



## International Forum for the Challenges of Peace Operations

### Considerations for Senior Leadership in UN Peacekeeping Missions

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This guide fills a critical need. The following illustrates the thinking that formed the basis for the development of this guide:

You are sitting on a couch in your living room watching the world go by and you get a call from the Secretary General. The Secretary congratulates you on being selected the new SRSG for Somalia and wishes you well in creating a secure and stable environment in this conflict torn country. You put down the phone and ask yourself, “what do I do now?” The answer is to pick up the *Considerations for Mission Leadership in United Nations Peacekeeping Operations* and read it. This document can be your personal mentor that can guide your thinking. It provides a framework and way of thinking about the mission you are about to undertake. It can inform you about the preconditions for success the anticipated outputs, what the operational activities could be, suggested benchmarks, the resources and the coordination considerations, the challenges and risks as well as the considerations for planning and execution.

No other document like this exists in either the UN family of documents, our member nations’ military doctrine or regional organizations’ doctrine. It provides the mission leadership team with a way to think about how to approach a mission from the operational perspective. It provides a set of questions and insights that allows the reader to begin to grapple with the complexities of the challenge.

Additionally this document can provide an opportunity for all of our institutions to develop a series of research questions to enrich our understanding of critical issues. It presents risks and challenges that can be translated into Gaps of Knowledge and Gaps of capability. For example some areas that need more investigation are:

- Assessment. This is key to the entire document. The mission leadership team must understand the drivers of conflict, the structural issues with the country, the mitigating factors, and the resilience in the society.
- Transitions: Understanding the relationships among peacekeeping, peacebuilding and peacemaking and how to transition from one to another and ultimately the host nations is critical.

Gaps to investigate can be found in the challenges and the risks. For example when local security elements oppose the peace process what can the mission do? This is a research question. Or how do you describe the tradeoffs between short term security and long term SSR?

The current document establishing the framework but does not provide any answers. The follow on project should produce a series of case studies that should describe how previous mission leadership teams addressed these issues in the context of their operations.