

## Lesson 1.7



# Working as One in a UN Mission

### Aim, Relevance and Learning Outcomes

#### Aim

To introduce the roles and tasks of the military, police and civilian components in UN peacekeeping operations and to stress the essential importance of working together on the mission mandate through a whole-of-mission approach.

#### Relevance

In a UN peacekeeping mission, personnel work with hundreds or even thousands of people who come from diverse national and professional backgrounds. As a peacekeeping personnel member, it may be the first time you work with people from so many different places and with so many different jobs and tasks. To achieve the mandate, all peacekeepers need to understand the overall mandate and the work carried out by each component to be able to support a **whole-of-mission** approach.

This lesson explains the **work of different substantive components** in a mission and how the work of each of them **interconnect**. Understanding your **own work** is essential. Every individual peacekeeper makes an **important contribution**, working towards a **common goal**. This unity of purpose helps make peacekeeping efficient and coherent.

#### Slide 1



1.7 Working as One in a UN Mission 

**Aim**

- To introduce the roles and task of the military, police and civilian components in UN peacekeeping operations and to stress the importance of working together on the mission mandate through a whole-of-mission approach

**Relevance**

- UN peacekeeping personnel work with hundreds, even thousands of people in an operation, from diverse national and professional backgrounds.
- All peacekeepers must understand the overall mandate and the work carried out by each component to support a whole-of-mission approach.

UN CPTM 2025 Slide 1

### Learning Outcomes

Learners will be able to:

1. Explain the importance of all mission components working together to achieve a mission mandate.
2. Name and describe some differences between the institutional cultures of the military, police and civilian components.
3. Explain the main role of the military, police and civilian components in UN peacekeeping operations.

### Slide 2



L.7 Working as One in a UN Mission 

**Learning Outcomes**

1. Explain the importance of all mission components working together to achieve a mission mandate.
2. Name and describe some differences between the institutional cultures of the military, police and civilian components.
3. Explain the main role of the military, police and civilian components in UN peacekeeping operations.

UN CPTM 2025

Slide 2

**Lesson at a Glance**



**Minimum lesson duration: 45 minutes** (including required learning activity 1.7.1).

<b>The Lesson</b>	<b>Pages</b>	<b>Slides</b>
Required Learning Activity 1.7.1: Differences and Diversity in UN Missions	4	3
The Importance of Different Mission Components Working Together	5	4
Cooperating Across Differences in Institutional Culture	6–7	5–6
The Military Component	8–14	7–9
The Police Component	14–21	10–13
The Civilian Component	21–25	14–16
Lesson Closing	26	15
<b>Handout - Summary of Key Messages</b>	<b>27</b>	<b>-</b>

**Optional Learning Activity**

Optional Learning Activity 1.7.2: We are the Most Important Contributor. Here is Why.

*See 1.7 Learning Support*



**Trainer Tips:** See 1.7 Learning Support for tips on starting the lesson, required learning activity instructions, optional learning activities and learning evaluation.

The Lesson

## Required Learning Activity 1.7.1

Slide 3



1.7 Working as One in a UN Mission 

**Required Learning Activity 1.7.1: Differences and Diversity in UN Missions**

---

**Purpose:** To identify and appreciate diversity in UN peacekeeping environments

**Time:** 10 minutes

UN CPTM 2025 Slide 3

### Differences and Diversity in UN Missions

**Method:** Group work using UN peacekeeping data website and discussion

**Purpose:** To identify and appreciate diversity in UN peacekeeping environments

**Time:** 10 minutes

See 1.7 Learning Support for instructions

## The Importance of Different Mission Components Working Together

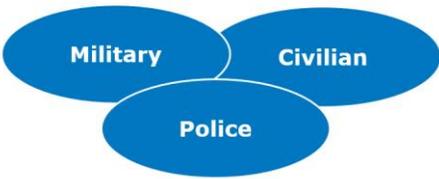
### Slide 4



1.7 Working as One in a UN Mission 

**Importance of Different Mission Components Working Together**

- Each component influences the tasks of the other components
- All contribute to achieving the mandate
- Complex mandates, difficult environments – must support each other



UN CPTM 2025 Slide 4



**Key Message 1:** Mission components work together to implement the head of mission's (HOM) political strategy, which is operationalized through mission planning frameworks. The political strategy establishes principles that prioritize and sequence tasks, and specifically details how components are to work together.

Working together is essential for implementing the HOM's political strategy to achieve the mandate because:

- All components need to contribute.
- Each component influences the tasks of the other components, with all components relying on each other.
- UN peacekeeping operations have complex mandates and operate in difficult environments.

Peacekeepers must know how to help each other, which requires an informed understanding of what each component contributes.

## Cooperating Across Differences in Institutional Culture

### Slide 5



1.7 Working as One in a UN Mission 

### Cooperating Across Differences in Institutional Culture

- **Military:** system of hierarchy, clear lines of authority
- **Police:** similar lines of authority to military
- **Civilians:** flexible management models
- **Civilians versus Military and Police:** flexible versus strong planning culture



UN CPTM 2025 Slide 5



**Key Message 2:** Cultural differences can make working together challenging.

Cultural differences may be national, institutional, professional or a combination of these. Institutional differences refer to the culture of an organization, which is how people in an organization or institution act and behave, based on their shared assumptions and values. An institutional culture reflects what is normal for that particular group.

UN peacekeeping can bring together people from many different institutional cultures. Differences between institutional cultures can sometimes be a challenge to smooth cooperation. The institutional culture at the UN is based on UN values and behaviours, covered in Lesson 3.1.

Important cultural differences exist within and between the military, police and civilian components.

**The military and police follow a hierarchal system with clear lines of authority.**

**The police have similar lines of authority to the military.** This means that, although they are not the same, the police and military tend to understand each other's lines of authority. The military and police often minimize ambiguity between them by making informed assumptions within a **strong planning culture**.

**Civilian organizations and government departments tolerate more ambiguity and uncertainty than a military or police force.**

They also typically have more flexible management models. Individuals working in a civilian capacity may be used to autonomy and independence, and not used to following authority.

Police officers come from different countries with different legal systems and police structures. Such **diversity of policing cultures** means that individuals from different police cultures may need to adjust to others.



**Trainer Tips:** Ask participants the following: "How could UN diversity be both a strength and a challenge in peacekeeping?" Capture responses on a flipchart visible throughout this section.

### Slide 6



L.7 Working as One in a UN Mission 

#### Cooperating Across Differences in Institutional Culture

- The inclusion of cultural diversity makes the UN strong
- Learn to cooperate across cultural differences
- Adjust to the unique and often unfamiliar arrangements



UN CPTM 2025 Slide 6



**Key Message 3:** Peacekeepers from different organizational and institutional cultures must work to bridge differences and **work as one** in the mission.

The inclusion of cultural diversity makes the UN strong. Bridging differences to include colleagues from different cultures and work together does not mean denying that people and institutions vary or trying to make them be the same. The culture of a UN mission is unique because of its many diverse components. A well-functioning UN mission culture requires an adjustment by all peacekeeping personnel to unique and often unfamiliar arrangements.

Learning to cooperate across small and large cultural differences must be done on the job. All peacekeeping personnel need to learn about the institutional culture of other mission components and their personnel to work well across differences. Respect for diversity is covered in detail in *Lesson 3.1 UN Values and Behaviours*.

## The Military Component

### Slide 7



1.7 Working as One in a UN Mission 

### The Role of the Military Component

**Primary function:**

- Provide a safe and secure environment as a precondition for moving ahead on other elements of the peace process



UN CPTM 2025 Slide 7



**Key Message 4:** The primary function of the military component in UN peacekeeping missions is to support implementation of the leadership's political strategy by providing a safe and secure environment as a precondition for moving ahead on other elements of the peace process or implementation of peace agreements.

This military function allows other peace agreement measures to be implemented, such as human rights monitoring, national reconciliation and humanitarian assistance.

The peacekeeping role of the military component goes beyond this function, more so in multidimensional missions, which are more complex, than in traditional ones.

In multidimensional missions, political, military and humanitarian work may happen simultaneously. Different mission components that work with the military component include:

- UN police officers
- Electoral observers
- Human rights monitors
- And other civilians.

They collaborate on tasks which:

- Protect civilians
- Support the Women, Peace and Security agenda
- Facilitate the delivery of humanitarian assistance
- Help former opponents carry out complicated peace agreements.

The military component may serve to support or directly work on mandated tasks.

Tasks performed by the military component to support mandate implementation may include:

- Providing a safe and secure environment
- Protecting UN personnel and assets
- Proactively identifying and reporting human rights and international humanitarian law (IHL) concerns
- Protecting civilians against all forms of violence, including against child abuse and conflict-related sexual violence
- Observing, monitoring and reporting – using static posts, patrols, overflights or other technical means, with the agreement of the parties to the conflict
- Supervising ceasefire and peace agreements and supporting verification mechanisms
- Interposing as a buffer
- Deploying to prevent the outbreak of conflict or the spillover of conflict across borders
- Stabilizing conflict after a ceasefire to create an environment for the parties to reach a sustainable peace
- Supporting humanitarian agencies
- Assisting with the implementation of peace agreements
- Advising senior mission management on military-related issues
- Liaising with other UN and non-UN actors active in peace dialogues and non-UN force-contributing organizations
- Supporting conduct of peaceful elections
- Supporting disarmament, demobilization and reintegration (DDR) and sector security reform (SSR) processes
- Training and supporting local security forces.

### Slide 8



1.7 Working as One in a UN Mission 

### Categories of Military Personnel

**Four Main Categories**

- Military Units or Contingents
- Military Experts on Mission (UNMEM)
- Staff Officers (SOs)
- UN Contracted Posts (individually recruited)



UN CPTM 2025 Slide 8



**Key Message 5:** The four main categories of military personnel in UN peacekeeping operations are:

- Military units or contingents
- Military Experts on Mission (UNMEM)
- Military Staff Officers (MSOs)
- UN contracted posts.

The military component of a mission is mostly comprised of active-duty personnel contributed by Member States and seconded to the United Nations. UN contracted posts may include military staff officers (MSOs) recruited individually by the mission as well as senior military appointments such as force commanders and deputy force commanders.

### Military Units or Contingents

- Most UN military personnel deploy as contingents (troops).
- Contingents are fully functioning units of armed personnel with their own command structure, corresponding to traditional military formations and units:
  - Companies: 120–150 personnel
  - Battalions: 500–1,000 personnel
  - Brigades: 4,000–10,000 personnel.

### UN Military Experts on Mission

- Both traditional and multidimensional UN peacekeeping operations also have some form of UN military experts on mission (UNMEM).
- UNMEMs are individual unarmed and uniformed personnel deployed in field missions. They carry out the specific liaison, observer, monitoring or advisory functions outlined in the mandate.
- UNMEM titles vary according to the mission mandate and the nature of services to be fulfilled and can include:
  - United Nations military observers (UNMO)
  - Military liaison officers (MLO)
  - Military advisers (MilAd).

### Military Staff Officers

- Military staff officers (MSOs) are present in all UN peacekeeping operations. MSOs deploy as individual uniformed personnel. They perform specialized functions at the mission's force headquarters or in joint mission structures.

### Reporting Line

- Military personnel deployed to UN peacekeeping operations report to the **head of the military component (HOMC)**.
- In large peacekeeping missions with contingent units, the HOMC is a serving military officer. Appointments are usually as **force commander (FC)** and HOMC in the rank of a two-star or three-star general (major-general or lieutenant-general or their equivalents).
- In smaller missions with only unarmed military personnel (UNMEM, MSO and contracted posts), the HOMC title may be **chief military observer (CMO)** or **chief military liaison officer (CMLO)**. This appointment may involve military personnel with ranks from colonel to lieutenant-general.

Collaboration between the military and other mission components is critical for success. The following examples show the critical importance of collaboration between military and other mission components.

### Slide 9



1.7 Working as One in a UN Mission 

**Examples: Military Collaboration**

**MINUSCA:** The Joint Task Force for Bangui includes military, police and armed police units from CAR defence and security forces as well as MINUSCA.

**MINUSTAH:** UN military and police worked with Haitian National police to re-establish law and order.

**MONUSCO and UNMISS:** Joint Protection Teams (JPTs) bring together a full range of expertise and encourage local people to share information.

UN CPTM 2025 Slide 9



### Example – MINUSCA

The Joint Task Force for Bangui (JTFB) is a remarkable experiment in serving and responding to specific needs within UN peacekeeping missions. The Task Force includes military, police and armed police units from Central African Republic defence and security forces as well as those from MINUSCA. The JTFB's mission is to ensure security in the country's capital city of Bangui, employing various methods such as mobile vehicle and foot patrols and static guards. Examples of the JTFB's collaboration with other mission partners include:

1. **Motorized patrols:** The JTFB conducts motorized patrols to create a climate of security and trust among the civilian population. These patrols involve coordination between military, police and gendarmerie units, working together to safeguard neighbourhoods and respond promptly to any unexpected incidents. A gendarmerie is a second national law enforcement force aside from the national police. The gendarmerie is a branch of the armed forces, while the national police is a civilian law enforcement agency
2. **Protection of civilian population:** The JTFB focuses on protecting civilians in Bangui and its surroundings. By combining the expertise of different units, they enhance security measures and contribute to stability
3. **Supporting national institutions:** The JTFB assists in safeguarding national institutions and high-ranking authorities. Their presence helps reinforce the rule of law and stability within the country.
4. **Securing UN facilities and personnel:** The JTFB collaborates to secure United Nations facilities and personnel against potential threats. This joint effort ensures the safety of UN staff and operations.



### **Example – MINUSTAH**

Between 2004 and 2006 in Haiti, armed groups-controlled areas of the capital city Port-au-Prince, including the area known as Cité Soleil. No authorities were able to safely enter to assist civilian residents.

In late 2006, the military contingents of MINUSTAH used urban combat operations to overcome the armed groups. Resistance was organized and aggressive. UN Police supported the military contingents by providing a standby force capacity and used non-lethal means to arrest gangsters.

The UN military component secured neighbourhoods, while UN police worked with the Haitian National Police to re-establish law and order. UN civilian personnel worked with local authorities and community groups to re-establish public services. Civilians included civil affairs officers from the mission, other UN partners, non-governmental organizations (NGO) and humanitarian and development agencies.



### **Example – MONUSCO Good Practices Transferred to UNMISS**

Joint protection teams (JPTs) bring together a mission's full range of expertise for the protection of civilians. JPTs encourage local people to share information, which particularly helps military contingents deployed to remote locations.

JPTs include:

- Staff from the Human Rights Unit
- Staff from the Civil Affairs Unit
- Staff from the Child Protection Unit
- UN military (contingent)
- UN police
- Relevant staff from the Disarmament, Demobilization and Reintegration (DDR), Political Affairs, Joint Mission Analysis Centre (JMAC) and Gender Units.

They deploy to high-risk areas for three to five days and may visit several locations. Local people are encouraged to invite local government, civil society organizations and local partners to join them. The UN military provides escorts, security and accommodation in remote locations. JPTs have been used in other missions, such as UNMISS.



**Trainer Tips:** The MINUSTAH example shows how the military component partners with police and civilian components. Throughout Module 1, the importance and necessity of working together is emphasized, because working separately is not an option.

Confirm that learners know that NGO stands for non-governmental organization.

The MONUSCO good practice example illustrates another way that different parts of a peacekeeping operation work together. Each peacekeeping situation is unique, but good practices transfer across contexts. Invite participants to add to the examples provided. Encourage examples of collaboration between units and the lessons learned.

## The Police Component

### Slide 10



1.7 Working as One in a UN Mission 

### The Role of the Police Component

**Two Core functions:**

- Operational support and interim executive policing, and other law enforcement
- Support for reform, restructuring and rebuilding of host state police



UN CPTM 2025 Slide 10



**Key Message 6:** United Nations Police (UNPOL) has two core functions:

- Operational support or interim executive policing and other law enforcement
- Support for reform, restructuring and rebuilding of host State police.

### **Operational support or interim executive policing and other law enforcement by UNPOL includes:**

- Effective prevention, detection and investigation of crime
- Protection of life and property
- Maintenance of public order.

UNPOL takes an interim policing role when national rule of law institutions do not work or are absent. They are responsible for the full spectrum of policing and law enforcement.

### **UNPOL support for the reform, restructuring and rebuilding of host State police includes:**

- Building the capacity of national police (central to UNPOL work)
- Assistance in developing a representative, responsive and accountable police service with high professional standards.

UNPOL **must work closely with the host State police** who are responsible for public safety and crime prevention. UNPOL may also contribute support to related mandated tasks, such as:

- Protecting and promoting human rights, especially those of vulnerable groups
- Promoting the rule of law
- Fostering good governance, transparency and accountability
- Protecting civilians, especially women and children.

UNPOL collaborates closely with both the military and civilian components on related mandated tasks. Civilian components include judicial affairs, civil affairs, corrections, political affairs and human rights. Specific tasks assigned to UNPOL in a UN peacekeeping mission mandate may include:

- Providing interim executive policing and law enforcement
- Assisting in the delivery of basic public safety services
- Managing public order
- Protecting civilians
- Protecting UN personnel and facilities
- Providing technical and operational support to host State police
- Supporting the provision of security to electoral processes
- Supporting action against serious and organized crime

- Building and developing host State police capacity, including through training
- Providing material support for a police service:
  - Appropriate information and communications systems
  - Office equipment
  - Facilities and other equipment.
- Monitoring, advising and mentoring
- Developing organizational infrastructure and management systems in host State police
- Strengthening governance, accountability and integrity.



**Trainer Tips:** Material support provided by the UN Police component may include uniforms, less-lethal public order management equipment, firearms, vehicles and protective gear. For more information on UN Police, see the policy on United Nations Police in Peacekeeping Operations and Special Political Missions (often known as the UNPOL Policy) of 2014.

### Slide 11



1.7 Working as One in a UN Mission 

#### Categories of UNPOL

**Three Main Categories**

- Individual police officers (IPOs)
- Formed police units (FPUs)
- Specialized police teams



UN CPTM 2025 Slide 11



**Key Message 7:** The three categories of UNPOL are:

- Individually deployed police officers – or individual police officers (IPOs)
- Specialized police teams (SPTs)
- Formed police units (FPUs).

UN Police usually consists of police officers and other law enforcement personnel who are on active duty in their Member State home countries and who are temporarily seconded to a peacekeeping operation.

### Individual Police Officers (IPOs)

- IPOs are police or other law enforcement personnel assigned to serve with the UN on secondment from governments of Member States at the request of the Secretary-General.

### Specialized Police Teams (SPTs)

- An SPT is a group of experts with a particular policing expertise. These experts from one or more Member States are also on secondment, assigned to serve with the UN at the request of the Secretary-General.
- SPTs work on specialized areas, including sexual and gender-based violence (SGBV), child protection and forensic services.

### Formed Police Units (FPUs)

- As with IPOs and SPTs, FPUs are also contributed by Member States.
- An FPU is a stand-alone unit of police officers deployed from the same country. FPUs are cohesive mobile police units of about 160 officers.
- FPUs support UN peacekeeping operations and ensure the safety and security of UN personnel and missions. Their main task is public order management.

### Reporting Line

- All categories of UNPOL report to the **head of the police component** (HOPC). The HOPC is a senior serving police officer who is normally appointed as the mission's **police commissioner**.
- Each police commissioner is chosen based on experience and skills that match the mission mandate. Examples of needed skills include the expertise to:
  - Build and develop the capacity of the national police
  - Mentor and monitor the national police
  - Exercise executive policing authority during transition from international supervision to the installation of a new national government.

The following examples describe UNPOL collaborate with other mission components and show how UNPOL facilitates the work of other mission components.

### Slide 12



1.7 Working as One in a UN Mission 

**Examples: Police Collaboration**

**UNMISS:** FPUs supported unarmed IPOs conducting community-orientated policing activities

**UNISFA:** Mission police and military supported community protection committees to maintain law and order

**MONUSCO:** Justice Support Section worked with mission police and military and IOM on a justice database. Police and military carried out joint night patrols to prevent SEA.

**MINUSMA:** Local police experts provided awareness training on crime scene and evidence management for mission personnel.

**UNMIT:** Mission police assisted local police to create victim-friendly support for vulnerable persons units.

UN CPTM 2025 Slide 12



### Example – UNMISS

UNPOL are frequently among the earliest UN personnel deployed in peace operations. They have both the access and the experience needed to engage with local communities.

The UNMISS police component deployed in 2018 included an FPU – half of whose officers were women – to provide security to unarmed IPOs conducting community-oriented policing activities. They also provided protection in areas where large numbers of women and children converge, such as in camps for internally displaced persons.

Through regular interaction and confidence-building efforts, UNPOL became better placed to understand the drivers of community conflicts, address potential disputes and underlying grievances, and support early warning systems. UNPOL's community-oriented policing activities also fostered increased situational awareness, supporting the Mission's data-driven decision-making and information-led operations.

In multidimensional peace operations such as UNMISS, UNPOL work with civilian and military components, sharing analyses, conducting joint planning and leveraging the comparative advantages of the various components.



**Example – UNISFA:** The UNISFA police and military components worked together to support the Community Protection Committees and Joint Protection Committees (CPC/JPC) to maintain law and order in the Abyei Administrative Area in the absence of an Abyei police service. The military component provided protection to UNPOL during the implementation of rule of law tasks, co-located with CPC/JPC, visits to detention facilities and community-oriented awareness and SGBV awareness campaigns. The military supported the arrests and seizures of weapons from armed youth in the area, whereas UNPOL investigated cases and handed over suspects to the host authority for further investigation and prosecution.



**Example – MONUSCO:** In MONUSCO, the Justice Support Section worked with UNPOL, the mission military component, the International Organization for Migration (IOM) and other partners on the establishment of a justice database. This project supported the Congolese justice system to modernize and master new technologies through the digitization of legal files. In 2023, MONUSCO police started joint patrols with the military component to prevent instances of sexual exploitation and abuse (SEA) by patrolling at night to confirm whether people were respecting the curfew and avoiding places considered out-of-bounds.



**Example – MINUSCA:** In MINUSMA, police experts from the Serious Organized Crime Unit provided awareness sessions on the management of a crime scene and the preservation and transport of evidence. These sessions were delivered to all uniformed personnel in the mission, including military and UN Department for Safety and Security (UNDSS) personnel. The main objective of this activity was to improve the skills of all uniformed personnel in case they are the first to arrive at a crime scene.



**Example – UNMIT:** From 2010 to 2012, UNMIT police assisted the National Police of Timor-Leste (PNTL) to create victim-friendly physical settings to support the PNTL's Vulnerable Persons Units (VPUs) in the investigation and follow-up of SGBV in each district and subdistrict. Through training and capacity-building activities, UNPOL improved its professional competence to investigate, deal with victims and address SGBV, and supported the development of fully functional VPUs. This in turn helped foster collective social service efforts to deal with the victims of SGBV and build victim support groups. This work was done jointly with mission civilian components, including the human rights and gender units. The dedicated funds were provided also by the UN partner agencies, including by the United Nations Development Programme (UNDP).

### Slide 13



1.7 Working as One in a UN Mission 

#### Diversity of Policing Cultures

- PCCs can have different legal systems, structures and approaches to policing
- This can lead to misunderstanding of local host country legal systems
- UNPOL needs to quickly develop basic understanding of local laws



UN CPTM 2025 Slide 13



**Key Message 8:** UNPOL performs many diverse roles in a UN peacekeeping mission. Personnel need to adjust to other policing cultures as well as to UNPOL culture as outlined in the Strategic Guidance Framework for International Policing (SGF).

#### **Police officers come from different countries and different police cultures.**

Police contributing countries (PCCs) can have different legal systems such as common law, civil law, Islamic law (sharia law), customary law or a mix of these systems. These different legal approaches **can lead to misunderstandings regarding the local legal systems in which UNPOL operates.**

UNPOL and those who work with them need to quickly develop a basic understanding of local laws, especially those related to arrest, detention, search, seizure and constitutional rights.

#### **A common source of misunderstanding relates to the role of police.**

Police can be part of the judiciary in some jurisdictions and part of the executive branch in others. In some countries, police are more militarized, while in others they are more civilian. These differences can cause challenges in police-police relations and between people with different experiences, traditions and cultures.

Police from different Member States also do not share common training. However, the gradual introduction of the Strategic Guidance Framework for International Policing (SGF) beginning in 2014, and the UNPOL Training Architecture Programme in 2019, have established that all PCCs are encouraged to use standardized training materials based on the SGF during pre-deployment training.



**Trainer Tips:** *Emphasize to police participants that the Strategic Guidance Framework for International Policing (SGF) was developed to better inform the work that the police officers of UNPOL do pre-deployment. Also refer them to the UNPOL site and the overarching police guiding policy on UN Police in Peacekeeping Operations and Special Political Missions from 2014.*

## The Civilian Component

### Slide 14



1.7 Working as One in a UN Mission 

**The Role of the Civilian Component**

**Primary function:**

- Supports implementation of the leadership's political strategy
- Brings technical expertise for substantive and support work



UN CPTM 2025 Slide 14



**Key Message 9:** The civilian component in a UN peacekeeping mission supports implementation of the leadership's political strategy and brings technical expertise for substantive and support work.

UN peacekeeping operations need to recruit international and national civilian experts in relevant technical areas of expertise.



**Trainer Tips:** *The section below covers 14 civilian areas of activity in peacekeeping missions. Ask participants to brainstorm. How many civilian tasks can the group name? Remind them of several already covered. Note on a flipchart suggestion from the group – refer to the notes and build on these points as you cover the wide range of civilian responsibilities. Guide learners to see linkages between this large range of civilian tasks, for example: (a) between DDR and mine action, and (b) justice and corrections. Also encourage them to consider how civilian components mutually rely on military and police components.*

The civilian component may be responsible for carrying out tasks in the following areas:

- **Political affairs:** monitors political dynamics in a mission's area of responsibility and, more broadly, supports the SRSG/HOM and other senior leadership in developing and implementing the political strategy.
- **Planning:** supports senior leadership in translating their vision, and strategic and political guidance into sequenced whole-of-mission plans for mandate implementation, including monitoring frameworks to assess impact and inform decision-making.
- **Public information and strategic communications:** communicates to each mission's priority audiences; manages media relations and crisis communications; and prepares and manages a communication strategy.
- **Civil affairs:** works at local (subnational) political levels to implement peacekeeping mandates and strengthen conditions and structures for sustainable peace. Civil affairs officers are often the primary interface between the mission and local interlocutors.
- **Electoral assistance:** assists the national electoral authority.
- **Human rights:** protects and promotes human rights; empowers people in the host country to assert and claim their human rights; and enables State institutions to fulfil their human rights responsibilities.
- **Justice:** assists national authorities with judicial and legal systems (re-establishing, strengthening and reforming them).
- **Corrections:** transfers knowledge and skills to support national staff to develop and manage a prison system with international standards (safe and secure, gender sensitive, humane, free of human rights violations).
- **Security sector reform and governance (SSR&G):** assesses security sector needs; facilitates a locally owned vision; provides policy advice for all security provision and governance.
- **Mine action:** provides immediate capacity to deal with explosive remnants of war (ERW); gathers information on threats of ERW and its likely impact and mitigation.
- **DDR of ex-combatants:** This supports national partners as they implement DDR programmes.
- **Child protection:** ensures the integration of child protection in mandate implementation.
- **Gender:** promotes and supports gender-sensitive approaches to mandate implementation.
- **Mission support:** manages aviation, supply, engineering, transport, communications and information technology, health, safety, property management, movement control and geographic information systems (GIS).



**Trainer Tips:** *The civilian component is made up of diverse units, each of which lead on specific tasks. All parts of the civilian component collaborate with the military and police components.*

### Slide 15



1.7 Working as One in a UN Mission 

#### Civilian Components

**Two Different Types:**

- Civilian Substantive Components (report to HOM)
- Civilian Support Components (report to DMS/CMS)



UN CPTM 2025 Slide 15



**Key Message 10:** The civilian component has two parts, the substantive civilian component and the support civilian component.

### Substantive Civilian Component

The substantive civilian component units will depend on each specific mandate.

- Traditional peacekeeping operations:
  - Mainly military operations
  - Limited substantive civilian component units.
- Multidimensional peacekeeping operations:
  - Complex operations
  - Many civilian substantive component units.

More complex missions need more specialized personnel to support a sustainable political solution. The Secretary-General highlights the particular importance of drawing international civilian expertise from countries with relevant experience to assist in post-conflict peacebuilding and democratic transition. Such experienced personnel are vital to the success of long-term peacebuilding goals.

Most peacekeeping operations have these units working in the following areas:

- Political affairs
- Civil affairs
- Human rights
- Gender
- Strategic communications.

The substantive civilian component reports to the HOM; no uniform or collective reporting lines exist.



**Trainer Tips:** Multidimensional peacekeeping missions have units covering most of the areas listed above.

### **Support Civilian Component**

The support civilian component units cover necessary mission logistics and administrative support. Civilian staff members handle crucial tasks, such as:

- Administration, including payment of mission personnel
- Health and safety
- Information technology (IT) and telecommunications services
- Air and ground transport
- Logistics provision, including rations, fuel and accommodation.

Units responsible for logistical support are headed by civilians. Integrated or joint structures provide the services. The integrated support services (ISS) or the mission support centre (MSC) combines military, police and civilians.

The support civilian component reports to the Director or Chief of Mission Support (DMS/CMS). The DMS/CMS is a civilian responsible for ensuring the provision of necessary mission logistics and administrative support. The integrated structures also report to the DMS/CMS.

The examples that follow show ways the civilian component collaborates with other mission components to facilitate the work of others.

### Slide 16



1.7 Working as One in a UN Mission 

**Examples: Civilian Collaboration**

**MINUSCA**

- UNV medical officers provide health care services to military, police and civilian components.

**UNMISS**

- The Mission immediately informed the South Sudanese authorities about undeclared ammunition on a charter flight and worked closely with them to resolve the issue.
- Human rights officers collaborate with local military and police forces for POC through dialogue and engagement.

UN CPTM 2025 Slide 16



**Example – MINUSCA:** UN Volunteer Medical Officers in MINUSCA provide vital health care services to military, police and civilian components. They play a key role in educating their staff about preventing malaria, Ebola and other tropical diseases. They also decide if a staff member needs to be evacuated based on their condition, the available equipment and the distance to the nearest hospital.



**Example – UNMISS:** On February 6, 2024, during an inspection of cargo on a charter flight in Juba, UNMISS air and ground crews found 16 boxes of undeclared ammunition. The ammunition was not listed on the manifest cleared by the Government of South Sudan. The contingent did not notify UNMISS about transporting ammunition and was told beforehand that no clearance was given for it. UNMISS immediately informed the South Sudanese authorities and worked closely with them to resolve the issue amicably.



**Example – UNMISS:** Human Rights Officers collaborate with the South Sudan People's Defence Force (SSPDF), South Sudan National Police Services (SSNPS) and National Security Services (NSS). As civilian peacekeeping personnel, they contribute to the protection of civilians through dialogue, engagement, providing physical protection and creating safe environments. Their work is supported by the military and police components.

## Lesson Closing

### Slide 17



**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:** Mission components work together to implement the Head of Mission's (HOM) political strategy, which is operationalized through mission planning frameworks. The political strategy establishes principles that prioritize and sequence tasks, and specifically details how components are to work together.

**Key Message 2:** Cultural differences can make working together challenging.

**Key Message 3:** Peacekeepers from different organizational and institutional cultures must work to bridge differences and **work as one** in the mission.

**Key Message 4:** The primary function of the military component in UN peacekeeping missions is to support implementation of the leadership's political strategy by providing a safe and secure environment as a precondition for moving ahead on other elements of the peace process or implementation of peace agreements.

**Key Message 5:** The four main categories of military personnel in UN peacekeeping operations are:

- Military units or contingents
- Military Experts on Mission (UNMEM)
- Military Staff Officers (MSOs)
- UN contracted posts.

**Key Message 6:** United Nations Police (UNPOL) has two core functions:

- Operational support or interim executive policing and other law enforcement
- Support for reform, restructuring and rebuilding of host State police.

**Key Message 7:** The three categories of UNPOL are:

- Individually deployed police officers – or individual police officers (IPOs)
- Specialized police teams (SPTs)
- Formed police units (FPUs)

**Key Message 8:** UNPOL performs many diverse roles in a UN peacekeeping mission. Personnel need to adjust to other policing cultures as well as to UNPOL culture as outlined in the Strategic Guidance Framework for International Policing (SGF).

**Key Message 9:** The civilian component in a UN peacekeeping mission supports implementation of the leadership's political strategy and brings technical expertise for substantive and support work.

**Key Message 10:** The civilian component has two parts, the substantive civilian component and the support civilian component.