on a case-by-case basis to find the most suitable response. The Security Council assesses the risk to international peace and security. If a situation poses a significant risk, the Council may ask the Secretary-General to start UN conflict prevention or peacemaking measures.

It may also choose to endorse or monitor measures undertaken by regional powers. As a situation evolves, the Security Council may consider a UN peacekeeping operation.

Strategic Assessment of the Conflict Situation

Strategic assessment of the conflict situation is a key step in identifying UN system engagement. The UN system, in addition to the UN itself, comprises many funds, programmes and specialized agencies, each of which have their own area of work, leadership and budget.

The strategic assessment (SA) is a UN-wide analysis of the situation that brings together UN political, security, development, humanitarian and human rights entities to:

- Develop a shared understanding of the conflict or post-conflict situation:
 - Determine scope and options for a wider political resolution and peacemaking
 - Identify the role of stakeholders, including the host State, armed groups, local communities, neighbouring countries and regional and sub-regional organizations.
- Set core peace consolidation priorities:
 - Define the best framework for UN engagement.

The Department of Peace Operations (DPO), the Department of Political and Peacebuilding Affairs (DPPA) and the Department of Operational Support (DOS) consult the wider UN system. This includes UN Secretariat departments and offices and UN specialized agencies, funds and programmes. The UN Country Team (UNCT) are important partners and key sources in this assessment phase.



Trainer Tips: Explain this reference to the UN Country Team (UNCT), reinforcing its introduction in Lesson 1.1. All UN agencies, funds and programmes present in a country are members of a coordinating group called the UN Country Team. Further detail on the UNCT appears in later lessons.

DPO, DPPA and DOS also consult other relevant partners:

- The host government and national authorities
- Civil society and other local representatives
- Regional and sub-regional organizations
- International financial institutions outside the United Nations, for example, the World Bank and the International Monetary Fund
- Key Member States, particularly potential troop- and police-contributing countries and donor countries.

The common goal is effectiveness and to ensure that resources for peacekeeping, which come from UN Member States, are tailored to the requirements.

Decision to Deploy a UN Peacekeeping Operations

If the Security Council decides to deploy a peacekeeping operation, it adopts a resolution with the mandate to be implemented.

Based on the findings and recommendations of the strategic assessment, the Secretary-General normally issues a report to the Security Council. The report from the Secretary-General may recommend a peacekeeping operation.

- If the Security Council decides to deploy a peacekeeping operation, it issues a resolution with a decision and a mandate.
- The Security Council mandate authorizes the mission and sets its size, including its total number of personnel and tasks.

Translating the Mandate into a Mission Planning Framework



For the upcoming topics decide on the level of detail of the processes you will explain based on the group of learners you are addressing.

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1.5 Implementing Security Council Mandates 

Key Planning Documents

Key planning documents in the operational framework are the:

- Mission concept
- Military and Police concepts of operation (CONOPS), and a Support Concept or Support plan
- Mission plan
- Results-based budget (RBB)
- UN Sustainable Development Cooperation Framework (UNSDCF)
- In some cases, an Integrated Strategic Framework (ISF) may be used.

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Key Message 5: The **mission mandate** is the basis of all mission tasks but does not give details or specific instructions. Senior leadership sets a vision that informs the key planning framework and related detailed plans to implement the mandate, in cooperation with the host government and other partners.

Security Council mandates give high-level strategic direction.

Key planning documents guide how a mission implements a Security Council mandate. They clarify how to interpret the mandate and the roles and responsibilities of military, police and civilian personnel. These planning documents make up the mission's **operational framework**.

Key planning documents in the operational framework are:

- **Mission concept:** translates the mandate into a longer-term vision and a strategy.
- Military and police **concepts of operation** (CONOPS) and a support concept or support plan.
- **Mission plan:** a whole-of-mission plan to implement the priorities in the mission concept and the political strategy of senior mission leadership.
- **Results-based budget** (RBB): document for resource allocation and framework for reporting.
- **UN Sustainable Development Cooperation Framework** (UNSDCF): sets out the common objectives between the mission and its UN partners, and how they will cooperate to deliver on them. In some cases, an **integrated strategic framework** (ISF) may be used.



Trainer Tips: Ask participants whether they are familiar with these documents. Encourage learners to share what they know. Note points on a flipchart sheet. Build on them when you resume the presentation. CONOPs are an example of component-level plans, specific to military and police functions.

Mission Concept

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1.5 Implementing Security Council Mandates 

Mission Concept

- **The mission concept translates the mandate's political intent and leadership vision.**
 - Provides clarity, coherence and strategy
 - Informs component-level planning for military, police and civilian components
 - Contains the vision and focus of the mission
 - Is a roadmap for organizing mission work
- **New missions at start-up must develop a mission concept.**

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Key Message 6: The **mission concept** translates the mandate's political intent and leadership vision into strategy, plans and guidance for all components.

The **mission concept** derives from the mandate to:

- Present the mission's vision and focus
- Give a roadmap for organizing mission work.

The mission concept brings clarity, coherence and collaboration, including in the use of mission resources. It is a management tool for senior mission leadership.

The Mission Concept **informs component-level planning** for the military, police and civilian components. It focuses on the mission mandate, whereas a **cooperation framework** includes UN-wide priorities.

Traditional peacekeeping operations do not operate in integrated settings (where operations are integrated with the rest of the UN system as they are in multidimensional peacekeeping) and do not use the cooperation framework to plan.

New missions at start-up must develop a mission concept. Any change in conditions may require development or revision of a mission concept.



Example

Change in the mission mandate, reconfiguration of the mission or UN presence and key milestones in the mission's lifecycle.



Trainer Tips: Key milestones in the mission's lifecycle include the phases of mission start-up, mandate implementation and renewal, and transition, drawdown, handover, withdrawal and liquidation. Ensure learners understand these terms within the full mission planning cycle.

Concept of Operations

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1.5 Implementing Security Council Mandates 

The Concept of Operations (CONOPS)

- The **CONOPS** is based on the mission concept
- It outlines key security objectives, requirements and tasks for military and police components
- Separate **CONOPS** for military and police



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Key Message 7: The **concept of operations (CONOPS)** is based on the mission concept and outlines three key points: (1) key security objectives, (2) requirements and (3) tasks for military and police components. Military and police have their own CONOPS.

The CONOPS links the mission mandate to key objectives by detailing:

- Strategic intent
- Organization and deployment including timelines
- Security/force protection
- Rules of engagement (ROE) and the directive on the use of force (DUF)
- Administration and logistics
- Command and control.

The CONOPs derive from higher-level planning in the cycle and drive lower-level plans for military and police components. The military and police components each develop their own CONOPs.

Military CONOPS: an internal UN document, prepared by the Military Planning Service of the DPO. The head of the military component (HOMC) may issue a military operations plan or **operation order** in direct support of the CONOPS. It is the HOMC's formal written direction to the military component.

Police CONOPS: the Police Division (PD) of the DPO prepares the standard police CONOPS to include:

- The latest update on the situation
- The requirements of the police component
- Strategic directives from the UN Police Adviser
- Programmes for delivery
- Expected outcomes of police operations and activities in the mission.

The police CONOPS covers:

- The mandated strength of the police component
- Broad guidelines on command, coordination, administration and logistics.

Results-Based Budget

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1.5 Implementing Security Council Mandates 

Results Based Budget (RBB)

- Mission planning tool with aim to achieve results
- Mission achieves results through the management of resources
- The RBB:
 - Outlines the expected results
 - Identifies the activities and resources
 - Is used to measure performance

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Key Message 8: The mission's **results-based budget (RBB)** is a mission planning tool that aims to achieve the results defined in the mission concept, framework and plans. The mission achieves results through the management of resources.

Resources need to match the Security Council mandate for the peacekeeping mission to succeed. The mission asks for and receives funding from the General Assembly to carry out tasks in the mandate. Funds cover activities, personnel, equipment, supplies and facilities. Each UN peacekeeping mission has its own RBB that:

- Outlines the expected results of the mission
- Identifies the activities to achieve the results
- Identifies the resources required for activities.

The RBB is used to measure the mission's performance. All needs must be covered in the annual RBB otherwise no funds will be available.

Strategic Plans: The UN Sustainable Development Cooperation Framework (UNSDCF)

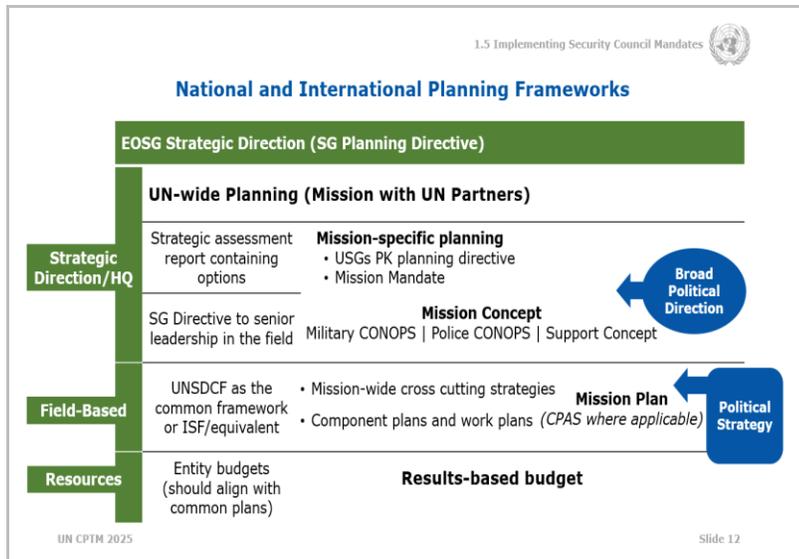
The **UNSDCF** is a planning document applied to all UN entities present in a country – a UN-wide plan for missions in integrated settings.

The mission concept and the mission plan are planning documents specific to the mission.

CONOPs are planning documents applied to the different peacekeeping personnel or components: military, police, substantive or support. They are component-level plans.

UN peacekeeping missions **work as one** in a **whole-of-mission** approach that starts from the earliest stages of planning. Close consultation, cooperation and collaboration with all key partners is essential. This is covered in more detail in Lesson 1.7.

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Key Message 9: The **UN Sustainable Development Cooperation Framework (UNSDCF)** is the strategic plan for the UN peacekeeping mission and other UN actors in a host country.



Trainer Tips: Remind learners that a peacekeeping mission is supposed to be short-term. The UN agencies, funds and programmes represented in the UNCT are long-term partners. They know the country and have had a continuing presence in peaceful times.

Describe how peacekeeping is a political as well as a technical challenge. The relationship with national partners, including the host State, is an essential part of delivering on the mandate's political aspects. National and local ownership are important ways that peacekeeping contributes to a sustainable peace.

Armed conflicts are increasingly complex. Interventions must integrate the political, security, humanitarian and development sides of UN work.

The principle of integration maximizes the individual and collective impact of UN actors in engaged in conflict and post-conflict situations. **Integrated assessment and planning** ensure a common UN vision and strategy.

Where the UN is present in a country, a **cooperation framework** is required. Where a multidimensional peacekeeping operation is established, it is included in the cooperation framework.

The UNSDCF considers the combined mandates and resources of the mission and the UNCT. It creates a single framework of agreed priorities for peace consolidation. It outlines agreed results, responsibilities and timelines.

The UNSDCF connects to the host country's national strategies and plans.

The mission-planning process is usually initiated by the Mission Strategic Planning Unit and finalized by the senior management group of the mission in collaboration with UNHQ in New York.



Trainer Tips: Learners may be familiar with the *Integrated Assessment and Planning Policy (2023)* or the *Planning and Review of Peacekeeping Operations Policy (2019)*.

Monitoring the Implementation of the Mandate

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1.5 Implementing Security Council Mandates 

Monitoring the Implementation of the Mandate

- Security Council monitors the implementation of the mandate through regular reports.
- Security Council uses the reports to assess when an operation has completed its mandate and when to transition, draw down or withdraw.



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Key Message 10: The Security Council **monitors the implementation** of a mandate through regular reports on the country's situation.

The Security Council requires regular reports from the Secretary-General on a country's situation. Peacekeeping operations provide daily, weekly and monthly reports to UNHQ. The Under-Secretary-General (USG) of the DPO prepares summary reports.

The Security Council uses the reports to:

- Assess when an operation has completed its mandate
- Decide when an operation should transition, drawdown or withdraw.

The Secretary-General's reports and Security Council discussions and decisions are public documents, available on the Security Council website. The UN encourages all peacekeepers to stay informed of developments and changes in the mandate while they are deployed.

The Security Council can adjust, change or renew the peacekeeping operation mandate based on reports. Any change to the mandate requires a new Security Council resolution.

Transition and Drawdown of a Peacekeeping Mission

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1.5 Implementing Security Council Mandates 

Transition and Drawdown

- The Security Council decides on the withdrawal or drawdown.
- Defining success to conclude a mandate is harder for complex, multidimensional missions.
- Transition means shifting to another configuration of support. It's a long-term process.



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Key Message 11: Benchmarks or indicators define the transition and drawdown of a peacekeeping operation. Peacekeeping transitions are long-term processes during which the responsibilities of a mission are handed over to the host State and the UNCT, ideally after the mission has successfully completed its mandate.



Trainer Tips: Ask participants if they know of or can suggest examples of benchmarks relevant to UN peacekeeping missions. Benchmarks are signposts or marks of progress. Encourage them to reflect on what they have learned about peacekeeping mandate specifics in reflecting on the

question. Peacekeeping examples of benchmarks are below. Build on examples suggested by learners.

NOTE: The 2023 MINUSMA withdrawal was not based on the process of withdrawal but on an urgent request from the host State.

The Security Council decides on the withdrawal or **drawdown** of UN peacekeeping operations and **transition** to another configuration of support. This decision is based on reports from the Secretary-General that contain advice and recommendations from the Secretariat.

No standard checklist exists of benchmarks or indicators for success. **Appropriate benchmarks are adapted to each situation.**

The choice depends on the conflict's underlying causes and dynamics. Benchmarks may change as a situation evolves.

For traditional peacekeeping missions, the indicator for the success of a mission is clear. A traditional peacekeeping mission has successfully completed its mandate when the States or parties to a conflict agree to a peaceful resolution.

Defining success to conclude a mandate is harder for complex, multidimensional peacekeeping missions. The UN uses the Secretary-General's reports and Security Council resolutions to set **benchmarks or indicators for success** for individual peacekeeping operations. Complex realities make this difficult.



Examples – Key Benchmarks

- Absence of violent conflict and large-scale abuses and violations of human rights
- Evidence of respect for rights of women, minorities and vulnerable groups
- Ability of national armed forces and national police to provide security and maintain public order, with civilian oversight and respect for human rights
- Women and men having equal rights to vote and seek political office
- Free and fair elections
- Legitimate political institutions have been set up and are functioning, such as a legislature.

As part of knowing the mandate, all UN peacekeeping personnel are required to know the conditions or benchmarks for the drawdown and withdrawal of their mission.



Trainer Tips: Trainers might want to start a quick learning activity by asking a general question "What are the possible benchmarks for a mission withdrawal?" before providing the following mission examples.



Example

Benchmarks for Withdrawal (UNMIL 2018)

Not every UN peacekeeping operation has clearly defined conditions for withdrawal. The Security Council used detailed benchmarks to measure progress and assess success for the United Nations Mission in Liberia (UNMIL).

The Secretary-General advised the Security Council to monitor:

- Progress on security
- Reintegration of ex-combatants
- Economic revitalization of the country
- Re-establishment of State authority over natural resources
- Progress on governance and rule of law
- Establishment of infrastructure and basic services, including renovation of 39 schools and construction of 41 new schools.

The Liberian government showed progress on security by:

- Developing a national security strategy
- Having functioning national armed forces and police units across the country
- Making progress on governance and rule of law, including justice sector reform, promotion and protection of human rights and establishment of an anti-corruption commission.



Example - Benchmarks for Withdrawal (UNAMSIL 2005)

The United Nations Assistance Mission in Sierra Leone (UNAMSIL) completed its mandate in 2005. The Security Council followed the advice of the Secretary-General to set the following benchmarks to monitor UNAMSIL withdrawal:

- Building the capacity of the army and police
- Reintegrating ex-combatants
- Restoring Government control over diamond mining
- Consolidating State authority throughout the country
- Ensuring progress to end the conflict in neighbouring Liberia.

Lesson Closing

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Trainer Tips: *If you have time, summarize the lesson, recalling the aim and learning objectives. Mention that the key messages support the learning objectives. Ask participants if they have questions. Ensure you distribute the Handout – Summary of Key Messages to all participants.*

Handout - Summary of Key Messages

Key Message 1: A mandate for a UN peacekeeping operation is passed in a UN Security Council resolution. A mandate is often based on a political compromise between members of the Security Council. The mandate sets tasks specific to each operation and is:

- A legal document that creates legal obligations for the UN and the host State
- An official order, directive and authorization to take defined actions
- The basis of key planning frameworks and implementation plans.

Key Message 2: Peacekeepers are deployed to implement the tasks defined in the mandate, in a **whole-of-mission** approach. Understanding one's own and others' mandate-defined tasks helps:

- Implement the mandate together
- Explain the mandate to community members and partners,

Key Message 3: Security Council mandates for a UN peacekeeping mission are the cornerstone of a dynamic cycle of planning, implementation, monitoring and adjustment based on senior-leadership vision on how to complete mandated tasks and support a political transition to a stable non-violent context.

Key Message 4: The Security Council decides on the deployment of a UN peacekeeping operation. The process leading to this decision includes an analysis of the conflict situation as part of a political engagement with:

- the host State
- parties to the conflict
- neighbouring countries
- regional organizations
- local communities
- other key partners.

Key Message 5: The **mission mandate** is the basis of all **mission** tasks but does not give details or specific instructions. Senior leadership sets a vision that informs the key planning framework and related detailed plans to implement the mandate, in cooperation with the host government and other partners.

Key Message 6: The **mission concept** translates the mandate's political intent and leadership vision into strategy, plans and guidance for all components.

Key Message 7: The **concept of operations** (CONOPS) is based on the mission concept and outlines three key points: (1) key security objectives, (2) requirements and (3) tasks for military and police components. Military and police have their own CONOPS.

Key Message 8: The mission's **results-based budget** (RBB) is a mission planning tool that aims to achieve results defined in the mission concept, framework and plans. The mission achieves results through the management of resources.

Key Message 9: The **UN Sustainable Development Cooperation Framework** (UNSDCF) is the strategic plan for the UN peacekeeping mission and other UN actors in a host country.

Key Message 10: The Security Council **monitors the implementation** of a mandate through regular reports on the country's situation.

Key Message 11: Benchmarks or indicators define the transition and drawdown of a peacekeeping operation. Peacekeeping transitions are long-term processes during which the responsibilities of a mission are handed over to the host State and the UNCT, ideally after the mission has successfully completed its mandate.