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Foreword

Civil-Military Coordination (CIMIC) provides the interface between the military component of a peace operation and the political, humanitarian, developmental, human rights and rule-of-law dimensions of the same operation, as well as others in the larger peacebuilding system. It is a crucial function of any complex peace operation because it is central to the mission achieving a system-wide impact on the conflict it is attempting to transform.

UN Civil-Military Coordination (UN-CIMIC) officers are military officers who are responsible for the military dimension of the cooperation among the civilian, police, and military components of an integrated UN field mission in a complex peace operations environment. They need to be able to work effectively with UN Humanitarian Civil-Military Coordination (CMCoord) officers, as well as others working in the civil-military coordination context. They also need to understand the role and functions of a broad variety of development and peacebuilding actors so that they can facilitate and coordinate the support that the peacekeeping force can provide to others in the mission, non-mission actors, and the local community, as appropriate.

The goal of this course is to introduce UN-CIMIC to military officers who have been assigned this function. It is also intended to serve as a reference for UN-CIMIC officers, as well as any others that wish to have a better understanding of the UN-CIMIC function and its role in the larger peacekeeping and peacebuilding context.

This course was originally based on the CIMIC handbook and training manual developed by the African Centre for the Constructive Resolution of Disputes (ACCORD), with support from the Government of Finland. The ACCORD CIMIC training material, which consists of a handbook and a more comprehensive course manual in English and French, is available through ACCORD’s website at http://www.accord.org.za/. This course is a revision of the 2007 POTI CIMIC course, which was based on training material that was developed by the African Civil-Military Coordination (ACMC) programme over a period of three and a half years, in which more than five hundred people participated. It is also based on best practices obtained from various UN field missions since that earlier version.

The course authors would like to thank our colleagues in DPKO, OCHA, UNHCR, and many other UN agencies, as well as those in UN and African peace operations, and the many individual experts, who assisted us with evaluating and refining the original and revised UN-CIMIC courses.

From a policy perspective, this course is primarily guided by two DPKO/DFS policies, namely the United Nations Peacekeeping Operation Principles and Guidelines (“Capstone Doctrine”) and the Civil-Military Coordination in UN Integrated Peacekeeping Missions (UN-CIMIC) policy. The UN-CIMIC policy is included at Appendix C at the end of the course book.

A course of this nature can never cover all potential variations, especially not in this fast-changing and highly dynamic environment. The focus of the course is on principles, policies, and broad approaches. However, special care was taken to provide as much practical guidance as possible for those working in the field. In addition to the appendices, further references are provided (with online links) at the end of each lesson to facilitate research. The course also provides examples of UN-CIMIC structures and operations from a number of UN missions. Ultimately it would be up to each UN-CIMIC officer to interpret and apply the general knowledge contained in the course to his or her own mission context.

It is our intention that this course will be revised and updated periodically, and any comments, corrections, suggestions, and contributions of examples and case studies are most welcome and can be submitted to cedric@deconing.net or holshek@hotmail.com.

Cedric de Coning and Christopher Holshek
August 2012
Method-of-Study

The following are suggestions for how to proceed with this course. Though the student may have alternate approaches that are effective, the following hints have worked for many.

• Before you begin actual studies, first browse through the overall course material. Notice the lesson outlines, which give you an idea of what will be involved as you proceed.

• The material should be logical and straightforward. Instead of memorizing individual details, strive to understand concepts and overall perspectives in regard to the United Nations system.

• Set up guidelines regarding how you want to schedule your time.

• Study the lesson content and the learning objectives. At the beginning of each lesson, orient yourself to the main points. If you are able to, read the material twice to ensure maximum understanding and retention, and let time elapse between readings.

• When you finish a lesson, take the End-of-Lesson Quiz. For any error, go back to the lesson section and re-read it. Before you go on, be aware of the discrepancy in your understanding that led to the error.

• After you complete all of the lessons, take time to review the main points of each lesson. Then, while the material is fresh in your mind, take the End-of-Course Examination in one sitting.

• Your exam will be scored, and if you achieve a passing grade of 75 per cent or higher, you will be awarded a Certificate of Completion. If you score below 75 per cent, you will be given one opportunity to take a second version of the End-of-Course Examination.

• One note about spelling is in order. This course was written in English as it is used in the United Kingdom.

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LESSON 1
OVERVIEW AND CONCEPTS
LESSON OBJECTIVES

By the end of Lesson 1, the student should be able to meet the following objectives:

• Understand the UN-CIMIC concept;
• Explain the principles and core tasks of UN-CIMIC; and
• Distinguish between UN-CIMIC and other civil-military concepts.

Introduction

Civil-military coordination provides the interface between political and security objectives on the one hand, and humanitarian, development, and peacebuilding objectives on the other. The civil-military nexus is at the locus of any complex peace operation, and it is critical to the ability of the mission to have a holistic impact on the conflict if it is attempting to transform.

UN-CIMIC officers must be trained to understand how mission coordination functions, and how best to ensure an appropriate relationship between civilian and military actors. This includes UN police forces. Such knowledge will enable them to coordinate military support to civilian partners, in order to facilitate the successful transformation of the conflict. If UN-CIMIC officers are effective they will contribute to achieving the mandate of the mission, commonly known as the “end state”, and thus also the eventual departure of military forces. In other words, the ultimate purpose of UN-CIMIC is to help work the peacekeeping force out of its job.

The need for better civil-military coordination is driven by two imperatives. First, the complexity of the peace operations environment requires greater coordination among actors, programmes, and activities, because they have cross-cutting impacts and are ultimately interdependent. Second, growing demand and increasingly limited resources – including donor funding and peacekeepers from troop-contributing countries (TCCs) – mean that we must do more with less, i.e. we must use our available resources more judiciously, efficiently, and effectively.

Many TCCs do not prepare their UN staff officers for UN-CIMIC roles, and this makes it difficult for such officers to meet the challenges that UN-CIMIC officers have to overcome if they were to meaningfully support UN peacekeeping commanders in this new operational environment. This course is intended to help fill that gap.

1.1 Course Overview

A Complex Peace Operations Environment

As stated in the foreword to the United Nations Peacekeeping Operations Principles and Guidelines of 2008:

Over the past sixty years, United Nations peacekeeping has evolved into one of the main tools used by the international community to manage complex crises that pose a threat to international peace and security. Since the beginning of the new millennium, the number of military, police and civilian personnel deployed in United Nations peacekeeping operations around the world has reached unprecedented levels. Not only has United Nations peacekeeping grown in size but it has become increasingly complex. Beyond simply monitoring cease-fires, today’s multi-dimensional peacekeeping operations are called upon to facilitate the political process through the promotion of national dialogue and reconciliation, protect civilians, assist in the disarmament, demobilization and reintegration of combatants, support the organization of elections, protect and promote human rights, and assist in restoring the rule of law.

In emergent UN peacekeeping environments, security is no longer defined purely in terms of physical protection. Accordingly, UN peace operations have shifted more from peacekeeping, which was about preventing further violence, to peacebuilding, which has to do with managing transitions in the implementation of comprehensive peace processes. This shift in emphasis has required that civilian dimensions be added to traditional military peacekeeping mandates. These new civilian dimensions were aimed at assisting the host country to sustain the momentum of the peace process. The array of tasks in this process – each
In the absence of meaningful coordination, overlap, duplication, and an inefficient application of resources will hamper a UN field mission. Different components will use time and resources to collect the same information, and many components will focus on the same high profile cases while neglecting other often more inaccessible cases. The more meaningful the coordination, the more efficient and effective the overall effort will be.

For instance, if the medical unit of a peacekeeping battalion, a local clinic, and medical non-governmental organizations (NGOs) do not coordinate efforts, they may all end up covering the same area and may neglect others. If they coordinate their efforts they can spread out and cover a much wider area, with each providing a service according to their appropriate role, resources, and capabilities. In other words, coordination must now take a longer and broader view.

One of the activities that usually takes place parallel to peace operations is humanitarian action. UN-CIMIC officers are specialists that are trained to interact with humanitarian organizations, both UN and non-UN, and to understand the principles that guide humanitarian actors. The interface between peace operations and humanitarian action needs to be managed in a complementary and non-interfering fashion, and this means that UN-CIMIC officers need to be able to interpret and manage the complexities of the modern peace operations environment.

All of this has led to a greater need for improved coordination, both in the mission between different components, and between the UN mission and other UN and non-UN agencies and actors that are active in the same theatre of operations. Within the military component, UN-CIMIC is the focal point for coordination between the military force and the various civilian and police components and mission support entities, with whom the military force must interact within the UN peace operations context.

The role and responsibilities of UN-CIMIC function is articulated in the DPKO/DFS Civil-Military Coordination in UN Integrated Peacekeeping Missions (UN-CIMIC) Policy of November 2010, which is available in full in Appendix C.

are essentially the two core functions of UN-CIMIC: civil-military interaction and transition management, and they relate directly to the two core tasks of UN-CIMIC: (1) civil-military liaison and information sharing and (2) civil assistance, which will be introduced below but discussed in more detail in Lessons 6 and 7.

This course will explain, with the UN-CIMIC Policy as our primary guide, where and how UN-CIMIC fits into UN peace operations, how it relates to other civil-military concepts, and what the principles are that guide UN-CIMIC on the ground. From a practical as well as policy standpoint, additional lessons will discuss: UN-CIMIC support to humanitarian assistance and disaster relief; UN-CIMIC support to the management of transitions from peacekeeping to peacebuilding; UN-CIMIC command, control, and coordination; UN-CIMIC liaison and information-sharing; civil assistance; project management and how UN-CIMIC can contribute to measuring mission effectiveness and enhance civil-military communication.

1.2 Concept, Principles, and Core Tasks of UN-CIMIC

UN-CIMIC as One of Two UN Concepts for Civil-Military Coordination

Peace operations do not take place in isolation and will always require some form of coordination between the peace operation itself and other external or internal stakeholders or actors in the country in which the peace operation is deployed. Whereas in the past UN-CIMIC was something carried out primarily as a liaison task, it has now developed into a dedicated and specialist function that is considered a critical factor in the success of contemporary complex peace operations. This is the main reason why the United Nations has developed both humanitarian and military concepts of civil-military coordination, and why both DPKO and OCHA deploy civil-military coordination specialists.

Within the United Nations system, there are two recognized, parallel concepts for civil-military coordination – one humanitarian, the other military. UN-CMCoord is the UN Inter-Agency Standing Committee (IASC) concept that refers to humanitarian civil-military coordination. UN-CMCoord is a humanitarian staff function that is aimed at providing the necessary interface between humanitarian and military actors to protect and promote the humanitarian principles and achieve the humanitarian objectives in complex emergencies and natural disaster situations. It is discussed in greater detail in Section 1.3.

UN-CIMIC is a military staff function that facilitates the interface between the military and police and civilian components of a UN mission, as well as between the military force and all other civilians in the mission area, including humanitarian and development actors, local authorities, donor agencies, etc. UN-CIMIC is thus conducted by military staff and contingents in United Nations peacekeeping operations at operational (mission HQ or national) and tactical (sector HQ and units, or provincial and local) levels. UN-CIMIC facilitates the interface between the UN military force and its civilian partners, among them the civilian components of the UN mission, UN Police, UN agencies, non-governmental organizations, host national government, and civil-society organizations. Coordination encompasses activities undertaken, and/or facilitated by military components of UN integrated missions, across the full spectrum of UN peacekeeping operations, particularly as part of integrated assessments, analysis, planning, execution, and monitoring and evaluation.

The UN-CIMIC function therefore serves the commanders and staff of military forces that are engaged in UN peace operations. Although the UN-CIMIC function reports ultimately to the military Force Commander, it is important that the Mission Leadership Team (MLT) – especially the Special Representative of the Secretary-General (SRSG) and the Deputy SRSGs (DSRSGs), the UN Police (UNPOL) Commissioner, and the Director of Mission Support – note and understand the UN-CIMIC function. It is also important that the civilian components, mission planners, and civilians responsible for mission support recognize the crucial role that UN-CIMIC plays in facilitating mission-wide coordination. As it cannot be assumed that all with whom a UN-CIMIC officer interacts understands the vital role of UN-CIMIC, an important implied task for UN-CIMIC officers may be to educate and inform these persons on UN-CIMIC. While UN-CIMIC was not designed to facilitate military-to-military liaison, it may be useful to ensure that other UN military elements, in particular Military Experts on Mission (MEOMs), as well as military elements that operate outside UN command and control, especially those operating under the mandates of regional organizations like the African Union, are aware of what arrangements the UN peacekeeping mission has in place to manage civil-military coordination.

The Core Principles of UN-CIMIC

The core principles of UN-CIMIC are drawn from the UN-CIMIC Policy and deal mainly with respect to the relationship between civil and military mission components, regardless of whether integrated or non-integrated. They include:

- **The Primacy of Civilian Authority:** Civilian authority is paramount in integrated UN missions. The SRSG is responsible for overseeing the operations of the entire mission in support of the peace process. The Head of Military Component (HOMC), or Force Commander (FC), is responsible for the planning, coordination, and execution of military operations. In an integrated mission, the FC functions under the authority of the SRSG.
- **The Military is Supporting and Not Supported:** The division of labour is as follows: Delivery of a secure environment is primarily a military function, while support to the political process and local and social stability (including through delivery of rule of law, governance, humanitarian assistance, and development) are primarily civilian functions. The force, while taking the lead role in security, plays a supporting – and never a supported – role to civilian-led mandated tasks. As such, it must have a solid understanding of the civilian effort, of the political and social context within which it takes place, and of ways in which the military can make a constructive contribution. Conversely, the civilian and police components must similarly understand the role of the military and how UN-CIMIC serves as a mission coordination tool to leverage the capabilities of the military component in support of the overall mission effort;
- **Indirect versus Direct Support:** To minimize dependency on the force, and to promote locally led and locally owned solutions, UN-CIMIC activities should be indirect. i.e. UN-CIMIC should be conducted in support of and through UN and other international or external civilian partners, thus serving as a “multiplier” or “catalyst” to civilian-led efforts to improve local capacity and confidence. Direct civil assistance should only be used in cases of dire need and as an option of a last resort, i.e. when there is no police or civilian alternative available, or when the need is so urgent that immediate action is required. When in support of host nation government and population capabilities, UN-CIMIC should likewise focus on building local capacities and confidence, with the aim of transitioning its support to civilian partner management as well as local self-sustainability.

UN-CIMIC manages Civil-Military Interaction and Transition: UN peacekeepers undertake UN-CIMIC for two reasons – first, to manage the operational and tactical interaction (or relationship) between military and civilian actors in all phases of peacekeeping operations; and second, to support creating an enabling environment for the implementation of the mission mandate by maximizing the comparative advantage of all actors operating in the mission area, in order to facilitate transition from peacekeeping to peacebuilding and thus enable conflict transformation. UN-CIMIC is therefore essentially a management function, within context of the mission; and

Unuruguayan UN peacekeepers maintain order during a food distribution in Port-au-Prince, Haiti. (UN Photo I425408 by Marco Dormino, Jan. 2010)
• The Military as Enabler: The essential aim of UN-CIMIC is to maximize and exploit opportunities for the military to create enabling conditions for civilian organizations and partners, especially the host nation government and local communities, to accelerate the peace process and bring about the mission end state: the consolidation and withdrawal of the UN peacekeeping force. Beyond the primary role of delivering a secure environment, this is largely done by helping to build the capacity of and confidence in both international (or external) and local (or internal) civilian partners with respect to its organizational comparative advantages, such as in planning, coordination, intelligence, logistics, training, etc. “Winning hearts and minds” is therefore not the primary function of UN-CIMIC. Enabling civilian capabilities as such is an application of the military principle of economy of force or effort. This also facilitates the eventual departure of military forces, commonly known as the “end state.” In other words, the ultimate purpose of UN-CIMIC is to help work the peacekeeping force out of its job.

The visualization of UN-CIMIC, as applied in the UN Mission in Liberia (UNMIL), is depicted below. The idea is to move the military (in red) further to the rear of the overall peace process – and thus assuming an increasingly minor, less visible, and more indirect role – by working with, with, and through external civilian (yellow) and local (green) partners in an enabling process of helping to build capacity and confidence. In other words, UN-CIMIC is about leading less from the front and helping more from behind. The process of enabling external civilian and local (or internal) partners, respectively, can also be called “civilizing” and “localizing”, which is explained in greater detail in Lesson 4. Civilizing and localizing may be done simultaneously, but the most appropriate relationship, as depicted here, is to work by, with, and through civilian partners to improve local capacity and confidence. Last, while this general civil-military approach is ideal for transition from peacekeeping to peacebuilding, it is also appropriate for support to humanitarian assistance and disaster relief as well as conflict prevention.

General “rules of thumb” that help explain UN-CIMIC principles in application and “common sense” terms can be found at the end of this lesson.

A detailed example of the application of UN-CIMIC principles in the form of the UNMIL CIMIC operations directive can be found at Appendix G.

1.3 Comparative Civil-Military Concepts and Capabilities

This section provides a survey of civil-military concepts and capabilities that UN-CIMIC officers are most to encounter in their work. Most importantly, it explains the essential points of information with respect to how UN-CIMIC officers may interact with these entities.

UN-CMCoord

As discussed above, within the United Nations system, there are two recognized, parallel concepts for civil-military coordination. The humanitarian concept is UN Civil-Military Coordination, or

UN-CMIC Core Tasks

UN-CMIC Core Tasks are an application of its management functions en cascaded in the principle of managing civil-military interaction and transition, and are correspondingly twofold:

• Civil-Military Liaison and Information-Sharing: This relates to the first management function of UN-CIMIC (civil-military interaction) and is discussed in Lesson 6; and

• Civil Assistance: This relates to the second management function of UN-CIMIC (transition management), includes mission and community support, and is discussed in Lesson 7.

It is important to note that the work of UN-CIMIC officers will focus primarily on liaison and information sharing. Civil assistance activities should take place only through careful coordination and vetting through the appropriate civilian authorities in the mission. UN-CIMIC officers will channel requests to the force for civil assistance through the Office of the SRSG, or the DSRSG/Resident Coordinator/ Humanitarian Coordinator (RC/RC) at the operational level, or through the Head of Field Office at the tactical level, prior to undertaking any such action, but after receiving initial approval from their chain of command. UN-CIMIC officers will advise on the appropriateness of the support, and coordinate among the various stakeholders involved.

Coordination is:

“the act of making parts of something, groups of people, etc. work together in an efficient and organized way.”

from Oxford Advanced Learner’s Dictionary

“the organization of the activities of two or more groups in such a way that each may work more efficiently and be aware of what the other group(s) are doing.”

from Collins Dictionary

UN-CMCoord. UN-CMCoord is the IASC-approved concept that refers to the humanitarian civil-military coordination function providing the necessary interface between humanitarian and military actors to protect and promote the humanitarian principles and achieve the humanitarian objectives in complex emergencies and natural disaster situations.

UN-CMCoord is administered by the UN Office for the Coordination of Humanitarian Affairs (OCHA), specifically, the Civil-Military Coordination Section (CMCS), whose functions include:

• Acting as the focal point for humanitarian civil-military coordination (UN CMCoord) policy and operations in the UN system. As such, it serves as the training and doctrine centre for CMCoord, providing CMCoord courses online and worldwide;

• Being the custodian for OCHA for civil-military related guidelines, such as the Civil-Military Guidelines & Reference for Complex Emergencies and the Civil-Military Coordination Officer Field Handbook, with which UN-CMCoord officers should also be familiar;

• Mobilizes foreign military and civilian defence assets (MCDAs) in emergencies.

As explained in the stand-by arrangements in the OCHA Disaster Response Preparedness Toolkit, UN-CMCoord officers are deployed to

2 The OCHA Disaster Response Preparedness Toolkit
emergencies that have a substantial foreign, international, or multinational military presence, especially if the forces are engaged in relief activities or if their military activities are likely to have humanitarian consequences. When such actors are present, there are significant coordination challenges, e.g. ensuring that humanitarians have the access required, but do not at the same time become a target.

Complementary to UN-CIMIC officers, these civilian officers may be budgeted as part of the integrated mission budget, but placed in the humanitarian staff structure under the DSRSG/RC/HC in UN integrated missions. Like UN-CIMIC officers, they are advisers and facilitators; however, they may not have the same responsibilities or authorities as their military counterparts, who work primarily under a command and control (versus) coordination environment. They advise the leadership of the humanitarian community on civil-military issues and facilitate the establishment, maintenance, and review of appropriate relations between the humanitarian and military forces present. This includes issues relating to the possible use of MCDA in support of humanitarian operations.

Depending on the situation, they may also serve as the liaison between the humanitarian community and the military forces, facilitating the interface between the humanitarian and military communities as a cross-cutting service for the Cluster System and the broader humanitarian community.

One of the primary responsibilities of the UN-CMC/Coord officer during the initial phase of an operation is to assist the RC/HC and the UN country team (UNCT) in developing guidelines on humanitarian civil-military relations, based on internationally agreed guidelines on UN-CMC/Coord in natural disasters and complex emergencies. The UN-CMC/Coord officer will also recommend to the RC/HC an appropriate humanitarian civil-military coordination strategy and structure that could be applied in the emergency. The initial assessment will help determine if and how many UN-CMC/Coord officers are needed in the near and midterm.

UN-CMC/Coord officers are deployed either at the request of the RC/HC or by the Emergency Relief Coordinator after appropriate consultation with the UNCT.

As explained in the UN-CIMIC Policy, where appropriate, feasible and agreeable by both the humanitarian and military actors, UN-CMC/Coord and UN-CIMIC officers may be physically collocated as part of a mission “joint staff” approach in order to enhance mission coordination and its interface with the humanitarian community.

If this is not deemed appropriate or possible (e.g. as a result of concerns in the humanitarian community on neutrality and independence of humanitarian action), one or more UN-CIMIC liaison officers may be located in the DSRSG/RC/HC office. This would be the preferred option in cases where no UN-CMC/Coord officers are deployed. Collocation options either in the office of the DSRSG/RC/HC, Force Commander, or joint staff are utilized depending on the needs and mission sensitivities, and do not change respective reporting channels.

In addition to UN-CMC/Coord officers, UN-CIMIC officers may encounter liaison officers deployed to peacekeeping area of operations by other humanitarian entities.

Individual UN humanitarian agencies, e.g. the UN High Commissioner for Refugees (UNHCR) and the UN World Food Programme (WFP), may deploy Military Liaison Officers (MLOs) to support their own interaction with the military. These officers are likewise complementary to UN-CIMIC officers. The UN Joint Logistics Centre (UNJLC), a component of the Logistics Cluster, may also deploy Civil-Military Logistics (CMLog) officers that would focus on dealing with military counterparts in the area of logistics, similar to the Joint Logistics Operations Center (JLOC).

UN Civil Affairs

According to the DPKO/DFS policy directive on civil affairs of April 2008, UN Civil Affairs components are civilian units of a UN peace operations that work at the social, administrative, and sub-national political levels to facilitate the countrywide implementation of peacekeeping mandates, and to support the population and government in strengthening conditions and structures conducive to sustainable peace. While they do not have their own civil-military concept, the role of Civil Affairs is essential for UN-CIMIC officers to understand, due to the centrality of Civil Affairs to the peacekeeping mission and their overarching coordination function.

The three roles of Civil Affairs in support of the mission mandate are discussed below, as are the critical implications for UN-CIMIC officers of each of these roles.

- Cross-mission representation, monitoring, and facilitation at the local level. Civil Affairs staff represent the mission and liaise with local actors on overall operations and on the full range of mission activities (except where a mission component covering a particular activity is also represented locally). Civil Affairs provides a channel for communicating the priorities and perceptions of different sectors of the population to the mission, concerning both the mission itself and the peace process – thus, any military communications activities with the local population must be synchronized with Civil Affairs. Conditions and developments at the local level are monitored in support of political and operational work done by the mission from the national level. Conflict analysis and early warning are provided, and progress with mandate implementation is monitored (where relevant in accordance with established benchmarks or indicators that Civil Affairs may also assist in developing). Possible unintended consequences of mission activities are also monitored. Data collection is carried out to support mission-wide strategies and planning for mission activities or, where relevant, those of key partners such as national/local authorities or the UNCT. Thus, any information or “intelligence” with respect to the civil situation must be shared and coordinated with Civil Affairs. As part of the overall United Nations effort, Civil Affairs takes account of existing United Nations resources at the local level and, where appropriate, may also facilitate the work of United Nations partners not represented at the local level. Civil Affairs can play an important role in supporting coordination, cohesion, and political consistency among local mission actors (including United Nations military and police components) by advising on the broader context of mandate implementation or on specific aspects of relations with civilians.

Nureldin Satti (left), DSRSG for Burundi, and Brigadier-General Boucelha Bouceiba, Deputy Force Commander of the United Nations Operation in Burundi (ONUB), evaluate needs related to the flood emergency at Nyando cemetery, 10 km from Bujumbura, the capital of Burundi. (UN Photo 1118220 by Mario Rizollo, May 2006)

Peter Tingwa (left), Chief of Civil Affairs, explains the Disarmament, Demobilization, Rehabilitation and Reintegration (DDRR) programme at the Pakistani Contingent Headquarters in Tubmanburg, Liberia. (UN Photo 830144 by Astrid-Helese Meister, January 2004)
• Confidence-building, conflict management, and support to reconciliation. Civil Affairs actively supports the development of social conditions conducive to sustainable peace through support to reconciliation and conflict-resolution activities at the local and/or national levels, and through efforts to support popular engagement and confidence in the peace process. These efforts are undertaken in a number of ways, including: convening or facilitating dialogue between interest groups; direct outreach to the population (working with other mission actors to design and deliver appropriate and consistent messages); support to the efforts of civil society groups seeking peace and reconciliation; the identification, implementation, and monitoring of Quick Impact Projects (QIPs); and promotion or protection of the interests of excluded, threatened, marginalized, or minority groups. Thus, for UN-CIMIC officers, Civil Affairs is the main civilian interlocutor for military support to transition from peacekeeping to peacebuilding.

• Support to the restoration and extension of state authority. Civil Affairs is the lead mission contributor to the restoration and extension of state authority in a number of ways, as identified in Section 2.4 of the Principles and Guidelines. Civil Affairs components support the development of political space at the local level that will contribute to legitimate and representative governance, as well as providing operational support to the activities of state institutions, where appropriate. Support to the development of political space at the local level may involve activities such as civic education, the organization of pre-election political fora, and assistance with structuring or supporting dialogue between different sectors of the population (including civil society actors) and the government. Civil Affairs work is often focused on supporting participation while representative democracy is being established. The provision of operational support to the activities of state institutions may take a variety of forms, as deemed necessary for mandate implementation and taking account of ongoing United Nations system-wide capacity for responding to institution-building and governance support needs in post-conflict situations. Thus, for UN-CIMIC officers, Civil Affairs has the lead in the “localizing” effort described earlier in this lesson; UN-CIMIC support of localization is therefore by, with, and through Civil Affairs.

Civil Affairs staff frequently head local or regional offices and are therefore the main partner of UN-CIMIC officers at the tactical level. At the operational level, the Head of Civil Affairs is a major civilian partner for the Chief of UN-CIMIC, or J9 on the Force HQ staff. Because of Civil Affairs’ central role in mission coordination and numerous mission initiatives, their representation of the SRSG and/or the HCRRC, and the potential co-multiplier effects of UN-CIMIC and Civil Affairs cooperation and coordination, UN-CIMIC and Civil Affairs should establish an ongoing liaison, as appropriate, and become familiar with their respective mandates and roles in order to identify and exploit opportunities for civil-military synergies.

United Nations Police

When the United Nations began to deploy civilian police officers in 1960, the role of police in UN peacekeeping missions was largely one of liaison and monitoring. That has since evolved to a much more comprehensive and complex role. According to the Report of the Secretary General on United Nations Police to the General Assembly of December 2011:

Police-related aspects of Security Council mandates fall broadly into the following three categories: (a) support for the reform, restructuring and rebuilding of national police and other law enforcement agencies; (b) operational support to host State police and other law enforcement agencies, including through the deployment of formed police units; and (c) interim policing and other law enforcement. In addition, many recent mandates include specific references to the promotion and protection of human rights and the protection of civilians, which highlight the integral part that United Nations police play in implementing mission-wide tasks.3

In addition to its broadened and more complex mandate, UN Police (UNPOL) – as one among many components of multidimensional missions – participates fully in the integrated mission planning process, as well as works with human rights, gender, and other specialized units. Moreover, as the Report states, UNPOL – under the direction of the Police Commissioner – works “in strong complementarity with UNDP to ensure capacity-development support to line ministries, police reform processes and governance and accountability structures of the police.” Thus, while UNPOL’s more complex roles require greater coordination in general with other mission components, including active participation in the integrated coordination mechanisms of missions, its central area of focus is with respect to indigenous police force capacity building as part of rule-of-law development. This has important implications for UN-CIMIC officers, who cannot expect UNPOL to provide the same broad-based support to other mission components as can be expected from the military. Nevertheless:

Close cooperation between the mission’s police and military components is essential to the implementation of security-related aspects of mission mandates. Therefore, joint planning, joint exercises, information sharing and broader coordination regularly take place ... 4

4 Ibid., 5.


Another important development with respect to UN Police is the increased deployment of Formed Police Units (FPUs). According to the DPKO Policy on Formed Police Units in United Nations Peacekeeping Operations:

FPUs are defined as cohesive mobile police units, providing support to United Nations operations and ensuring the safety and security of United Nations personnel and missions, primarily in public order management. As a coherent part of the United Nations police component, FPUs work in support of the establishment and maintenance of safe, democratic and human rights abiding communities by delivering professional, responsive and more robust policing in accordance with the mandate.5
Capacity-building is not one of the FPU’s core tasks, due to frequent rotations and the absence of a standardized approach. As a rule, if training experts on public order management are required, they should be recruited separately and serve with UNPOL capacity-building programmes in order to provide relevant long-term expertise to build sustainable host state capacity. However, PPUs under guidance and coordination of the FPU training officer may be made available for exercises and joint training with host state police. If the mandate and the security situation allow for a diversion from the core tasks into capacity building and if an FPU has dedicated training capabilities, an FPU may support the United Nations police capacity-building programmes in the development of the host state police, mainly in the area of public order management, on a case by case basis.

In any case, while UNPOL or FPUs may not require the same robust UN-CIMIC capability as the military force, there is still a requirement for UN police forces in general to coordinate with military forces, among other mission components. Although not a requirement, UNPOL and FPUs would be wise to designate an officer in their staff to perform a requirement, among other mission components. Although not a requirement, UNPOL and FPUs would be wise to designate an officer in their staff to perform a requirement, among other mission components.

Moreover, their activities, particularly those involving the protection of civilians and those with some kind of capacity-building effect, can incorporate the UN-CIMIC principles for interaction between police and civilian actors. The military, in turn, should likewise work with police forces using the same principles, with an understanding of the special status and function of UNPOL and FPUs.

Throughout this course, specific areas of interest or implication for UNPOL and FPUs will be mentioned. For more on UNPOL and FPUs, go to: http://www.un.org/en/peacekeeping/sites/police/index.shtml.

Military Experts on Mission (MEOMs)

According to the DPKO/DFS Guidelines on the Roles and Training Standards for UN Military Experts on Mission:

A UN Military Expert on Mission includes all military personnel engaged for UN peacekeeping service as a ‘Military Expert on Mission’ to undertake ‘observer’, ‘liaison’, or ‘advisory’ tasks in support of mission mandate implementation. These personnel may be categorized as UN Military Observers (UNMOs), UN Military Liaison Officers (MLOs) or UN Military Advisers (MILAs).

The Guidelines also go on to explain the core roles of MEOMs, which include:

- **Observation:** MEOMs are traditionally considered “the eyes and ears” of the mission and their core role is the gathering and verification of specific and general information in the mission area. These duties include: observation in areas of post-conflict and violence; observation and reporting on alleged human rights abuses and/or developments that may lead to human rights violations; observation of armed or military parties to a peace process; interaction with country authorities, non-state actors and local population; recognition of aircrafts, vehicles, ships, and troop disposition; and other observation duties assigned by the FC. In conducting these observation tasks the UN Military Experts on Mission may be required to conduct patrols by foot, land vehicle, waterborne craft, and/or aircraft. In some cases, UN Military Experts on Mission may be required to conduct joint visits with other components, including police and human rights.

- **Monitoring:** MEOMs normally: monitor parties to a ceasefire, including “separation”, “control”, or “security” zones; monitor and assist in the identification of minefields/explosive ordnance; monitor separation lines; support and contribute to human rights monitoring activities; and other monitoring duties assigned by the mission. Monitoring duties can also include, if requested by parties to a peace process, the supervision of a disarmament and demobilization process, or the supervision of a security sector reform process.

- **Investigation/Verification:** MEOMs conduct comprehensive investigations to verify information concerning armed individuals or groups in the mission area. They are also required to investigate and verify: the presence of landmines or explosive remnants of armed conflict; alleged violations of a ceasefire or post-conflict agreement; or any other matter directed by the mission. They are frequently required to work alongside, or in conjunction with, other UN components (military contingents, police, and civilian) in the field when conducting investigative and verification tasks. As appropriate, this work could include verification of alleged human rights abuses conducted by the human rights component.

- **Negotiation and Mediation:** MEOMs may be required to facilitate or conduct formal and informal negotiations between persons and groups in the field, and/or represent the UN peacekeeping mission in such discussions, as required by the Head of Mission. Negotiation and mediation may be required to address a range of disputes, such as assisting parties to resolve ownership of land and property, to de-escalate violence and assist opposing parties to agree to a peaceful resolution, to facilitate prisoner exchanges or returns, to facilitate the repatriation of bodies to parent communities, to assist the parties in defining ceasefire zones, to facilitate the freedom of movement for UN peacekeeping mission operations, to assist with the return of refugees and internally displaced persons, and any negotiation or mediation task assigned by the mission.

- **Liaison:** MEOMs may establish military liaison between the UN peacekeeping mission and other entities in the field, such as: local and national governments; national military forces and other security institutions; opposing armed groups; international agencies and forces; other UN partners; international and national non-governmental organizations; the humanitarian assistance community; local civil society groups including women’s groups; and other persons or organizations identified by the mission. Military liaison can be both informal (e.g., interaction with local community groups, interaction with the population during patrols) and formal (e.g., periodic or ad hoc meetings with groups or senior officials, relations with the media, and attendance at ceremonial occasions). MEOMs should make sure their liaison activities are closely coordinated with those of UN-CIMIC officers, and vice versa, as discussed in Lesson 6.

- **Advice:** MEOMs provide advice through briefings and presentations to other UN military personnel and to civilian and police colleagues in the peacekeeping mission. They can also be required to provide advice to government officials and parties to a peace process on issues related to their mission-specific role and tasks.
Facilitating Coordination Among Partners: Closely linked to other core skills are the coordination of actions and procedures of several actors in the field, such as arranging the venue and administrative support for meetings and facilitating the interaction between UN peacekeeping mission staff and other key actors in the mission area. This coordination may also be in direct support of the high level interactions conducted by the mission with government or other counterparts.

Reporting: This is a critical role, which runs through all other core skills. The final outcome of any task performed by a MEOM is the production of a written report. This may also be supplemented by a verbal brief to a senior UN peacekeeping mission official or directly to the FC or DFC. This report must be structured in a logical manner to describe accurately the facts discovered, the assumptions or assessment made, the actions of the writer, the conclusion reached and pertinent recommendations. MEOM and UN-CIMIC reports should be coordinated and shared in order to maximize “common operational picture”, as discussed in Lessons 5 and 6.

Understanding the core roles of MEOMs, it is clear there is a great deal of overlap between their roles and terms of reference and that of UN-CIMIC officers. In any case, what is also clear is that there is the imperative on the part of both MEOMs and UN-CIMIC officers to cooperate and reinforce each other’s roles.

For example, among the MEOMs, UNMOs present the greatest opportunity for collaboration at especially the tactical level. In areas of observation, monitoring, and reporting, each represent augmenting “eyes and ears” and information sources. UNMOs in particular are an excellent on-the-ground source for situational understanding of the civil and security situation, as well as for qualifying reported information (as are as well as UN police officers). Military liaison officers around the mission area are as well. Military observers, like UN-CIMIC officers at the Force and Sector HQs, will often be deployed in the mission area for a year, but in most missions they are often moved around the mission area. Collaboration between the two groups can go far to substantiate a “common operational picture” among the UN team on the ground.

The various liaison networks that MEOMs and UN-CIMIC officers are privy to can also be leveraged respectively, in order to build relationships not only between each other, but more importantly between the military component at large and other external and internal actors. UN-CIMIC, in turn, could reinforce the public messaging aspect of the MEOM liaison and coordination role in order to make sure the military’s mission and other information points such as rules of engagement are well communicated to mission partners and especially internal actors, as discussed in Lesson 9.

In the area of coordination, the databases that UNMOs in particular develop can be used as a source by UN-CIMIC and its partners, even in capacity development assistance, as discussed in Lesson 7. For example, local government offices are often unable to collect data and knowledge about their constituent areas. Sharing such information – carefully vetted through Civil Affairs – could go a long way to making sure local government initiatives to build peace are rested on an accurate understanding of the situation, and will contribute to greater cooperation between the UN team and local government leaders.

Finally, the roles of MEOMs in particular demonstrate that UN-CIMIC is not just a mission for UN-CIMIC officers, but inherent to the mission of all military personnel.

NATO and European Union Civil-Military Concepts

North Atlantic Treaty Organization (NATO) and coalition-type operations are typically deployed in a contested environment as peace enforcement operations. They are often deployed where there is still considerable hostility by some factions against the peace agreement (an example of this is the Taliban in Afghanistan). They are also generally deployed as a military force with a separate mandate and identity from the UN or other international or regional groups that may be active in the conflict-prevention, peacemaking, or peacebuilding spheres in the same country.

CIMIC in NATO and European Union (EU) doctrine is motivated by the need to establish cooperation between the military force as a separate legally mandated entity and the civilian actors in their area of operations. Civil-military coordination in the UN peace operations context is motivated by the need to maximize coordination between the military component and the civilian components of the same integrated mission, between the military component and the rest of the UN system, and between the military component of the UN mission and other non-UN external and internal civilian actors in the same mission area.

The most widely used term, especially in the western military community, is Civil-Military Cooperation (CIMIC). The NATO definition of CIMIC is:

The coordination and cooperation, in support of the mission, between the NATO Commander and civil populations, including national and local authorities, as well as international, national and non-governmental organisations and agencies.

For NATO, the CIMIC core functions are grouped into three broad areas which together comprise the total CIMIC contribution in support of the commander: Civil-Military Liaison (CML), Support to the Civil Environment (SCE) encompassing all support provided by a military force to civilian authorities, organizations, and populations; and Support to the Force (STF) covering the requirement for civilian resources to support of the military operation.

The EU definition of Civil-Military Cooperation, for which their acronym is CMCO, is:

The coordination and cooperation, in support of the mission, between military components of EU-led Crisis Management Operations and civil role-players (external to the EU), including national population and local authorities, as well as international, national and non-governmental organisations and agencies.

The major difference between the NATO and EU concepts is that the NATO concept is more operational, whereas the EU concept is not an operational concept as much as it is political-military guidance for the coordination of EU activities.

United States: Civil-Military Operations (CMO) and Civil Affairs (CA)

For Unites States forces, “Civil Military Operations” are:

The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national
government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces.  

U.S. Civil Affairs, which traces its historical roots to military government operations in frontier and newly obtained territories, is made up of designated active and reserve component forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations. ⁹ The core tasks of U.S. Civil Affairs are:

- Population and Resources Control (PRC)
- Foreign Humanitarian Assistance (FHA)
- Civil Information Management (CIM)
- Support to Civil Administration (SCA)
- Nation Assistance (NA)

Relationship to UN Civil-Military Coordination

What most of the NATO, EU, and US approaches to civil-military cooperation have in common is that they see civil-military cooperation as a tool for command and control. It is something done in the service of the commander and the military mission. It is there to assist and serve the military commander in the execution of his or her military task and the achievement of the military objective. The essential difference between these approaches and similar activities undertaken in the UN context is that the UN peace operations have an integrated military, civilian, and police mandate and mission structure. The civil-military relationships between components of the peace operation and between the peace operation and the rest of the UN System will already be predetermined, to a large degree, by the organizational structure of the specific UN peace operation. In the case of both UN-CIMIC and UN-CMCCoord, the focus is thus on how best to manage the coordination of an established system.

CIMIC in NATO and EU doctrine is motivated by the need to establish cooperation between the military force, as a separate legal entity, and external (to NATO or EU) civilian role players in the same area of operations. Thus far each of their operations was unique, and this necessitated establishing civil-military coordination mechanisms for each specific set of actors in each specific mission environment. UN peace operations are motivated by the need to maximize coordination among its own multidimensional components, and to establish cooperation between the UN peace operation and other actors in the peacekeeping mission area, and as the same UN system actors deploy together into most missions, there has been more room to establish system-wide policies and mechanisms that can be used in a range of actual missions.

One of the most obvious differences between civil-military cooperation (as it is used in NATO CIMIC) and civil-military coordination (as it is used in the UN context) is the use of two different words, “cooperation” and “coordination.”

In the UN context, “cooperation” is viewed as the strongest relationship that can exist between civilian, military, and police components. It is seen as a relationship where the component partners agree to synchronize their policies and behaviour so that they can undertake joint action. Most often, however, the institutional effort necessary to achieve full “cooperation” can only be achieved and maintained under special conditions, for a limited time and for a specific purpose, for instance during an election. Under normal circumstances, a less intense relationship is preferred, and this state, especially in the humanitarian context, is referred to in its minimal form as “coexistence.” This normally implies that the parties to this relationship exchange information, come together for coordination meetings, and that they may, from time to time, undertake some form of joint activity, for instance a humanitarian convoy with a military escort. Regardless of whether there is open “cooperation” or only limited “coexistence,” a minimum level of “coordination” is required. “Coordination” in the UN context can therefore range on a scale from “cooperation” in its maximum state to “coexistence” in its minimum state.

COORDINATION

Conclusion

In this lesson, we covered:

- A review of the peace operations environment and the role of UN-CIMIC;
- The concept and principles of UN-CIMIC, including core principles and core tasks; and
- Comparative civil-military concepts and capabilities and their relationship to UN-CIMIC, including: UN-CMCCoord; UN Civil Affairs; and NATO, EU, and US civil-military concepts and capabilities.

Further References


Civilians-Military Coordination in UN Integrated Peacekeeping Missions (UN-CIMIC), Department of Peacekeeping Operations/Department of Field Services, United Nations, 14 October 2010 (See Appendix A)


Guidelines on the Roles and Training Standards for UN Military Experts on Mission, DPKO/DFS, 1 March 2009


Key Concepts

Complex Emergency: A humanitarian crisis in a country, region, or society where there is a total or major breakdown of authority resulting from internal or external conflict, and which requires an international response that goes beyond the mandate or capacity of any single agency.

Conflict Prevention: Diplomatic, military, and development actions intended to prevent disputes from arising between parties, to prevent existing disputes from escalating into conflicts, and to limit the spread of the latter when they occur.

Development: Long-term initiatives aimed at supporting national objectives such as achieving socio-economic goals, or reducing poverty.

Emergency Relief: Action to provide immediate survival assistance and protection to the victims of crisis and violent conflict. The main purpose is to save lives by providing short-term assistance in the form of water, sanitation, food, medicines, and shelter.

Integrated Peacekeeping Mission: A type of mission characterised by a system-wide approach among all UN actors. It implies having certain processes, mechanisms, and structures in place that generate and sustain a common strategic objective of the UN presence at country level, as well as a comprehensive operations approach.

Peacebuilding: Action to identify and support measures and structures that will strengthen and solidify peace in order to avoid relapse into conflict.


Peacekeeping: A field mission, usually involving military, police, and civilian personnel, deployed with the consent of the belligerent parties, to monitor and facilitate the implementation of ceasefires, separation of forces, or other peace agreements.

Peacemaking: The use of diplomatic means to persuade parties in conflict to cease hostilities and negotiate a peaceful settlement of their dispute.

Peace Support Operations (PSOs): Organized international assistance initiatives to support the maintenance, monitoring, and building of peace and prevention or resurgent violent conflict.

Reconstruction: The long-term process of rebuilding the political, security, social, and economic dimensions of a society emerging from the conflict by addressing the root causes of the conflict.

Recovery: Action aimed at restoring the capacity of the internal actors to rebuild and recover from crisis and to prevent relapses by linking emergency relief programmes with development, thus ensuring that the former is an asset for the latter.

Rehabilitation: Action aimed at rehabilitating infrastructure that can save or support livelihoods; overlaps with emergency relief and is typically targeted for achievement within the first two years after the conflict has ended.

Transition: The period following the signing of a peace agreement and the transition from an appointed interim government and before democratic elections take place.

UN-CIMIC Rules of Thumb

• Civil-military coordination is more a mind-set than a skill-set.
• Build relationships.
• It’s not about us; it’s about them.
• Civilianize – work by, with, and through external civil partners.
• Support the establishment and expansion of “humanitarian space”, try to “do no harm”, and consider military assets as a “last resort.”
• Fill gaps and reduce redundancies.
• “Their game plan is our game plan.”
• Localize – promote local (or internal) ownership.
• “Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.” Or: focus more on building local capacity and confidence than “winning hearts and minds.”
• Provide assistance more indirectly than directly.
• Manage expectations – yours, those you work for and with, and those you are helping.
• Perception is often reality.
• Actions (or inactions) speak louder and longer than words.
• When performing assessments, ask: “Who is doing What, When, Where, and Why?”
• Your measurements are part of a bigger picture.
End-of-Lesson Quiz

1. United Nations Civil-Military Coordination (UN-CIMIC) refers to coordination between:
   A. The local military and the peacekeeping force;
   B. The military component of the peacekeeping mission and the civilian actors;
   C. The civilian components and the police component of a peace operation;
   D. The civilian components of a peace operation and the local population.

2. The major differences between UN-CIMIC and UN-CMCoord are:
   A. UN-CIMIC is the military concept under the UN system while UN-CMCoord is the humanitarian concept;
   B. UN-CIMIC covers all aspects and phases of UN peace operations while UN-CMCoord concerns itself only with humanitarian coordination;
   C. UN-CMCoord is managed by OCHA while UN-CIMIC is undertaken by the military component of a UN peacekeeping operation;
   D. All of the above.

3. The Office for the Coordination of Humanitarian Affairs (OCHA) is responsible for:
   a. Humanitarian civil-military coordination policies, guidelines, and training;
   b. The establishment of refugee camps;
   c. The training of soldiers for peacekeeping operations;
   d. The development of guidelines for the protection of prisoners of war.

4. The core principles of UN-CIMIC include:
   A. The primacy of civilian authority, the military as supporting and not supported, indirect versus direct support, and civil-military liaison and information-sharing;
   B. The primacy of military authority, the military as supporting and not supported, indirect versus direct support, management of civil-military interaction and transition, and civil assistance;
   C. The primacy of civilian authority, the military as supporting and not supported, indirect versus direct support, management of civil-military interaction and transition, and the military as enabler;
   D. The primacy of civilian authority, the military as supporting and not supported, direct versus indirect support, management of civil-military interaction and transition, and the military as enabler, and indirect “civilianizing” and “localizing.”

5. What are the two core UN-CIMIC tasks?
   A. Civil-military liaison and civil assistance;
   B. Humanitarian assistance and disaster response;
   C. A safe and secure environment and protection of civilians;
   D. Civil-military interaction and transition management.

6. The primary mandate of the military component of a UN peace operation is:
   A. To provide armed escorts;
   B. To provide humanitarian support;
   C. To provide a safe and secure environment conducive to the sustainable implementation of the peace agreement;
   D. To undertake community support projects.

7. All are true about Military Experts on Mission EXCEPT:
   A. MEOMs include all military personnel engaged for UN peacekeeping service to undertake “observer,” “liaison,” or “advisory” tasks in support of mission mandate implementation;
   B. UN-CIMIC officers may serve as MEOMs and MEOMs may serve as UN-CIMIC officers;
   C. MEOM roles include: observation; monitoring; investigation/verification; negotiation and mediation; liaison; advice; facilitating coordination among partners; and reporting;
   D. There is a great deal of overlap between their roles and terms of reference and that of UN-CIMIC officers;
   E. The roles of MEOMs in particular demonstrate that UN-CIMIC is not just a mission for UN-CIMIC officers, but inherent to the mission of all military personnel.

8. Why do we need civil-military coordination? (Choose the best two.)
   A. Because the military is dependent on civilian assets;
   B. Because civilians are dependent on military assets;
   C. Because the complexity of the peace operations environment requires greater coordination among actors, programmes, and activities that have cross-cutting impacts and are interdependent;
   D. Because increasingly limited resources – including donor funding and peacekeepers from troop-contributing countries – in the face of greater demand must be more judiciously, efficiently, and effectively used;
   E. Because the military and civilians have the same mandate.

9. True or false? UN-CIMIC is a command-and-control function to achieve the UN military mission, whereas NATO, EU, and U.S. approaches focus entirely on coordination as a tool to achieve NATO, EU, and U.S. mission objectives.

10. True or false? For the time being, the AU has adopted NATO CIMIC in the absence of its own civil-military doctrine.

ANSWER KEY
1B, 2D, 3A, 4C, 5A, 6C, 7B, 8 C and D, 9 False, 10 False