



# IMPLEMENTING THE RECOMMENDATIONS OF THE CHALLENGES FORUM REPORT *DESIGNING MANDATES AND CAPABILITIES FOR FUTURE PEACE OPERATIONS*

## FBA'S CONTRIBUTIONS

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*The International Forum for the Challenges of Peace Operations (Challenges Forum) is an international partnership which aims to contribute to the enhancement of the analysis, planning, conduct and evaluation of multidimensional peace operations. For this purpose, the partnership develops practical recommendations and encourages their effective implementation at the international, regional and national levels. The Folke Bernadotte Academy (FBA) is an active Partner Organization of the Challenges Forum, and has hosted the Forum Secretariat since 2003.*

### BACKGROUND

Two years in the making, the Challenges Forum report *Designing Mandates and Capabilities for Future Peace Operations (Designing Mandates)* is a collaborative effort by the Challenges Forum Partner Organizations to address the current needs and challenges of international peace operations. The report was officially launched and presented to the UN Secretary-General Ban Ki-moon by the Swedish Minister for Foreign Affairs Margot Wallström, on behalf of all the Challenges Forum Partners, at an event at the UN Headquarters in New York on 27 January, 2015.

The report is in itself a contribution to the ongoing international dialogue on how to rethink and transform the approaches to peace operations in order to ensure effective mandate implementation. It may also inform the work of the UN Secretary-General's review on UN Peace Operations, launched in the summer of 2014. The report provides 24 targeted recommendations for further action, in order to enhance the policies and practices of peace operations. The purpose of this paper is to outline the main contributions of the FBA to the implementation of the recommendations of the Challenges Forum report.

### ON EMERGING THREATS AND THEIR IMPACT ON PEACE OPERATIONS

One of the main set of issues addressed in *Designing Mandates* is the need to clarify what constitutes threats in a changing global context, how to systematically identify emerging threats to peace operations and how to develop strategies to effectively respond to them (see recommendation A). Against this background, there is a need to put greater emphasis on mission staff preparedness before being deployed to a peace operation.

- The FBA offers pre-deployment training for recruited civilian personnel about to start their assignment in a peace operation environment. The FBA's course *Protection against Risks and Threats in Conflict Areas* is a certified HEAT (Hostile Environment

Awareness Training) course, is given several times a year and is open for international applicants. The objective of the course is to provide the participants with the tools and techniques to avoid getting into potentially dangerous situations, and how to deal with them should they occur.

### ON THE ROLE AND EFFECT OF SOCIAL AND OTHER MEDIA ON CONFLICT AND PEACE OPERATIONS

There is a growing recognition in the international peacekeeping community that social and other media can have a significant role and effect on conflict development and the conduct of peace operations (see recommendation B). There is thus a need to invest in strategic communication capacity, as a way to better equip peace operations to fulfil their mandates in increasingly volatile environments.

- The FBA has been offering courses focusing on information management for several years. Since 2012 the FBA is running a *Crisis Information Management Course* together with the Center for International Peace Operations in Germany (ZIF) and ICT4Peace. For the 2014 course, which was held at the request of the UN, the curriculum was widened to allow for the inclusion of Information and Communications Technology (ICT) across all training areas. The use of Twitter and other social media were simulated.
- The FBA is currently in the process of preparing a handbook for press and information officers working in international peacekeeping and crisis management operations, to be issued in the year of 2015. The handbook will focus on the core skills and practical tools necessary for effective communication in the field. The content will be advised by practitioners, journalists and experts.
- The FBA is also considering ways to contribute to capacity-building in strategic communication in peace operations, within the framework of Challenges Forum.

## ON THE SELECTION, TRAINING, PREPARATION AND MENTORING OF SENIOR LEADERS

As highlighted in the *Designing Mandates* report, the complexities of a modern multidimensional peace operation have made more evident the key role of the senior mission leadership of a peace operation for the implementation of the mission mandate. Participation in relevant senior leadership training should be mandatory, and assessing the performance of participants at the senior leadership training should be considered (see recommendation G).

- In promotion of capacity-building within the dimension of leadership, the FBA has provided support in the planning, development and conduct of senior mission leadership training within UN peace operations and EU crisis management operations. On two occasions, in 2006 and 2010, the FBA conducted a *UN Senior Mission Leaders Course* in close cooperation with the UN Secretariat's Department of Peacekeeping Operations (DPKO). The latter course was run also in partnership with the Jordan Institute of Diplomacy and held in Amman, Jordan. The FBA is prepared to conduct another *UN Senior Mission Leaders Course* in the near future.

## ON THE EFFECTIVENESS OF COOPERATION BETWEEN THE UN AND REGIONAL ORGANIZATIONS

The number of actors involved in international peace operations has increased, which highlights the growing need to enhance efforts to harmonise and increase the effectiveness of cooperation between the UN and regional organizations. Joint training is one way to achieve this objective (see recommendation J).

- The FBA offers, on a continuous basis, a range of courses and exercises directed towards the UN, the EU, the OSCE and the AU, thus contributing to a more coordinated approach in different issue-areas at expert level between different organizations. The VIKING exercise is one case in point, where military, civilians and police from a wide range of countries and organizations meet and train for peace operations and crisis management in a realistic environment. Common training objectives stress effective mandate implementation, decision-making, integrated planning, response to emergencies and security threats, and the building of durable partnerships. The VIKING exercises are organized with a 2-3 year interval, and the last one was conducted in 2014 with more than 2500 participants representing 50 countries and 90 organizations.

## ON THE ISSUE OF GENDER MAINSTREAMING IN ALL COMPONENTS OF THE PEACE OPERATIONS

Gender mainstreaming is critical for the operational impact of any peace operation. A joint or integrated manual on gender mainstreaming for all the mission components (military, police, civilian) should be developed for the tactical level, and used in the missions and the preparations for sending personnel to the missions (see recommendation O).

- The FBA aspires to integrate a gender perspective in all its courses and exercises. All pre-deployment training include information on UNSCR 1325 and related UN Security Council resolutions on women, peace and security.
- The FBA also offers a specialised course for Gender Advisers who are to be deployed, or are already deployed, to international peace operations. This course builds on input from experienced gender experts working in international civilian crisis management missions and current research on the topic.

## ON THE ISSUE OF ADDRESSING TRANSNATIONAL ORGANIZED CRIME

There is a need to develop policy guidelines that clarify whether and how peace operations should address transnational organized crime. This should include establishing a definition of organized crime and its transnational aspects (see recommendation P).

- The FBA, in partnership with IPI, ZIF and SecDev Foundation, is involved in the International Expert Forum (IEF) series under the theme *21st Century Peacebuilding*. The first meeting of the IEF series, held in November 2014, focused on the nexus of organized crime and peacebuilding. The IEF organisers have jointly written a policy brief on organized crime and peacebuilding, and the topic will remain on the agenda for the coming meetings in the IEF series.

## ON IMPACT ASSESSMENT AND EVALUATION

There is a growing recognition of the importance of assessing and evaluating the impact of peace operations, and to better integrate assessment and evaluation in ongoing peace operations, in order to demonstrate results and positive impacts in the countries where they are deployed (see recommendation Q).

- In 2014, the FBA joined the World Bank and the Development Impact Evaluation (DECIE) unit in a project on impact evaluations of fragile and conflict states. The project focuses on specific themes – for instance, sexual and gender based violence, governance and economic development – and will generate a series of concept papers inventorying good practice to date on impact evaluation, practice notes and guidelines on how to design and implement impact evaluations, including knowledge-transfer activities such as workshops and trainings.
- In 2014 the FBA also supported and participated in a conference organized jointly with Wilton Park and Oxford University on *Measuring Peace Consolidation*. The FBA will also participate in the forthcoming initiatives with Oxford University on analysis of post-conflict stabilisation and different ways of measurement and evaluation.

## FURTHER INFORMATION

For additional information please visit:  
[www.challengesforum.org](http://www.challengesforum.org)

**THE FOLKE BERNADOTTE ACADEMY** is a Swedish government agency dedicated to improving the quality and effectiveness of international conflict and crisis management, with a particular focus on peace operations. The Academy functions as a platform for cooperation between Swedish agencies and organizations and their international partners.

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