COMMANDING UNITED NATIONS PEACEKEEPING OPERATIONS

COURSE AUTHOR

Major General Tim Ford (Retd)
Former Military Advisor to the UN DPKO

SERIES EDITOR

Harvey J. Langholtz, Ph.D.

Peace Operations Training Institute®

Commanding United Nations Peacekeeping Operations

COURSE AUTHOR

Major General Tim Ford (Retd)
Former Military Advisor to the UN DPKO

SERIES EDITOR

Harvey J. Langholtz, Ph.D.

Peace Operations Training Institute®

COMMANDING UNITED NATIONS PEACEKEEPING OPERATIONS

Foreword

This course is designed for those who may find themselves in leadership positions in UN peacekeeping operations, or for those wishing to understand the issues associated with commanding in peacekeeping operations. It should prove useful to participants at the strategic, operational, or tactical level, to senior and junior leaders, to those appointed to UN command and staff positions, and to those with national command or staff responsibilities. It is applicable to civilian, military, and police appointments, although the later sections of the course concentrate principally on the issues that arise within military and police contingents. It should also be useful to those in organizations that need to interact with UN peacekeeping missions or with the Department of Peacekeeping Operations (DPKO) in the UN Secretariat, such as Member States, regional organizations, non-governmental organizations (NGOs), and other UN organizations and agencies.

The course first considers those strategic and international issues that define UN peacekeeping, including the relationships that exist between the UN, its Member States, and other organizations. It then considers how UN peacekeeping missions are authorized, launched, and supported by the international community and Member States. The course also looks at how field missions are structured and organized, and finally at the issues associated with commanding in UN peacekeeping missions at operational, national, and tactical levels, including security, force protection, and sustainment concerns.

This course was revised in June 2011 to include appropriate developments in DPKO policy and peacekeeping experiences.

Tim Ford
2011

To view a video introduction of this lesson by the course author General Tim Ford, you can either log in to your virtual classroom, go to [*www.peaceopstraining.org/users/media_ page/7*], or use your mobile device to scan the QR code to the left.
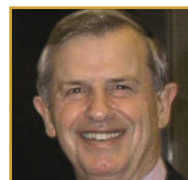
Method of Study

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.

Key features of your course classroom:

- Access to all of your courses;

- A secure testing environment in which to complete your training;

- Access to additional training resources, including Multimedia course supplements;

- The ability to download your Certificate of Completion for any completed course; and

- Student fora where you can communicate with other students about any number of subjects.

Access your course classroom here:

http://www.peaceopstraining.org/users/user_login

LESSON 1
THE UNITED NATIONS
FRAMEWORK

LESSON 1

LESSON OBJECTIVES

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

- Understand the background to the creation of the UN;

- Appreciate the overall role of the UN and its complexity and international nature;

- Identify the principal organs of the UN;

- Know the responsibilities of the General Assembly and the Security Council;

- Describe the difference between the UN organs and UN agencies; and

- Appreciate the evolving nature of UN financing and reform.

To view a video introduction of this lesson by the course author General Tim Ford, you can either log in to your virtual classroom, go to [*www.peaceopstraining.org/users/media_ page/29*], or use your mobile device to scan the QR code to the left.

1.1   Foundations and Nature of the United Nations System

Creation

The United Nations was created by a world determined to "save succeeding generations from the scourge of war" during an international conference of 50 countries held in San Francisco in April 1945. Those delegates deliberated on the basis of proposals worked out by the representatives of China, the Soviet Union, the United Kingdom, and the United States at Dumbarton Oaks in Washington, D.C., United States, in August–October 1944. This origin of the UN accounts for the increased responsibilities granted to the victorious nations of World War II within the organization; their leading role still prevails today in the constitution of the five permanent members of the Security Council (SC). Its creation was marked by the signing of the treaty that describes its status: the Charter of the United Nations.

The establishment of the UN's organization characterizes the changes seen in international relationships during the twentieth century. Even though the idea of setting up an international organization with political objectives was not new, its achievement is quite recent. The only other organization in modern history to gain this distinction was the League of Nations, which was conceived in similar circumstances and established in 1919 during the First World War under the Treaty of Versailles "to promote international cooperation and to achieve peace and security." The International Labour Organization was also created under the Treaty of Versailles as an affiliated agency of the League. The League of Nations ceased its activities after failing to prevent the Second World War.

The UN Charter

The Charter of the United Nations was ratified on 26 June 1945. It has subsequently been amended several times by the United Nations General Assembly and currently consists of some 111 Articles and 19 Chapters. These describe the purposes, principles, membership, organs, and scope of UN activities. The Charter is readily available to read in the small blue booklet available from the UN and online at *http://www.un.org/aboutun/charter/index.html*.

Outline of the UN Charter

Charter Statement

"We the peoples of the United Nations determined to save succeeding generations from the scourge of war…"

Chapter I	Purposes and Principles
Chapter II	Membership
Chapter III	Organs
Chapter IV	The General Assembly
Chapter V	The Security Council
Chapter VI	Pacific Settlement of Disputes
Chapter VII	Action with Respect to Threats to the Peace, Breaches of the Peace, and Acts of Aggression
Chapter VIII	Regional Arrangements
Chapter IX	International Economic and Social Cooperation
Chapter X	The Economic and Social Council
Chapter XI	Declaration regarding Non-Self-Governing Territories
Chapter XII	International Trusteeship System
Chapter XIII	The Trusteeship Council
Chapter XIV	The International Court of Justice
Chapter XV	The Secretariat
Chapter XVI	Miscellaneous Provisions
Chapter XVII	Transitional Security Arrangements
Chapter XVIII	Amendments
Chapter XIX	Ratification and Signature

Key Principles of the UN Charter include:

- Sovereign equality of all Member States;
- Peaceful settlement of disputes;
- Restraint from use of force; and
- Non-intervention in the domestic affairs of nations (except for enforcement measures under Chapter VII).

International Agreements

Since its creation, the United Nations has played a leading role in multinational discussions and in the development of international law. However, in understanding the background to international peace and security issues and peacekeeping activities, we need to be aware that many earlier treaties and principles exist that continue to influence the conduct of international organizations, such as the Hague Convention of 1907, which is included in today's understanding of the Law of Armed Conflict (LOAC). We also need to be aware of the many other international and regional organizations and agreements that exist and have an impact on the international process.

Membership

The United Nations began with the 50 nations in 1945 that were its "original members." As of 2010, the United Nations included 192 nations, such that nearly all of the world's recognized nations are active members of the UN. Additionally, some 17 non-Member States and international organizations maintain permanent observer status at UN Headquarters in New York.

Though the Charter does not make it compulsory, most Member States establish a diplomatic mission in New York to represent them on a permanent basis at UN Headquarters. These Permanent Missions are normally comprised of a "Permanent Representative", usually of ambassadorial rank, plus national staff officially appointed by their own governments who can represent the Member State as a national delegation in the various UN agencies and meetings. Many now include national military and police officers as counsels or attachés who advise the Permanent Mission on relevant technical aspects associated with UN Peace Operations and represent their nations at appropriate UN committees and working groups.
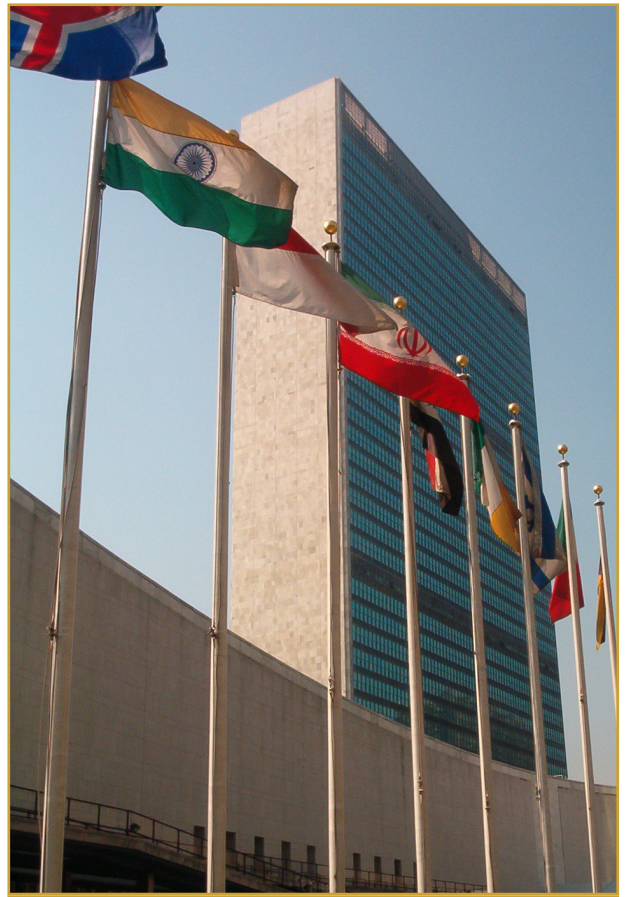
UN Headquarters in New York City.
(Photo by Harvey J. Langholtz)

1.2   Working Organization of the United Nations

The United Nations today is a relatively large and complex system, composed of six major branches (called Organs), plus a large number of associated specialized agencies, programmes and related organizations that operate around the world. The United Nations, while headquartered in New York, maintains a significant presence in Addis Ababa, Bangkok, Beirut, Geneva, Nairobi, Santiago, and Vienna, and has offices all over the world. Its outline structure is shown in the following organizational diagram, which can also be accessed online at *http://www.un.org/aboutun/ chart_en.pdf*.

The United Nations System

UN Principal Organs

General Assembly

Security Council

Economic and Social Council

Secretariat

International Court of Justice

Trusteeship Council [4]

Subsidiary Bodies
- Main and other sessional committees
- Disarmament Commission
- Human Rights Council
- International Law Commission
- Standing committees and ad hoc bodies

Programmes and Funds
- **UNCTAD** United Nations Conference on Trade and Development
  - **ITC** International Trade Centre (UNCTAD/WTO)
- **UNDP** United Nations Development Programme
  - **UNCDF** United Nations Capital Development Fund
  - **UNV** United Nations Volunteers
- **UNEP** United Nations Environment Programme
- **UNFPA** United Nations Population Fund
- **UN-HABITAT** United Nations Human Settlements Programme
- **UNHCR** Office of the United Nations High Commissioner for Refugees
- **UNICEF** United Nations Children's Fund
- **UNODC** United Nations Office on Drugs and Crime
- **UNRWA** [1] United Nations Relief and Works Agency for Palestine Refugees in the Near East
- **UN-Women** United Nations Entity for Gender Equality and the Empowerment of Women
- **WFP** World Food Programme

Research and Training Institutes
- **UNICRI** United Nations Interregional Crime and Justice Research Institute
- **UNIDIR** [1] United Nations Institute for Disarmament Research
- **UNITAR** United Nations Institute for Training and Research
- **UNRISD** United Nations Research Institute for Social Development
- **UNSSC** United Nations System Staff College
- **UNU** United Nations University

Other Entities
- **UNAIDS** Joint United Nations Programme on HIV/AIDS
- **UNISDR** United Nations International Strategy for Disaster Reduction
- **UNOPS** United Nations Office for Project Services

Subsidiary Bodies
- Counter-terrorism committees
- International Criminal Tribunal for Rwanda (ICTR)
- International Criminal Tribunal for the former Yugoslavia (ICTY)
- Military Staff Committee
- Peacekeeping operations and political missions
- Sanctions committees (ad hoc)
- Standing committees and ad hoc bodies

Advisory Subsidiary Body
- UN Peacebuilding Commission

Related Organizations
- **CTBTO** Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
- **IAEA** [2] International Atomic Energy Agency
- **OPCW** Organisation for the Prohibition of Chemical Weapons
- **WTO** World Trade Organization

Specialized Agencies [3]
- **ILO** International Labour Organization
- **FAO** Food and Agriculture Organization of the United Nations
- **UNESCO** United Nations Educational, Scientific and Cultural Organization
- **WHO** World Health Organization
- **World Bank Group**
  - **IBRD** International Bank for Reconstruction and Development
  - **IDA** International Development Association
  - **IFC** International Finance Corporation
  - **MIGA** Multilateral Investment Guarantee Agency
  - **ICSID** International Centre for Settlement of Investment Disputes
- **IMF** International Monetary Fund
- **ICAO** International Civil Aviation Organization
- **IMO** International Maritime Organization
- **ITU** International Telecommunication Union
- **UPU** Universal Postal Union
- **WMO** World Meteorological Organization
- **WIPO** World Intellectual Property Organization
- **IFAD** International Fund for Agricultural Development
- **UNIDO** United Nations Industrial Development Organization
- **UNWTO** World Tourism Organization

Functional Commissions
- Crime Prevention and Criminal Justice
- Narcotic Drugs
- Population and Development
- Science and Technology for Development
- Social Development
- Statistics
- Status of Women
- Sustainable Development
- United Nations Forum on Forests

Regional Commissions
- **ECA** Economic Commission for Africa
- **ECE** Economic Commission for Europe
- **ECLAC** Economic Commission for Latin America and the Caribbean
- **ESCAP** Economic and Social Commission for Asia and the Pacific
- **ESCWA** Economic and Social Commission for Western Asia

Other Bodies
- Committee for Development Policy
- Committee of Experts on Public Administration
- Committee on Non-Governmental Organizations
- Permanent Forum on Indigenous Issues
- United Nations Group of Experts on Geographical Names
- Other sessional and standing committees and expert, ad hoc and related bodies

Departments and Offices
- **EOSG** Executive Office of the Secretary-General
- **DESA** Department of Economic and Social Affairs
- **DFS** Department of Field Support
- **DGACM** Department for General Assembly and Conference Management
- **DM** Department of Management
- **DPA** Department of Political Affairs
- **DPI** Department of Public Information
- **DPKO** Department of Peacekeeping Operations
- **DSS** Department of Safety and Security
- **OCHA** Office for the Coordination of Humanitarian Affairs
- **OHCHR** Office of the United Nations High Commissioner for Human Rights
- **OIOS** Office of Internal Oversight Services
- **OLA** Office of Legal Affairs
- **OSAA** Office of the Special Adviser on Africa
- **SRSG/CAAC** Office of the Special Representative of the Secretary-General for Children and Armed Conflict
- **UNODA** Office for Disarmament Affairs
- **UNOG** United Nations Office at Geneva
- **UN-OHRLLS** Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
- **UNON** United Nations Office at Nairobi
- **UNOV** United Nations Office at Vienna

NOTES:
1 UNRWA and UNIDIR report only to the General Assembly.

2 IAEA reports to the Security Council and the General Assembly.

3 Specialized agencies are autonomous organizations working with the UN and each other through the coordinating machinery of ECOSOC at the intergovernmental level, and through the Chief Executives Board for Coordination (CEB) at the inter-secretariat level. This section is listed in order of establishment of these organizations as specialized agencies of the United Nations.

4 The Trusteeship Council suspended operation on 1 November 1994 with the independence of Palau, the last remaining United Nations Trust Territory, on 1 October 1994.

This is not an official document of the United Nations, nor is it intended to be all-inclusive.

International professionals and general service and field staff conduct the day-to-day functioning of the UN offices and field missions, as well as provide continuity in the administration of this complex organization. The Secretariat has a staff of about 13,200 people on long-term contracts under the regular budget drawn from some 170 countries. As international civil servants, the Secretary-General (SG) and other staff members answer to the United Nations alone for their activities and take an oath not to seek or receive instructions from any government or outside authority. Under the Charter, each Member State vows to respect the exclusively international character of the responsibilities of the SG and the staff and to refrain from seeking to influence them improperly in the discharge of their duties.

The UN staff worldwide, including local staff and peacekeepers, totals approximately 40,000 people.

1.3   UN Organs and Agencies

The six principal organs of the UN are detailed below. They are:
- The General Assembly;
- The Security Council;
- The Economic and Social Council;
- The Trusteeship Council;
- The International Court of Justice; and
- The Secretariat.

In particular, three UN organs significantly affect international peace and security issues. These are the UN General Assembly, the UN Security Council, and the UN Secretariat.

Wide view of the General Assembly Hall during the meeting at which the Assembly elected five states - Colombia, Germany, India, Portugal and South Africa - as non-permanent Members of the Security Council for two-year terms beginning in January 2011. (UN Photo #451357 by Evan Schneider, October 2010)

The UN General Assembly

The main deliberative organ of the United Nations is the General Assembly. It is composed of representatives of all Member States, each of which has one vote. Decisions on important questions – such as those on peace and security, admission of new Members, and budgetary matters – require a two-thirds majority. Decisions on other questions are reached by a simple majority.

The General Assembly works in sessions, mainly with a regular yearly session, usually commencing in September and continuing until December. At the start of each regular session, the General Assembly elects a new president, as well as 21 vice-presidents and the chairpersons of the Assembly's six Main Committees. To ensure equitable geographical representation, the presidency of the Assembly rotates each year amongst five groups of States: African, Asian, Eastern European, Latin American and Caribbean, and Western European and other States. At the beginning of each regular session, the Assembly holds a general debate, often addressed by heads of state and government, in which Member States express their views on the most pressing international issues.

The General Assembly can also request special sessions, which are called to order by the Secretary-General as required by particular circumstances, either at the request of the Security Council, or at the request of the majority of the UN General Assembly members. Special emergency sessions may be called within 24 hours of a request by the Security Council on the vote of any nine Council Members, or by a majority of the United Nations Members, or by one Member if the majority of Members concurs.

During sessions, the General Assembly works either in plenary session or in committee sessions. Most questions are then discussed in its six Main Committees:

- First Committee – Disarmament and International Security Committee;

- Second Committee – Economic and Financial Committee;

- Third Committee – Social, Humanitarian and Cultural Committee;

- Fourth Committee – Special Political and Decolonization Committee;
- Fifth Committee – Administrative and Budgetary Committee; and
- Sixth Committee – Legal Committee.

The responsibilities of the General Assembly include:

Shared responsibilities:

- With the Security Council: issues concerning peacekeeping and international security;
- With the Trusteeship Council: monitoring of administration of territories under supervision.

Unique responsibilities:

- Study of reports from other United Nations agencies;
- Statement of general principles of cooperation for peacekeeping, particularly concerning disarmament;
- International cooperation in various fields and for protection of human rights;
- Approval of supervision agreements; and
- Approval of the Organization's budget.

The UN Security Council

The primary responsibility of the UN Security Council is to maintain international peace and security. The SC is composed of five permanent members – China, France, the Russian Federation, the United Kingdom, and the United States – and 10 non-permanent members that are elected to represent their regions for a two-year term. The Presidency of the Council rotates monthly, according to the English alphabetical listing of its Member States. Traditionally, the 10 non-permanent seats have been allotted on a regional basis as follows:

- Africa (2)
- Arab (1)
- Asia (2)
- Eastern Europe (1)
- Latin America and the Caribbean (2)
- Western Europe (2)

The Security Council is organized so that it can perform its tasks on a permanent basis and it keeps the Secretary-General and the General Assembly informed of its activities.

Security Council meets to consider the maintenance of international peace and security, as well as the strengthening collective security through general regulation and the reduction of armaments. (UN Photo #210273 by Paulo Filgueiras, November 2008)

The UN Secretariat

Over and above its administrative functions, the Secretariat is in charge of recording and issuing the international treaties signed by Member States of the United Nations. It is managed by the Secretary-General, "the Senior Official in the Organization", who is appointed every five years by the General Assembly upon the recommendation of the SC. The Secretary-General plays an important political role over and above his specific function at the UN. He may receive mandates from Agencies of the UN to perform specific missions – political mediations, in particular.

Each of the Departments and Offices in the Secretariat is headed by an Under-Secretary-General, who coordinates their activities through the Executive Office of the Secretary-General. The Heads of Departments and Agencies meet periodically with the Secretary-General and the Deputy Secretary-General in the Senior Management Group and in the Executive Committee on Peace and Security.

All Departments and Offices have some input in peacekeeping and resolving conflicts. For example, the Office of Legal Affairs is deeply involved in developing the Rules of Engagement (ROE) for peacekeeping operations, the Memorandum of Understanding (MOU), and the Status of Forces Agreements (SOFA) with Member States. In addition, the Department of Management authorizes the budget for field missions.

Later in this course, we will consider in more detail the function of some of these departments that are significantly involved in the issue of conflict-management. These include the Department of Political Affairs (DPA), the Department of Peacekeeping Operations (DPKO), the Department of Field Support (DFS), the Office of Coordination of Humanitarian Agencies (OCHA), and the Department of Safety and Security (DSS).

Secretary-General
Ban Ki-moon addresses the World Climate Conference-3
(WCC-3) in Geneva.
(UN Photo #407637 by Mark Garten, September 2009)

The Economic and Social Council

The UN Charter established the Economic and Social Council (ECOSOC) as the principal organ to coordinate the economic, social, and related work of the United Nations and the specialized agencies and institutions, known as the United Nations family of organization. Some of the functions and powers of the Economic and Social Council are:

- To serve as the central forum for the discussion of international economic and social issues of a global or interdisciplinary nature and the formulation of policy recommendations on those issues addressed to Member States and to the United Nations system;

- To make or initiate studies and reports and make recommendations on international economic, social, cultural, educational, health, and related matters; and

- To promote respect for and observance of human rights and fundamental freedoms.

Today, ECOSOC comprises 54 members with one vote each. Of these 54 members, 18 are elected each year and serve a three-year term. The Council meets in an annual five-week session alternating between New York and Geneva. The Council is not a decision-making body. They prepare items for decisions by the General Assembly and assist the Security Council when so required.

The International Court of Justice

The International Court of Justice (ICJ) is the principal judicial organ of the United Nations. It settles legal disputes between States and gives advisory opinions to the United Nations and its specialized agencies. Its Statute is an integral part of the United Nations Charter.

The Court is open to all States that are parties to its Statute, which include all Members of the United Nations. Only States may be parties in contentious cases before the Court and submit disputes to it. The Court is not open to private persons and entities or international organizations.

The General Assembly and the Security Council can ask the Court for an advisory opinion on any legal question. Other organs of the United Nations and the specialized agencies, when authorized by the Assembly, can ask for advisory opinions on legal questions within the scope of their activities.

The Trusteeship Council

The Charter established the Trusteeship Council in 1945 to provide international supervision for 11 Trust Territories placed under the administration of seven Member States. In addition, it ensured that adequate steps were taken to prepare the Territories for self-government or independence. The Charter authorized the Trusteeship Council to examine and discuss reports from the administering authority on the political, economic, social, and educational advancement of the peoples of Trust Territories; to examine petitions from the Territories; and to undertake special missions to the Territories.

By 1994, all Trust Territories had attained self-government or independence, either as separate States or by joining neighbouring independent countries. The last to do so was the Trust Territory of the Pacific Islands (Palau), which became the 185th Member State. Its work completed, the Trusteeship Council – consisting of the five permanent members of the Security Council – has amended its rules of procedure to meet where occasion may require.

The UN and Other Agencies

The UN includes a number of agencies that depend mainly on the General Assembly and on the Economic and Social Council. Additionally, there are other international agencies that do not belong to the UN but nevertheless maintain close relations with the Organization through the Economic and Social Council. Peacekeepers may encounter some of these programmes, agencies, or commissions when working in connection with or as a part of the peacekeeping operation. The most important of these include:

- **Office of the United Nations High Commissioner for Refugees** (**UNHCR**), which is voluntarily financed, extends international protection to more than 18 million refugees throughout the world, seeking to ensure that they receive asylum and favourable legal status in their asylum country. Its headquarters is in Geneva, but its staff of over 400 professionals is spread throughout over 270 bases in about 120 countries at any one time.

- **United Nations Children's Fund** (**UNICEF**), again voluntarily financed, this is a semi-autonomous organization which helps developing countries, at their request, to improve the quality of life of their children, through low-cost, community-based services in maternal and child health, nutrition, sanitation, and education, as well as emergency relief. Its headquarters is in New York, but the bulk of the staff is carrying out activities in the field in over 160 countries.

- **United Nations Development Programme** (**UNDP**), which is the world's largest channel for providing multilateral technical and pre-investment assistance to developing countries, and is supporting over 6,000 projects in some 150 countries. The UNDP, as the principal political representative to developing nations, has an operational role coordinating with national representatives on behalf of the UN, and coordinating the activities of different UN agencies in each country.

- **World Food Programme** (**WFP**), which is the world's largest international food aid organization, is responsible for handling annually around 3 million metric tons of food aid. Its mandate is to help poor people in developing countries by combating world hunger, natural catastrophes, and poverty. Annually, it provides over 75 million people in more than 66 countries with basic foodstuffs.

- **A wide range of other UN and international organizations** also significantly contribute to international peace and security, development, and humanitarian assistance around the world. These include the World Health Organization (WHO), the World Bank and the International Monetary Fund (IMF), the International Organization for Migration (IOM), and the United Nations Relief and Works Agency (UNRWA), amongst others.

The International Red Cross and Red Crescent Movement

The International Committee of the Red Cross (ICRC), based in Switzerland, is the founding institution of the International Red Cross and Red Crescent Movement. This movement includes three branches: the ICRC, the National Red Cross and Red Crescent Societies (National Societies), and the International Federation of Red Cross and Red Crescent Societies (IFRC).

ICRC

ICRC's mandate is to operate in areas of armed conflict and internal disturbance. It originally focused mainly on protection work, such as promotion amongst the conflicting parties of the various Geneva Conventions and Protocols, regarding such matters as the treatment of civilians and prisoners of war. In recent years, the provision of assistance in complex emergencies has become a very large component as well, especially inside conflict zones (and on both sides of conflict lines).

ICRC was originally a Swiss organization, in part to promote more effectively its fundamental principles of neutrality, impartiality, and independence. It now incorporates a staff of different nationalities in its assistance efforts (e.g. doctors and mechanics). However, its Delegates, who handle protection matters and the more sensitive negotiations regarding providing assistance, remain almost exclusively Swiss.

National Red Cross and Red Crescent Societies

National Societies operate in more than 160 countries around the world (using the Red Crescent symbol in Islamic countries). These Societies act as auxiliaries to the public authorities in their own countries. They provide a range of services, including disaster relief, health and social assistance, and first aid courses. During wartime, National Societies may support the army medical services.

International Federation of Red Cross and Red Crescent Societies

The IFRC supports the actions of various National Societies around the world, assisting with the coordination of international assistance provided to victims of natural disasters and of man-made disasters outside of conflict areas (where the ICRC takes the lead).

1.4   Financing the United Nations

United Nations funding comes from three different sources: assessed contributions to the regular budget; assessed contributions for peacekeeping operations; and voluntary contributions for specialized agencies and subsidiary organizations.

The Fifth Committee of the UN General Assembly decides on the scale of assessments for contributions to the regular budget every third year. The scale of assessments reflects a country's capacity to pay (measured by factors such as a country's national income and size of population). The peacekeeping budget assessments are based on the regular budget rates, but with discounts for poor countries. The five permanent Members of the Security Council, who approve all peacekeeping operations, pay extra fees to compensate for those discounts. A "ceiling" rate sets the maximum amount of any Member State's assessed share of the regular and peacekeeping budgets. Apart from these contributions, the regular budget is funded from revenues from the sale of items such as UN souvenirs, special stamps, books, and brochures. The biennial regular budget estimate for 2010–11 had a value of 5.16 billion US dollars.

Scale of Assessment of Major Contributors (2008 – 2009)[1]	
United States	22 %
Japan	16.63 %
Germany	8.58 %
United Kingdom	6.64 %
France	6.31 %
Italy	5.08 %
Canada	2.98 %
Spain	2.97 %
China	2.67 %
Mexico	2.26 %
Korea, Republic of	2.17 %
Netherlands	1.87 %
Australia	1.78 %
Russian Federation	1.20 %
Belgium	1.10 %
Sweden	1.07 %

In addition to their contributions to the regular budget, UN Member States contribute to the peacekeeping operations budget and to the cost of international courts and tribunals. The level of these contributions is based initially on their assessed contributions to the regular budget and is thus linked to each country's financial capacity. However, the actual level of assessed contributions to the peacekeeping operations budget also takes into account the political responsibility of the permanent Members of the UN Security Council. Since peace missions vary in number and duration, contributions to the peacekeeping budget also fluctuate more widely from year to year than contributions to the regular budget. In recent years, with about 15 active peacekeeping operations including two or three major multidimensional missions, the approved peacekeeping budget for

1   Marjorie Ann Browne and Luisa Blanchfield, *United Nations Regular Budget Contributions: Members Compared, 1989–2008*. Available from < http://www.policyarchive.org/handle/10207/ bitstreams/19526.pdf>, accessed 21 June 2011.

the period from 1 July 2010 to 30 June 2011 was approximately 7.8 billion US dollars.

Member countries also contribute on an entirely voluntary basis to the many projects and activities of the UN's specialized agencies and other subsidiary organizations. The administrative costs of such bodies are met from the regular budget.

1.5   UN Reform

As you will have gathered from the overview above, the United Nations is a large, multidimensional organization that is operating in a complex political and financial environment. In order to remain relevant, it must respond to the concerns of its Member States and be seen as a process and organization that meets the demands of the present international situation. The UN must constantly adjust to new conditions and new needs. At the same time, it must continue to meet its Charter and the enshrined principles of sovereign equality of all Member States and non-intervention in the domestic affairs of nations. To meet these challenges and to respond to concerns about how various UN activities have evolved in the past, the membership and the Secretariat of the UN have undertaken various major reform programmes and reviews over the years. In particular, since Secretary-General Kofi Annan took office in 1997, the process of reform has been pursued rigorously. Many of you should be familiar with the Report of the Panel of Experts on United Nations Peace Operations, commonly referred to as the "Brahimi Report", which was endorsed by the Millennium Summit of the General Assembly in September 2000, much of which has now been implemented in the management and conduct of UN peacekeeping operations.

In January 2008, Secretary-General Ban Ki-moon outlined the broad fronts on which the United Nations needs to advance if it is to meet the challenges facing the Member States and their peoples in the twenty-first century. In areas like the environment, public health, and human security, the world is facing threats and challenges that respect no boundaries. However, by their nature, these challenges also expand the possibilities for collective action by States and other entities and actors, such as civil society and the private sector, enabling the UN to be the focus for concerted action to advance the common good.

End-of-Lesson Quiz

1. The United Nations was founded:

A. In 1908;

B. In 1945;

C. During the Cold War;

D. Before the Second World War.

2. The aim of the United Nations is to:

A. Maintain international peace and security;

B. Act as a World Parliament;

C. Enact international humanitarian laws;

D. None of the above.

3. Which of the following principles govern(s) the UN system?

A. Equality of states;

B. Leadership of nuclear powers;

C. Nonintervention into domestic affairs of a state;

D. Both A. and C.

4. The United Nations General Assembly is composed of:

A. All Member States;

B. Five permanent members and 20 elected members;

C. Ten permanent members;

D. A proportion of Member States representing the different regions in the world.

5. The UN Security Council is composed of:

A. Five members;

B. Ten members elected annually;

C. Fifteen members;

D. Twenty-five members.

6. The five permanent members of the Security Council are:

A. China, India, Japan, the Russian Federation, United States;

B. Argentina, France, Japan, the Russian Federation, United Kingdom;

C. China, France, the Russian Federation, United Kingdom, United States;

D. France, India, the Russian Federation, United Kingdom, United States.

7. The Secretary-General of the United Nations is appointed:

A. By the General Assembly upon the recommendation of the Security Council;

B. Annually by the Security Council rotating through five groups of Member States;

C. By the International Court of Justice every five years;

D. After receiving a two-thirds majority vote of the Trusteeship Council.

8. The UN Secretariat is comprised of:

A. Civil servants detached to the UN to represent Member States for fixed periods;

B. Individuals normally on a contract to the UN who are recruited from the Member State;

C. All the departments, agencies, and organizations associated with the UN;

D. All of the above.

9. **Prior to the establishment of the United Nations, only one other entity ever existed as an international organization with political objectives. This now defunct organization was called:**

A. The Geneva Conventions Society;

B. The International Labour Organization;

C. The Security Council;

D. The League of Nations.

10. **The regular budget of the UN is financed by:**

A. Mandatory contributions by the five permanent members of the Security Council;

B. Voluntary contributions by Member States;

C. Assessed contributions determined every three years on the basis of GNP;

D. None of the above.

Appendix A: Table of Acronyms

Acronym	Meaning
AOR	Area of Responsibility
AU	African Union
CAO	Chief Administrative Officer
CDTs	Conduct and Discipline Teams
CISS	Chief of Integrated Services
CM	Chief of Mission
CMO	Chief Military Observer
CMOC	Civil–Military Operations Centre
CMS	Chief of Mission Support
COE	Contingent-Owned Equipment
CONOPS	Concept of Operations
CTS	Civilian Training Section
DDR	Disarmament, Demobilization, and Reintegration
DFC	Deputy Force Commander
DFS	Department of Field Support
DMS	Director of Mission Support
DO	Designated Official
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DSRSG	Deputy Special Representative of the Secretary-General
DSS	Department of Safety and Security
DUF	Directive for Using Force
ECOMOG	Economic Community of West African States Monitoring Group
ECOSOC	Economic and Social Council
ECPS	Executive Committee on Peace and Security
EOD	Explosive Ordnance Disposal
FC	Force Commander
FHQ	Force Headquarters
FPU	Formed Police Unit
HC	Humanitarian Coordinator
HOM	Head of Mission
HOMC	Head of the Military Component
HOPC	Head of the Police Component
HQ	Headquarters

ICJ	International Court of Justice
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
IDP	Internally Displaced Person
IMF	International Monetary Fund
IMPP	Integrated Mission Planning Process
IMTC	Integrated Mission Training Centre
IMTF	Integrated Mission Task Force
INTERFET	International Force for East Timor
IOM	International Organization for Migration
IOT	Integrated Operational Team
ISS	Integrated Support Service
JMAC	Joint Mission Analysis Centre
JLOC	Joint Logistics Operations Centre
JOC	Joint Operations Centre
LI	Letter of Intent
LOA	Letter of Assist
LOAC	Law of Armed Conflict
LOE	Letter of Exchange
MACC	Mine Action Coordination Centre
MLO	Military Liaison Officer
MLT	Mission Leadership Team
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTC	Mission Training Cell
NGO	Non-Governmental Organization
NSE	National Support Element
OCHA	Office of Coordination of Humanitarian Agencies
OLA	Office of Legal Affairs
OMS	Office of Mission Support
OP	Observation Post
OPLAN	Operational Plan
OROLSI	Office of Rule of Law and Security Institutions
OSG	Office of the Secretary-General
PC	Police Commissioner
PCC	Police-Contributing Country
PET	Policy Evaluation and Training Division
PIO	Public Information Officer

PMSS	Personnel Management and Support Service
POL	Petrol, oil, and lubricants
POTI	Peace Operations Training Institute
RC	Resident Coordinator
RDL	Rapid Deployment Level
ROE	Rules of Engagement
SC	Security Council
SDS	Strategic Deployment Stock
SEA	Sexual Exploitation and Assault
SG	Secretary-General
SGTM	Standardized Generic Training Module
SLIP	Senior Leadership Induction Programme
SML	Senior Mission Leadership
SMT	Security Management Team
SOFA	Status of Forces Agreement
SOP	Standard Operating Procedure
SPC	Standing Police Capacity
SPO	Senior Political Officer
SRSG	Special Representative of the Secretary-General
TCC	Troop-Contributing Country
TES	Training and Evaluation Service
UNCT	UN Country Team
UNDP	UN Development Programme
UNHCR	Office of the UN High Commissioner for Refugees
UNHQ	UN Headquarters
UNICEF	UN Children's Fund
UNLB	UN Logistics Base
UNMAS	UN Mine Action Service
UNMO	UN Military Observer
UNPKO	United Nations peacekeeping operation
UNPOL	UN Police
UNRWA	UN Relief and Works Agency
UNSAS	UN Standby Arrangements System
UNSCR	UN Security Council Resolution
UNV	UN Volunteers
USG	Under-Secretary-General
WFP	World Food Programme
WHO	World Health Organization

About the Author

Major General Tim Ford is based in Sydney, Australia, as an international peace and security consultant. He retired from the Australian Army in 2003 following an extensive career in the Australian Defence Force and the United Nations.

During his military career, General Ford served in a wide variety of command, staff, and training appointments in Australia and overseas, including operational service in South Vietnam. For the last five years of his military career, he was employed in UN appointments as the Head of Mission UNTSO in the Middle East in 1998–2000 and as the Military Adviser in the Department of Peacekeeping Operations at UN Headquarters from 2000–2002.

Since leaving the Defence Force, General Ford has continued to undertake a number of significant overseas projects for the Australian Government, the United Nations, and other International Organizations on international peace and security issues.

Both throughout and following his military career, he travelled to conflict areas and contributed to a wide range of international seminars, training courses, and conferences as a keynote speaker and presenter. He has been a Peace Operations Training Institute adviser since 2003 and a Mentor on the UN Senior Mission Leadership courses since 2004.

Courses at the Peace Operations Training Institute

Course Name	English	French	Spanish
An Introduction to the UN System	✓	✓	✓
Civil–Military Coordination (CIMIC)	✓	✓	✓
Commanding UN Peacekeeping Operations	✓	✓	✓
The Conduct of Humanitarian Relief Operations	✓	✓	✓
Disarmament, Demobilization, and Reintegration (DDR)	✓	✓	✓
Ethics in Peacekeeping	✓	✓	✓
Gender Perspectives in UN Peacekeeping Operations	✓	✓	✓
The History of UN Peacekeeping: 1945 to 1987	✓	✓	✓
The History of UN Peacekeeping: 1988 to 1996	✓	✓	✓
The History of UN Peacekeeping: 1997 to 2006	✓	✓	✓
Human Rights	✓		
Human Rights and Peacekeeping	✓		
Implementation of SCR 1325 (2000) in Africa	✓		
Implementation of SCR 1325 (2000) in LAC	✓		
International Humanitarian Law and the Law of Armed Conflict	✓	✓	✓
Logistical Support to UN Peacekeeping Operations	✓	✓	✓
Operational Logistical Support	✓	✓	✓
Advanced Topics in UN Logistics	✓	✓	✓
Mine Action	✓	✓	✓
Peacekeeping and International Conflict Resolution	✓	✓	✓
Preventing Violence Against Women	✓	✓	✓
Principles and Guidelines	✓		
United Nations Military Observers	✓	✓	✓
United Nations Police	✓	✓	✓

The Peace Operations Training Institute is committed to bringing essential, practical knowledge to students and is always working to expand its curriculum with the most up-to-date and relevant information possible. POTI's latest course list can be found at *www.peaceopstraining.org*, which includes the courses' increasing availability in Portuguese and Arabic. Visit the website regularly to keep abreast of the latest changes to POTI's curriculum.

Peace Operations
Training Institute®