

**United Nations
Engagement Platoon
Handbook**

**First Edition
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Foreword



The United Nations Infantry Battalion continues to be the cornerstone of UN Peacekeeping Operations and is the most visible uniformed presence in our Field Missions. The UN Infantry Battalion Manual (UNIBAM) (2020) provides the guidance to Troop Contributing Countries for deploying UN Infantry Battalions and for conducting peacekeeping operations while deployed. The Engagement Platoon is now a part of the Infantry Battalion structure, and this Handbook strives to provide guidance at the operational level for employment of this capability.

We know effective face-to-face engagement with all members of local communities is crucial for the success of Peacekeeping Operations and the implementation of Protection mandates. A holistic view of the operating environment is crucial, and the diversity of United Nations peacekeepers is a strength we must capitalize on when engaging with the local community.

I am deeply grateful to the members of the Member States working group who produced this Handbook in conjunction with the Office of Military Affairs. I am confident that this Handbook will contribute to more successful peacekeeping operations while working to support the cross-cutting themes within the Women, Peace and Security Agenda.

It is a valuable resource for our Infantry Battalions, as well as for all military Commanders and troops as they engage within the local communities, with key influencers and local leaders, other contingents, and across the entire Field Mission.



Jean-Pierre Lacroix
Under-Secretary-General
Peace Operations


Preface



The Office of Military Affairs continues to work to improve and support United Nations peacekeeping operations knowing that UN peacekeeping operations have evolved significantly in complexity, primarily due to the ever-changing operational environment and increasing security risks and threat levels. I am very pleased to introduce the United Nations Engagement Platoon Handbook, to serve primarily as a practical guide for our UN Infantry Battalions but also for all commanders, staff and troops deployed to peacekeeping operations.

OMA is introducing the Engagement Platoon, as part of the Infantry Battalion structure. The Engagement Platoon is primarily a tactical level military capability to support improved situational awareness, sustained and improved engagement and dialogue to establish, and better understand the local communities in the conflict area.

I would like to express my sincere gratitude to all entities within and outside DPO, our Member States Working Group co-chaired by Canada and Uruguay for the dedicated support and substantial contribution they have provided in the development of this handbook. The United Nations Engagement Platoon Handbook is a living document and we will continue to refine and update this Handbook to ensure its relevance to the changing operational environment and to meet the aspirations of the Member States and the United Nations.



Gen Birame Diop
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Introduction



The United Nations Engagement Platoon (UN-EP) serves as a tactical level military capability that supports improved or increased situational awareness and information collection and augments human terrain mapping for the Infantry battalion commander. UN-EPs, to be comprised of at least fifty per cent women, can help access a larger and more representative section of the local community for the commander to have increased fidelity and situational awareness regarding the activities, concerns, and key actors within their Area of Operation (AO). The UN-EP can support the Infantry Battalion leadership's sustained dialogue with key influencers and local leaders in communities within the Infantry battalion's AO. **Personnel assigned to the UN-EP have three core tasks in the execution of their duties: observe, engage, and report.** This capability within the UN Infantry Battalion (UNIBAT) is to ensure information collection and dissemination activities are deliberately planned, executed, and tracked using appropriate reporting lines.



Protection of civilians (PoC) is a critical component and an important task set for mandate implementation. UNIBAT are more likely to acquire accurate peacekeeping-intelligence related to local communities when the unit's own composition is diverse (i.e., women and men deployed, multiple experiences, skills, and backgrounds); thereby lowering the instances of possible bias due to age, gender, culture or religious affiliation. This type of bottom-up engagement and reduced bias increases the importance of information collected by the UN-EP, particularly when addressing ethnic, gender, and socioeconomic issues within the operating area.

To address security, health, or environmental issues, community engagement needs to include information from women, youth, men, boys and girls. The equal participation of men and women within societal norms and structures must be socialized during engagements in order to affect real outcomes through community-based decision-making processes. Within societies and communities, sometimes decisions are made collectively for example construction and location of schools, bridges, markets, when to begin harvest season or growing season based on the start of rain or increasing community-based security, and these collective decisions are made in the interest of their community.

Effective engagement helps hold all parties, with a stake in creating a stable and secure environment, accountable and ensures that outcomes genuinely reflect the community's need. It must be understood that short-term decisions and actions may have long-lasting, often irreversible impacts on the environment, stability within the community and surrounding communities.



Effective engagement with all members of local communities is crucial for the success of peacekeeping operations and the implementation of protection mandates. The presence of men and women peacekeepers provides commanders with greater access to the population they are mandated to protect. More effective community interaction and engagement increases knowledge and understanding and information sharing. This allows for the development of effective protection responses that increase the mission's credibility among the population. For example, in MONUSCO, a Female Engagement Team (FET) gathered inputs from hundreds of women in Loda and Roe IDP camps in the Djugu territory, which informed the Battalion Commander of where to increase patrols and presence to prevent conflict-related sexual violence (CRSV). This resulted in the launch of routine standing patrols around the areas of insecurity where women work, to provide protection and support early warning mechanisms.

As stated in the United Nations Infantry Battalion Manual (UNIBAM), the **UN-EP operational framework is "to enhance the situational awareness of the battalion by mapping the demography of the Area of Operation (AO) to identify vulnerable areas and at-risk populations."** The revised UNIBAM and Statement of Unit Requirements (SUR) now include UN-EP capability to provide UNIBAT Commanders with a more comprehensive capability to engage the local population.

Rationale

Given the long-lasting and devastating effects of human rights violations on communities, military forces within any mission must have the tools to interact, access, and react to any violations of international human rights law. To develop a holistic view of the operating environment, the force must deploy women peacekeepers to regions where traditional gender norms may preclude local women from participating in community engagement and decision-making processes. UN-EP personnel help ensure the entire community, not just men, have the opportunity to participate in the ongoing peace process. Collecting and understanding this information from the local population can help identify the unique needs of, and risks to, women, men, girls and boys.

Purpose

This handbook aims to support the development of the operational framework for UNIBAT deployed to UN Field Missions (FM). This guidance applies to the operational and tactical levels. It encompasses planning and inclusion of UN-EP personnel in military-component activities. The direction, procedures, and templates contained herein should be seen as recommendations that can be adjusted as necessary to fit the particular context, operational activities, mission needs, and national doctrine of infantry battalions. The UN-EP is designed to provide the UNIBAT Commander with a capability trained specifically to engage, observe, and report community information. This handbook is a guide for the UNIBAT staff on the execution, coordination, and management of the battalion's engagement activities.



Scope

This handbook applies to infantry battalions deployed in UN peacekeeping missions, especially those with PoC, Child Protection, CRSV, and Promotion and Protection of Human Rights mandates. All personnel in UN peacekeeping operations will benefit from this handbook, as all UN personnel have a role in engaging with local communities.

CHAPTER 1



1. Conceptual Framework

1.1. Background

The UN-EP concept, introduced by the Department of Peace Operations (DPO), supports and develops creative solutions for the complex and ever-changing civil society working and living within the military's operational environment. POC is a priority for peacekeeping operations and involves community engagement at the Mission level. To fulfill this task, some TCCs and Missions have organized Female Engagement teams (FET) whose primary task is to plan and execute face to face engagement with grass roots organizations, and increase access to the local population, especially in areas where women are prohibited to speak to men. Lessons from these early engagements was a need to increase the number of women supporting maneuver elements. As DPO developed the concept, it evolved into a mixed-gender platoon consisting of at least fifty percent women, thereby ensuring and increasing effective engagement across local populations.



The UN-EP was a timely response to the 2018 Santos Cruz Report on the Central African Republic. The report noted a gap in the UN military component's information collection from the local population. According to the report, the gap was due to an absence of human intelligence, situational awareness, and the ability or will to engage with the local population. The revised UNIBAM recognized this critical task by noting, "the battalion must factor engagement into its planning."

There is significant evidence that operational effectiveness is improved when women are included in peacekeeping forces¹. A diverse team with a wide range of skill sets in the complex peacekeeping environment improves planning, and decision-making. DPO added the UN-EP framework to the 2020 UNIBAM. The UN-EP is tasked with increasing and enhancing opportunities for interaction and engagement with local communities and supporting the military components' situational awareness. Diversity among UN peacekeepers allows better engagement with local community members.

¹ As peacekeeping has evolved to reflect the populations we serve, women have become increasingly part of the peacekeeping family – making operations more effective. More can be found about Women in Peacekeeping at <https://peacekeeping.un.org/en/women-peacekeeping>

The UN-EP handbook should be read in conjunction with the UNIBAM and other relevant UN doctrines, such as the POC Handbook, CRSV Handbook, and the Human Rights Due Diligence Policy (HRDDP) and Mission-specific standard operating procedures (SOP).

Security Council Resolution 1325 (2000) on Women, Peace and Security (WPS) was the first resolution to recognize armed conflict's unique and disproportionate effects on women and girls. It urges Member States, the UN, and other actors to address these circumstances. The UN-EP's deployment plays a key role in ensuring the mainstreaming of the four WPS pillars (participation, protection, prevention, gender-responsive relief and recovery) in implementing the military component's mandate at the operational and tactical level. Figure 1 below identifies the three tiers of POC where UN peacekeepers can positively affect local dialogue, peace processes and increase security for women, men, girls and boys.

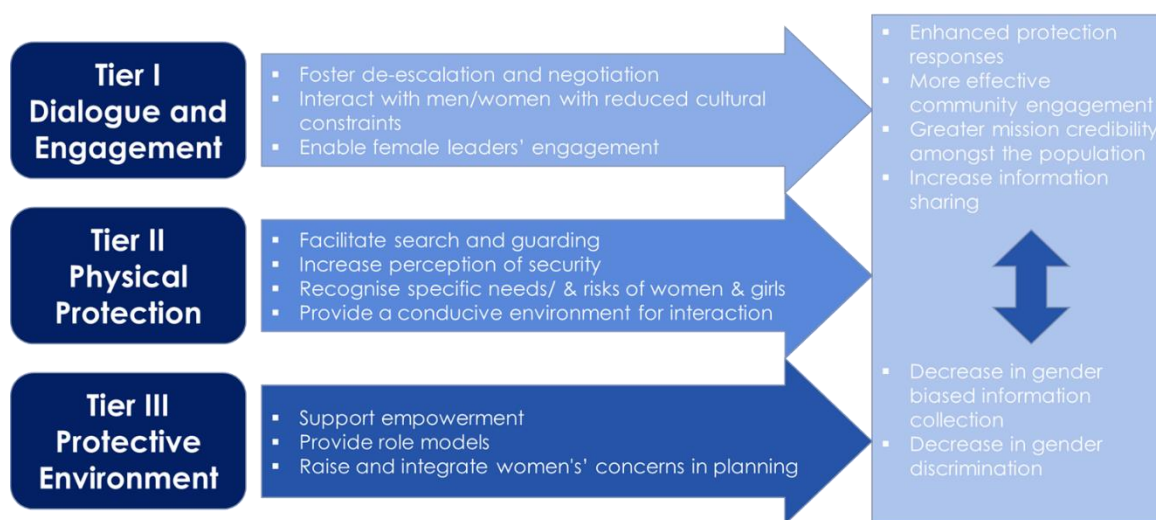


Figure 1: The three tiers of POC

1.2. Defining Engagement

Engagements must be coordinated and deconflicted with other actors in the AO, ensuring the military does not negatively impact the local population, other actors and military operations.

- Civic engagement is individual and collective actions designed to identify and address issues of public concern.
- UNIBAT engagement is interaction with the population and partners in the AO to improve cooperation.
- An engagement effect is a desired outcome, that needs to be coordinated, synchronized, planned, and reported.

In accordance with the UNIBAM “Engagement can improve force protection through better situational awareness and ensure that UN policy or international law violations are recognized and reported. Engagement with the host government, parties to the conflict and other armed groups may help improve the relationship between the Force and the local community. Engagement should seek to deter and prevent CRSV and other Human Rights abuses and conduct advocacy of peaceful processes, inclusion of women in dialogue, and conforming to International Humanitarian Law. Collecting information from the local population can help identify the unique needs and risks of men, women, boys and girls. Monitoring and analyzing those risks can identify 'hot spots' that can be targeted by increased military presence to prevent escalations of violence.”

The Protection of Civilians Handbook is a key reference. It recognizes that community engagement should be considered the cornerstone of all PoC efforts: "missions must engage communities from the earliest stages of mission planning and start-up, throughout the lifecycle of the mission, to [include] drawdown, liquidation, and closure."

1.3. Engagement Principles

Engagement is an information-sharing activity. The five guiding principles of community engagement will support consistent execution of engagement tasks. It can result in increased access, better information and understanding and sense of involvement for all parties within the AO.

1. Clarity of purpose

- Understand why the engagement is occurring and the context in order to develop and resource an effective engagement plan.
- Ensure engagement technique(s) are suitable for: (a) the desired effect of the community engagement, (b) the selected approach for the targeted community, and (c) appropriate resources are available.
- Understand how participants can influence decisions and, equally important, what factors can be influenced, and which cannot be controlled.

2. Effective Communication

- Community engagement is primarily about effective communication.
- Providing accurate and timely information and demonstrating that feedback is accepted and heard is a two-way process.
- Ensure the team engaging is prepared to answer questions during the interaction and avoid making promises and/or false responses outside of their authority.



- Remember, communication is multi-faceted; it includes information gathering and information passing or transmission. Always avoid jargon and technical language.
- The use of Language Assistants (LA) can facilitate successfully interact and communicate with the local population.

3. Inclusivity

- Be as inclusive as possible with all participants, women, men, youth, and children involved in the interaction.
- Get to know and understand the communities or group that are being engaged.
- Acknowledge and respect their diversity.
- Accept different agendas and objectives and ensure dominant special interest groups are not the only voices heard.
- Pay particular attention to the needs of groups that tend to be under-represented.

4. Timeliness

- Participants must have realistic expectations for the duration or length of engagements when feedback or responses are expected and /or required.
- Any agreed to response or solution must be timely.

5. Flexibility and Responsiveness

- Engagement plans must be flexible.
- Timetables may change, comments and discussions may require adjustment throughout the engagement.
- Environment or local situation may change quickly.
- Remain flexible during the planning and implementation phases.
- Be prepared to continually revise and adjust the way you interact with the community during any discussion or engagement.



1.4. Engagement Platoon Impacts and Outcomes on Communities

Engagement requires effective communication and sustained presence; one time or ad hoc engagements have limited impact. Two-way communication, such as dialogues and exchange of views and listening, is essential. Positive engagement can lead to long-term, sustainable relationships. This can improve the UNIBAT understanding of the community, the communities understanding of the UN mission and improve local communities' safety and security.

Mission Desirable Outcomes:

- Improve information through community interaction that exposes underlying challenges and concerns.
- Engagement activities, key leader engagements, and understanding the needs of the community provide insights into how to implement the mandate effectively.
- Potential improvement of the peace process agreement and its implementation.

Communities/Groups Desirable Outcomes:

- Individuals and groups engaged in a dialogue.
- Community feels they have something meaningful to contribute to their safety and security.
- Populations, groups, individuals are informed and educated on various issues of importance to them and are invited to participate and contribute meaningfully to find a solution.

CHAPTER 2



2. Core Functions, Mission and Tasks

The operational context and threats to civilians vary significantly between different geographic areas within a mission, but the core function, mission and tasks for UN-EP remain consistent regardless of the operating environment.

2.1. Core Functions

1. Enhanced Situational Awareness (SA)

UN-EP must be able to determine, distinguish or recognize the unique needs or concerns of the population including potential risks, vulnerable areas or marginalized groups. Data collection is achieved through observation of and engagement with the human terrain and physical environment. Observation and engagement can improve force protection and POC through better situational awareness; allowing risks, threats, and violations of UN policy or international law to be recognized and reported. Monitoring these risks can identify ‘hot spots’ that can be targeted by an increased military presence to prevent escalation of violence. Enhanced SA includes identification of security vulnerabilities, identifying vulnerable demographic groups and potential security threats to these individuals/groups.

2. Improve Relationships

Engagement with the host government, parties to the conflict and other mission partners help improve or build relationships between the UNIBAT and the local community. Building and improving relationships enables the UN-EP to better conduct its core functions.

3. Cooperative Information Sharing

Information management and sharing is key to UN-EP success. The UN-EP ensures the right information is sent to the right person or entity at the right time. This ensures appropriate action, through proper reporting processes.

2.2. Mission

The mission of the UN-EP is to enhance the SA of the UNIBAT by supporting the mapping of the human terrain (to identify vulnerable areas and at-risk populations), and to share information to advance the Action for Peace commitments in the AO. The UN-EP supports engagement planning and sustained dialogue between the UNIBAT and mission stakeholders. Collection of this data produces reports for improved UNIBAT decision-making.



2.3. Core Tasks

Observe. Observation of human terrain and physical environment. The **desired effect** is to facilitate the development of UNIBAT area of operation SA through demographic mapping, greater information fidelity and reporting, and support to early warning indicators.

- Map local communities and local groups.
- Observe and monitor areas with vulnerable and at-risk populations.
- Identify past, current and future roles, missions and structures of local leaders/major actors in communities.
- Collect data on key sites.

Engage. Engagement is the heart of the UN-EP mission. The **desired effect** is to establish a positive rapport and develop consistent and effective two-way communication between the UNIBAT Commander and mission stakeholders.

- Engage with the location population, especially women and vulnerable groups, in order to understand and communicate about their respective situation, interests, concerns, needs, potential or imminent risks and ongoing threats.
- Support the flow of information to mission partners within the AO.
- Facilitate and liaise with other mission partners.
- Establish and maintain regular contact with local communities.
- Coordinate, integrate and liaise with UNIBAT staff.

Report. The data collected through observation and engagement must be reported to all relevant mission stakeholders. The **desired effect** is to establish/maintain cooperation with the community, local/regional organizations, coordination with mission partners (internal and external to the UN) and other humanitarian actors.

- Determine and report threats.
- Determine and report indicators or violations of UN policies or international law.
- Determine and report imminent humanitarian concerns.
- Local leaders and structures.
- Determine and report the local social, economic and security situation.

CHAPTER 3



3. Employment Concept

In the peacekeeping context, "capability" is defined as the ability and readiness to deliver against a reasonable UN standard. It encompasses a combination of capacities (personnel and equipment), preparedness (organization, planning process, and training), and logistics sustainment and maintenance required to achieve the mission and implement the mandate. The UN-EP within the UNIBAT is configured to focus on integrated employment based on mission requirements. This UN-EP employment concept expands on the UNIBAM's general employment framework and will help commanders understand the structure, roles, and responsibilities for planning.

3.1. Engagement Platoon Organization

The UNIBAT needs to have a multi-faceted operational capability, resourced by the correct combination of specialized personnel and equipment.

UN-EP is to be established in each UNIBAT and remains optional in Special Forces units or contingents designated as a Quick Reaction Force (QRF) as these are designed primarily for offensive actions rather than engagement. The UN-EP Command and Control structure includes an UN-EP Commander and a Second in Command (2IC). The UN-EP Commander should be of Captain's rank, while a Senior Non-Commissioned Officer (NCO) is recommended for the 2IC post. At least one of these positions should be a woman. The UN-EP is directed to have a minimum of 50 percent women in this structure. TCCs may choose to establish platoons with more than 50 percent women; however, a balanced platoon remains optimal.

UN-EP can be made up of men and women from any branch of the military and any rank, however, teams must have the appropriate rank structure to establish a C2 hierarchy. However, they must possess the necessary military skills to operate in a field environment. UN-EP is constituted of small sections called Engagement Teams (UN-ET). UN-ET usually contain at a minimum, four (or more) personnel. For example, a UNIBAT with three infantry companies are recommended to have UN-EP of four UN-ETs and a UNIBAT with four infantry companies are recommended to have an UN-EP of five UN-ETs.

UN-EP is designed to have an extra UN-ET at the UNIBAT HQ or in reserve and can be deployed as part of a QRF, as required or to support a surge capability. The number of UN-ETs accompanying a patrol will depend on the UNIBAT Commander's understanding and planning of the operation, task and situation on the ground (operational environment analysis). However, it is recommended that there should be a minimum of two women per UN-ET.

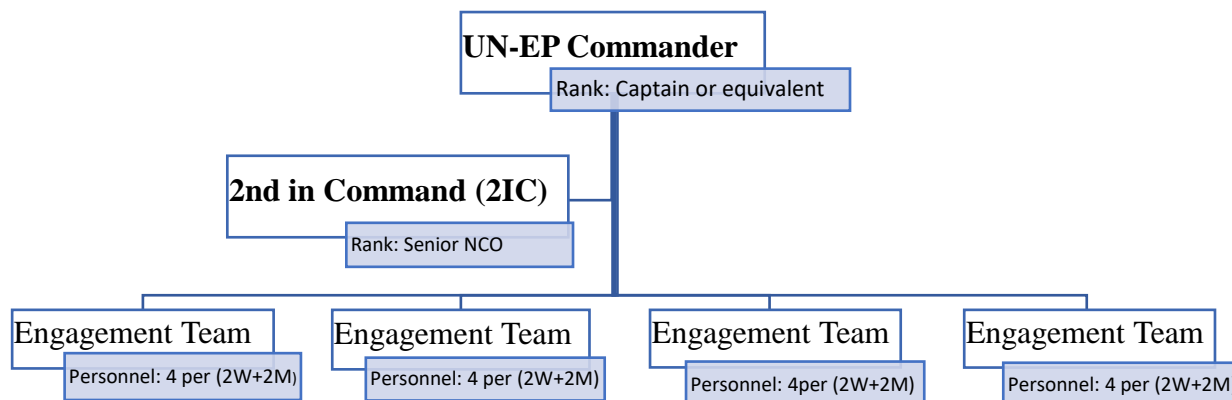


Figure 2: Recommended UN-EP Structure

3.2. Command and Control

Since the setup of the UNIBAT varies from TCC to TCC, the reporting relationship is at the discretion of the UNIBAT Commander. As per the UNIBAM, the UN-EP is embedded within the Combat Support Company. UN-ETs are normally attached to an Inf Coy to participate in planned engagement activities. UN-ETs are normally under the tactical control of the receiving Inf Coy for the period of their attachment. As per the UNIBAM, UNIBAT 2IC is responsible for overseeing the synchronization of information management, as well as to monitor and coordinate public information and media management in the AO. Placing the UN-EP within the UNIBAT HQ staff group could be optimal to best achieve the Commander's engagement objectives.

Again, the direct reporting line for an UN-EP will vary depending on the make-up of the UNIBAT. It is expected UN-CIMIC/S9 and UN-EP capabilities are coordinated. Their activities can be combined or conducted separately to provide comprehensive engagement results. UNIBAT Commanders can determine the most effective means of utilizing the UN-EP capability, either by attaching an UN-ET at the Coy level or with a UN-CIMIC section. Optimally, the UN-EP Commander would report to the UNIBAT 2IC as part of the HQ staff.

3.3. Roles and Responsibilities

This section describes the duties and responsibilities of UN-EP personnel as a part of the UNIBAT. UN-EP members develop, manage, and maintain relationships to establish a cooperative environment with the local population. UN-EP members observe, engage and report to efficiently manage information from the community to Mission Stakeholders and vice versa. This allows for the functioning of the UN-EP Information Management (IM) Cycle (see chapter 4) and ensures:

- An exchange of information with Higher HQ and horizontally at the tactical level.
- A means for the exchange of information on a reciprocal basis.



UN-EP Commander. It is recommended that the UN-EP Commander is co-located within the UNIBAT HQ staff, under the command of the UNIBAT 2IC and works in close cooperation with the UNIBAT Peacekeeping-Intelligence Office (S-2), Operations (S-3), Plans (S-5), UN-CIMIC (S-9), Military Gender Focal Point (MGFP) and Military Public Information Officer (MPIO) for coordination purposes. The UN-EP Commander retains operational control of the UN-EP in support of UNIBAT mission objectives. The UN-EP platoon commander's primary role is to coordinate UN-EP tasks in order to synchronize the UNIBAT Commander's desired engagement effects (Annex B). It is done primarily through:

- Support to the development of the UNIBAT engagement plan.
- Synchronization of the UNIBAT engagement plan with internal and external stakeholders.
- Overseeing coordination of UN-EP activities.
- Preparation and conduct of engagement briefings.
- Advising on UN-EP matters and activities.
- Managing the UN-EP information cycle.
- Participating in the UNIBAT planning process.
- Supporting liaison with Mission Stakeholders.
- Developing the UNIBAT Mission Stakeholder Engagement Matrix (MSEM) and synchronize with the Sector level.

UN-EP Second in Command (2IC). Normally co-located within the UNIBAT's operations cell for coordination purposes. The 2IC's primary role is ensuring IM of UN-EP data and coordination of UN-ET personnel activities as follows:

- Ensure available resources to accomplish platoon or team tasks, and mission requirements.
- Support the UN-EP commander and other battalion stakeholders by providing relevant information in a timely manner for decision-making purposes.
- Coordinate and conduct daily briefings to UN-ET leads and receive reports.
- Advise Ops Cell on UN-EP activities.
- Manage UN-EP IM cycle.
- Be prepared to assume roles and responsibilities of the platoon commander.
- Monitor and maintain the morale, discipline, and health of the platoon.



UN-ET Lead. In accordance with mission requirements the UN-ET lead is responsible for:

- Planning and coordinating UN-ET tasks, such as organizing regular meetings with women and youth associations or groups.
- Conducting UN-ET patrol engagement briefings and participating in patrol planning.
- Advising on engagement activities.
- Writing and delivering UN-ET reports.

3.4. Skills and Knowledge

In the selection and employment of UN-EP personnel it is important to ensure members have strong communication and relationship building skills. This is important to raising awareness and understanding among mission stakeholders and enhancing the credibility of the UNIBAT. The design of the UN-EP's own composition should be diverse to include women, men, multiple experiences, skills and background; thereby, lowering the instances of possible bias due to age, gender, culture or religious affiliation.

Valuable skills and knowledge for UN-EP members (covered in UN-EP RTP) are:

- Cross cultural and Face-to -Face communication techniques.
- Confidentiality and sensitivity when dealing with vulnerable populations and victims/survivors (CRSV, Child Soldiers, Elderly, LGBTQI+, people with disabilities etc.)
- Negotiation and de-escalation techniques.
- Working with a language assistant (LA).

3.5. Coordination with Mission Staff and Stakeholders

The UNIBAT does not work within the AO in isolation. There are multiple military and civilian agencies and organizations like World Food Program (WFP), UNICEF, grass roots governmental agencies and donors, who are also engaged in the environment. The scope of engagement activities performed by UN-EP and other military and civilian engagement actors must be closely aligned to avoid duplication and maximize the economy of effort. Key actors within the Mission Stakeholder may include:

UN-CIMIC/S9. UN-CIMIC primarily focuses on analyzing the civilian operational environment and supporting the coordination of military activities with mission stakeholders.

Military Gender Advisor (MGA), Military Protection Advisor (MPA). The Military Gender Advisor and the Military Protection Adviser are responsible for supporting the implementation of mandates on Women, Peace, and Security, CRSV, POC and child protection. These advisors



monitor and support gender-sensitive activities and the use of sex and age disaggregated data in planning and reporting processes.

UN Civil Affairs. Civil Affairs personnel are in a civilian components of United Nations peace operations that works at the social, administrative, and sub-national political levels to facilitate the countrywide implementation of peacekeeping mandates. Additionally, they support the population and government in strengthening conditions and structures conducive to sustainable peace. Close coordination through the Battalion S9, with Civil Affairs, is required to ensure UN-EP activities build upon and complement ongoing community engagement activities by other civilian substantive sections. It is paramount to deliver a coherent message and avoid duplications and community engagement fatigue amongst local stakeholders.

Some missions may have Community Liaison Assistants (CLA) potentially deployed alongside military components. They are normally managed by Civil Affairs as part of broader community engagement.

International Organizations (IO)/Non-Governmental Organizations (NGOs). Awareness of IOs and NGOs working within the UNIBAT AO and their agendas will help to support deconfliction and avoid duplication.

CHAPTER 4



4. Planning and Reporting

UN-EP personnel will be able to plan engagement activities at the tactical level and understand how to coordinate and synchronize this information to support the UNIBAT mission. Engagement planning is conducted by the UNIBAT staff, including the UN-EP Comd, to synchronize mission engagement effects across the AO.

4.1. Infantry Battalion Engagement Plan

The engagement plan can take many forms, whether as an appendix to the UN-CIMIC annex or a stand-alone Engagement annex. It is developed by the UN-EP commander with inputs from across all functions of the UNIBAT staff and is also part of the UNIBAT Planning Process. The UNIBAT should work to ensure the key messages incorporated in the Engagement Effects Table (EET) are coordinated with the G-9 at Sector HQ and/or U-9 at Force HQ by the UNIBAT S-9 utilizing mission-designated liaison processes.

The engagement plan must provide UN-ET guidance to support the coordination of engagement effects across the UNIBAT AO. At a minimum, it must include an Engagement Effects Table (EET) (Annex B) and Mission Stakeholder Engagement Matrix (MSEM) (Annex C).

The EET and MSEM require inputs from the MGFP, S-2, S-3, S-9 and MPIO as well as from the Child Protection focal point. The UNIBAT 2IC is responsible for reviewing the engagement plan for the UNIBAT Commander's approval. Once approved, the S-3 ensures all UNIBAT components incorporate the UN-EP engagement and desired effect into their planning and activities.

4.2. The UN-EP Planning Process

The engagement planning process is critical in order to tailor engagement activities to support the UNIBAT commander's goals and objectives within the AO and to support mandate implementation. The UNIBAT may be asked to provide a safe and secure environment for these mission stakeholders to conduct their tasks and activities. The UNIBAT may also provide support through UN-ET, if tasked or authorized by the FHQ/SHQ. The Engagement plan must be synchronized with the UNIBAT planning process. As the situation evolves the engagement plan must remain flexible and adaptable to changes in the environment. A well integrated UNIBAT engagement plan supports mandate objectives, POC and the “do no harm” principle. The EET and MSEM are tools that helps synchronize the effects outlined in the plan.

The UN-EP Commander and UNIBAT staff must ensure all UNIBAT engagement tasks are coordinated with the Sector and Force, per mission priorities and directives, utilizing mission-



designated liaison processes. Engagement activities should also be synced with other military assets like UNMOs, ISR Units and civilian entities of the mission, including humanitarians.

4.3. Assessing Risks and Threats

UN Peacekeeping operations must continuously assess potential risks to civilians caused by military operations, and the potential for reprisal against those engaging or cooperating with the mission. As engagement is an information driven activity, UN-EP personnel must integrate risk analysis into their observation and engagements. Employing the 'Do-No-Harm' peacekeeping principle will help to ensure the civilian population experience positive impacts from peacekeeping operations.

As part of developing a sound engagement plan, it is vital to identify risks associated with planned interactions and to propose mitigation strategies. Poorly planned or executed engagements can have a significant impact on communities and can negatively affect developed relationships. Refer to Annex F for a list of Dos and Don'ts.

When deciding whether and how to respond to a specific threat, UN-EP personnel should take into account:

- The nature of the threat and risk to the population.
- The willingness and ability of the community to respond to a certain threat.
- Possible-negative consequences of uniformed or military actions or inaction of future engagement/interactions with communities.

Common engagement risks:

- The purpose and objectives of the engagement are not clear.
- Community expectations are not properly understood or met or do not match engagement objectives.
- Adequate time is not given to conduct effective community engagement.
- Certain groups or individuals are 'over consulted, while others are underrepresented or marginalized.
- Parts of the community may be excluded from engagement by local customs or politics or the demographic composition of the UN-EP.
- The safety and security of a vulnerable group/person may be put at risk by speaking with the UN-ET.
- Potential intimidation and reprisals resulting from lack of confidentiality.

4.4. Engagement Activities Planning Considerations

The proper planning for engagement activities must look beyond high influence individuals or groups and consider participation fringe demographics and groups that can or will



impact the overall operational picture. Engagement planning should incorporate and remain sensitive to gender, diversity, and culture.

The following should be considered:

- Ethical principles and responsibilities should be followed in all interactions.
- UN-EP observations and engagement within local communities may reflect perceptions, needs, and concerns captured in UN-ET reporting.
- Separate consultations with different individuals, groups or identities should be undertaken (e.g., youth, elders, women, vulnerable groups informal or ad-hoc community leaders).
- Safety and security should be considered when conducting individual consultation with vulnerable populations, witnesses and survivors/victims.
- Confidentiality must be considered.
- Is the engagement at the right level for the UN-ET or should it be referred to the UN-EP Commander to staff within the UNIBAT.
- Respect and observe local structures, representatives and community.
- Ensure your observations, engagement and reports are comprehensive and inclusive.
- Disaggregate data should include age, gender, ethnicity, religion, etc., and when relevant, include the context, conflict, or planned intervention.
- Different groups may have multiple roles within the community and may provide early warning and prevention mechanisms.
- Understanding the level of influence and capacity of individuals or groups may have in decision-making.

Given the importance of social dynamics, the engagement plan must be flexible so an UN-ET can account for rapidly changing dynamics among stakeholders. The plan must be detailed enough that the UN-ET can execute required tasks, but not so rigid that small changes to the civil environment prevents the team from achieving desired effects. A flexible plan manages risks, addresses issues as they arise, and creates more focused, meaningful engagement opportunities.

Planning must also incorporate feedback mechanisms that will be used. **It is essential to provide timely and meaningful feedback to the community about their inputs and contributions.** Follow up feedback and reporting back ensures communities feel their contributions have made been considered and made a difference. This, in turn, encourages future engagement and participation.

4.5. UN-EP Information Management (IM)

The following section is a recommendation or can be read in parallel with TCCs IM processes. IM is the systematic ordering, processing and channeling of information within the UNIBAT. It is recommended the UN-EP must ensure IM remains a primary focus in the execution of their duties for the purpose of fostering information sharing to support well-informed decision making. The UN-EP IM provides the UNIBAT Commander with timely and accurate information to develop COAs, risk reduction or mitigation measures, and proper engagement planning.

UN-EP Information Management:

- Is **NOT** an intelligence activity. UN-EP data can be shared with the S2 for **THEIR** analysis.
- Should be a disciplined and consistent approach.
- Records previous engagements informing and enabling future interactions.
- Can identify gaps, needs and measures of progress in support UNIBAT objectives.
- Supports all UNIBAT operations.
- Allows information sharing with mission stakeholders in accordance with UNIBAT processes.

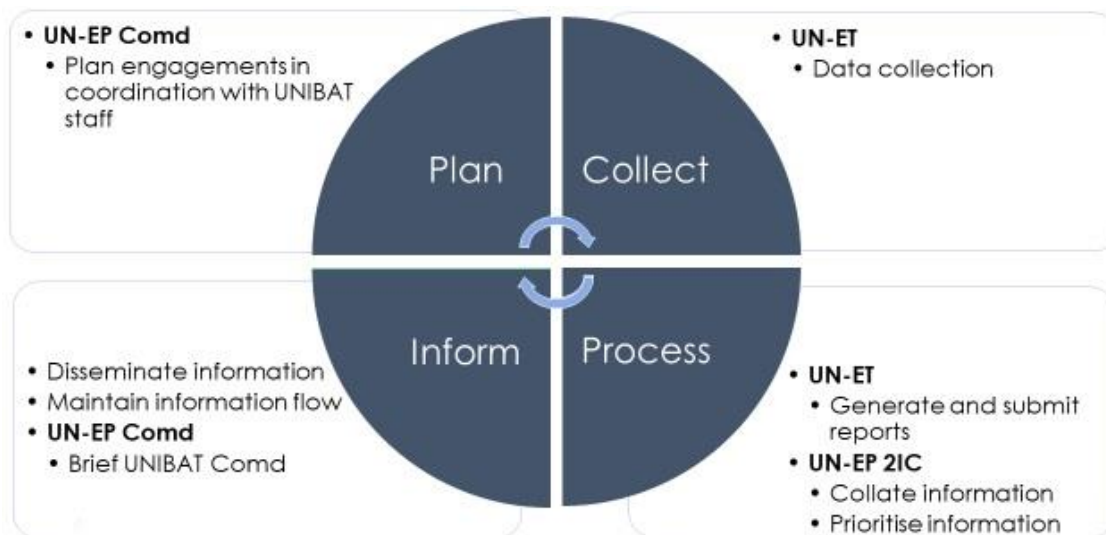


Figure 3: Illustration of a possible UN-EP Information-Management Cycle

CHAPTER 5



5. Training and Evaluation

It is a TCC responsibility to ensure UN-EP personnel are adequately trained in required individual and collective military skills. UN-EP personnel are critical enablers who require specialized training and skillsets. UN-EP RTP will be required for all personnel identified to work as part of an UN-EP and includes skills such as communication techniques and engagement planning and execution. The UNIBAT can benefit from aspects of the training as all personnel conduct engagements throughout the execution of their tasks while deployed on peacekeeping missions.



TCCs are required to formally evaluate and certify their UN-EP as part of the UNIBAT self-certification exercise before deployment and for each rotation. The TCC certifies that its UN-EP personnel and units are operationally ready to deploy and implement all required mandated tasks.

5.1. EP Training Courseware Structure and Overview

The UN-EP RTP is a technical package, organized in a balanced structure based on a progressive series of three modules.

Module 1 – Conceptual Framework. Module 1 provides an overview of the conceptual framework related to the UNIBAT UN-EP operating in a UN PKO to support and contribute towards the successful achievement of the Mandate. It also examines UN-EP support to the POC strategies, their contributions, and characteristics of the peacekeeping environment and how the UN-EP fits into the UNIBAT.

Module 2 – Legal Framework.

Module 3 – Operational Framework. Module 3 provides a practical approach and methodology to engagement strategies focused on the tactical level.

5.2. Evaluation Process

The UNIBAM defines the purpose of evaluation as *"designed to enhance the UN Infantry battalion evaluation methodology by building awareness of military skill validations during PDVs and in-theatre evaluations."*² The UN has three different phases of evaluation: Operational Readiness Assurance (ORA), Pre-Deployment Visits, and in Mission Evaluation.

² UNIBAM, Chap 6, page 83



Operational Readiness Assurance (ORA) Policy: ORA is designed to ensure that deploying units can perform as a UN Infantry battalion.

Pre-Deployment Visits: PDVs offer independent readiness validation before a contingent's deployment to the Mission area.

In Mission Evaluation: Evaluations of each UNIBAT will be done in Mission Evaluations which encompass the UN-EP.

Definitions and Key Terms



Child refers to a human being below the age of 18 years.

Conflict-Related Sexual Violence refers to rape, sexual slavery, forced prostitution, forced pregnancy, forced abortion, enforced sterilization, forced marriage and any other form of sexual violence of comparable gravity perpetrated against women, men, girls or boys that is directly or indirectly linked (temporally, geographically or causally) to a conflict. This link with conflict may be evident in the profile of the perpetrator (often affiliated with a State or non-State armed group), the profile of the victim (who is frequently a member of a persecuted political, ethnic or religious minority), the climate of impunity (which is generally associated with State collapse), cross-border consequences (such as displacement or trafficking in persons) and/or violations of the terms of a ceasefire agreement.

Culture is defined as a shared set of traditions, belief systems, and behaviors. Culture is shaped by many factors, including history, religion, identity, language, and environment and evolves in response to various societal pressures and influences. It is further shaped by family, clan, tribe, and other social groups. Culture can also be defined as a set of rules or standards shared by members of a society that, when acted upon by the members, produce behaviors other members find acceptable.

Do No Harm Principle refers to the fundamental obligation not to expose any victim of abuses, witnesses and other cooperating persons to harm or suffering, either physical or psychological.

Engagement is the interaction of the UN Inf Bn with representatives of the population and other government and non-government actors within the AO to improve cooperation, and reporting. The intent of military engagement is to deconflict military activities with those of other actors in the AO, ensure the military does not negatively impact the local population and other actors, and that military operations are not affected by the activities of others.

Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context, as are other important criteria for socio-cultural analysis including class, race, poverty level, ethnic group, sexual orientation, age, etc.



Gender Analysis is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situation or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.

Gender Mainstreaming refers to a process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programs in all political, economic and social spheres, such that inequality between men and women is not perpetuated.

Gender Norms are ideas about how men and women should be and act. We internalize and learn these “rules” early in life. This sets-up a life-cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identity generally conforms, within a range that defines a society, culture and community at that point in time.

Gender Parity is another term for equal representation of women and men in a given area, for example, gender parity in organizational leadership. Working toward gender parity (equal representation) is a key part of achieving gender equality, and one of the twin strategies, alongside gender mainstreaming.

Gender Perspective is a way of seeing or analyzing the impact of gender on people's opportunities, social roles and interactions. This way of seeing is what enables one to carry out gender analysis and subsequently to mainstream a gender perspective into any proposed program, policy or organization.

Protection of Civilians (POC) is the legal responsibility of the host government. However, POC remains a critically important task, sometimes specified, always implied, in peacekeeping missions. In many peacekeeping missions, all necessary means, up to and including the use of deadly force, are authorized to prevent or respond to threats of physical violence against civilians. These tasks and authorities are found in the Mission Mandate, Rules of Engagement (ROE), CONOPS and SUR.

Protection is the state of being protected; preservation from injury or harm a thing, person, or group.

Security is freedom from, or resilience to potential harm caused by others.

Sex refers to the biological characteristics, which define humans as female or male. These sets of biological characteristics are not mutually exclusive as there are individuals who possess both, but these characteristics tend to differentiate humans as males and females. Sex is usually constant whilst gender roles can change over time and in different social contexts.



Sex and Age Disaggregated Data For a gender analysis, all data should be separated by sex in order to allow differential impacts on men and women to be measured. Sex disaggregated data is quantitative statistical information on differences and inequalities between women, men, girls and boys.

References



Normative or superior references

- DPO Ref. 2020.01 United Nations Infantry Battalion Manual, January 2020
- United Nations Security Council Resolutions on the Protection of Civilians: 1265 (1999), 1270 (1999), 1296 (2000), 1674 (2006), 1894 (2009), 2145 (2014), 2222 (2015), 2286 (2016), 2417 (2018), 2475 (2019)
- United Nations Security Council Resolutions on WPS: 1325 (2000); 1820 (2008); 1888 (2009); 1889 (2009); 1960 (2010); 2106 (2013); 2122 (2013); 2242 (2015); 2467 (2019); 2493 (2019) and 2538 (2020)
- ST/SGB/1999/13 Observance by United Nations forces of international humanitarian law
- ST/SGB/2003/13, Special measures for protection from sexual exploitation and sexual abuse
- Human rights due diligence policy on United Nations support to non-United Nations security forces, A/67/775 (2013)
- United Nations Policy on the Protection of Civilians in United Nations Peacekeeping (2019)
- DPO Handbook on the Protection of Civilians in United Nations Peacekeeping (2020)
- OHCHR/DPKO/DPA/DFS Policy on Human Rights in UN Peacekeeping Operations and Political Missions (2011.20)
- DPKO/DFS/DPA Policy on Child Protection in United Nations Peace Operations, 1 June 2017
- DPO/DPPA Manual for Child Protection Staff in United Nations Peace Operations, 2019
- DPO/DPPA/OHCHR/SRSG-SVC Policy on United Nations Field Missions: Preventing and Responding to Conflict-Related Sexual Violence, December 2019
- DPO/DPPA/OHCHR/SRSG/SVC United Nations Handbook for United Nations Field Missions on Preventing and Responding to Conflict-Related Sexual Violence, 2020
- DPKO/OHCHR Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces, Guidance Note and text of the Policy, 2015

Related procedures or guidelines

- UN Guideline, “Protection of Civilians: Implementing Guidelines for Military Components of United Nations Peacekeeping Missions”, February 2015.
- DPKO/DFS Policy on Gender Responsive United Nations Peacekeeping Operations (2018.01)
- DPO Gender Equality and Women, Peace and Security Resource Package
- Specialized Training Material (STM):
 - UN Infantry Battalions UNIBAT
 - UN Comprehensive Protection of Civilians Training Materials (CPOC) for Military Units
- Reinforced Training Materials:



- Engagement Platoon RTP
- Comprehensive Protection of Civilians (CPOC) for UN Military
- Child Protection for UN Military

Other related references

- Reports of the Secretary-General on the protection of civilians in armed conflict: (S/2016/447), (S/2017/414), (S/2018/462), (S/2019/373), (S/2020/366), (S/2021/423), (S/2022/381)

Annexes

Annex A: Example - Contribution of UN-EP in the UN-MDMP

(planning coordination is conducted with the entire staff)

| Step | UN-MDMP | UN-EP Planning Considerations & Contributions |
|----------------|---|---|
| 1. Initiation | <p>Analysis of the Operational Environment</p> <p>Area of Operations Analysis (AOA)</p> | <p><u>Considerations/tools for analysis:</u></p> <p>Updated gender inclusive village assessment template (Annex D)</p> <p>Human terrain trace/overlay</p> <p>Listing and confirmation of civil actors in UNIBAT AO</p> <p>Identify civil actors who influence events and activities in the AO</p> <p>Identify areas of interest and areas of influence for a community</p> <p>Identify knowledge gaps to generate Information Requirements</p> <p>Current Civil actions (i.e., fleeing/ arming/ hiding)</p> <p>Humanitarian assistance considerations and concerns (i.e., access to communities, humanitarian assistance needs and activities)</p> <p>Cultural/economic events and their impact (i.e., religious holiday or harvest)</p> <p>Key Leader Engagement Matrix (Annex B)</p> <p>All data collected by the UN-EP is to support the S-2</p> |
| 2. Orientation | <p>Mission Analysis</p> <p>Identify and analyze tasks</p> <p>Identify and analyze constraints and restrictions</p> | <p>Detailed UN-EP Estimate process</p> |



| | | |
|---------------------|--|--|
| | Identify and analyze critical facts and assumptions | |
| 3. COA Development | Course of Action Development Center of Gravity Develop CONOPS | UN-EP Considerations for each COA |
| 4. Plan Development | Course of Action Analysis -Comparison and Selection Develop and Coordination Plan Operation Order issue | KLE matrix and Engagement Effects Table |
| 5. Plan Review | Decision and Production of Operation Order Plan Review/Evaluation Updated Plan | UN-EP Inputs to UN-CIMIC Annex, Frag O or New Op/Branch Plan |

Annex B: Example Engagement Effects Table – for UNITED NATIONS ASSISTANCE MISSION IN CARANA (UNAC)

| ENGAGEMENT EFFECTS (EE) | ENGAGEMENT OBJECTIVES (EO) | INFORMATION REQUIREMENTS(IR) | MISSION STAKEHOLDER (MS) | KEY MESSAGES (KM) |
|---|---|--|--|--|
| <p>EE1. Inform internal and external mission stakeholders of UNACs purpose and objectives</p> <p>EE2. Increase open communication with Mission Stakeholders</p> <p>EE3. Support the legitimacy of rule of law and human rights</p> <p>EE4. Support freedom of movement in the AO</p> <p>EE5. Local Nationals feel safe to remain, or return to their homes</p> <p>EE6. Increase communication with vulnerable populations particularly women in the AO, (children, IDPs, elders, LGBTIQ+,</p> | <p>1. Increase Local National cooperation with UNIBAT</p> <p>2. Increase sharing of information between Local National and UNIBAT</p> <p>3. IDPs feel safe to return to their homes</p> <p>4. Increase reporting of Human Rights violations particularly against vulnerable populations (women, children, IDPs, elders, LGBTIQ+, and people with disabilities)</p> <p>5. Local Nationals trust UNAC</p> | <p>IR1. Pattern of Life changes</p> <p>IR2. Predominance of an ethnic group</p> <p>IR3. Presence of religious groups</p> <p>IR4. Presence of political groups</p> <p>IR5. Presence of belligerent groups</p> <p>IR6. Changes of leadership in local areas</p> <p>IR7. Changes to local security posture</p> <p>IR8. Local levels of intoxication</p> <p>IR9. Predominance of a particular gender</p> <p>IR10. Changes to local access to health care</p> <p>IR11. Child numbers in schools (girls and boys)</p> <p>IR12. CRSV indicators</p> <p>IR13. Child Protection indicators: six grave</p> | <p>AA1. General CARANA Population</p> <p>AA2. Local community leaders, and political institutions</p> <p>AA3. Local ethnic groups</p> <p>AA4. Local community groups</p> <p>AA5. Local religious leaders</p> <p>AA6. Local level IO/NGO staff</p> <p>AA7. Local businesses</p> <p>AA8. Local media</p> <p>AA9. Police</p> <p>AA10. IDPs</p> <p>AA11. Vulnerable populations (women, children, elders, LGBTIQ+, and people with disabilities).</p> <p>AA12. Local Belligerent forces</p> <p>RESTRICTED STAKEHOLDER. On</p> <p>UNIBAT Comd AUTH</p> <p>AA13. National or International level IO/NGO staffs</p> <p>AA14. International Media (PIO to Coordinate)</p> | <p>KM1. UNAC is here under the invitation of the CARANA Government and acting under a legitimate mandate of the United Nations</p> <p>KM2. UNAC resolve is strong and committed to the establishment of peace</p> <p>KM3. UNAC is here to set the conditions for Mission Stakeholders to deliver humanitarian assistance</p> <p>KM4. Compliance with the Kalari Treaty and rule of law is the best interest for all Caran’s</p> <p>KM5. Peace, prosperity and the rule of law are cornerstones of good governance</p> <p>KM6. Acts of violence, threats and other lawlessness in CARANA committed by any parties will be investigated and brought to justice</p> |



| | | | | |
|--------------------------------------|---|------------------------------------|---|--|
| <p>and people with disabilities)</p> | <p>6. Mission Stakeholders have freedom of movement</p> | <p>violations against children</p> | <p>AA15. National or International level UN Mission Stakeholder staffs AA16. Provincial and National politicians, and staff</p> | <p>KM7. Children are our future and need to be protected from violence and conflict KM8. Violence by illegal groups or any other groups impedes the path to peace</p> <p>THEMES TO AVOID KM9. UNIBAT implying that the mission is the primary provider of security KM10. Topics that dispute the impartiality of the mission KM11. Blaming one group for threats to/attacks on civilians when there is more than one entity perpetrating violence against civilians KM12. Speculation on the outcome of human rights or other investigations KM13. Comments on the national policy of other UN troop contributing countries</p> |
|--------------------------------------|---|------------------------------------|---|--|

Annex C: Mission Stakeholder Engagement Matrix (MSEM) Example (fictional)

| Reference Number | LAST NAME | FIRST NAME | POSITION | MEETING LOCATION | UNIBAT CONTACT | DESIRED OUTCOME (from the Engagement Effects Table) | LAST MEETING |
|------------------|-----------|------------|------------------|------------------|----------------|--|--------------|
| 1 | TEEHERI | Mussafah | TERENI Elder | His office | UN-EP Tm 1 | EE2, EE5, EO1, EO5, Understand escalating situation – Get support for UN | Mar 16, 2022 |
| 2 | CARNITA | Rona | Camp LORA Leader | Camp LORA | UN-EP Tm 2 | EE5, EO4, need increased security to protect children | Mar 3, 2022 |
| 3 | ZED | unknown | Community leader | NEHERI, LEPPKO | UN-EP Tm 3 | EE5, EO1, EO3. Understand security situation | Mar 7, 2022 |

Annex D: Example Gender Inclusive Village Assessment

Section One: *Basic information, include your name (Assessor) and the DTG of the report. Coordinates should be map grid.*

| | | |
|---------|-------------------|--------------|
| Sector: | Village: | Coordinates: |
| Coy/Pl: | Name of Assessor: | DTG: |

Section Two: *Road access in summer/dry season and winter/rainy season. Can vehicles access the area or do people need to travel on foot?*

| Road access: | Car: | 4WD: | Heavy Truck: | | Road access: | Car: | 4WD: | Heavy Truck: |
|--------------|------|------|--------------|--|--------------|------|------|--------------|
| Summer/Dry | Y/N | Y/N | Y/N | | Winter/Rainy | Y/N | Y/N | Y/N |



Section Three: *Who makes up the population? How many people are local, returnees, IDPs or refugees? If they are IDPs or refugees, why are they unable to return home?*

| Current Population | | Work age Men (19-60) | Work age Women (19-60) | Girls (0-18) | Boys (0-18) | Elderly Women (60+) | Elderly Men (60+) |
|--|----------|-------------------------|----------------------------------|-----------------|----------------|------------------------|----------------------|
| | Local | | | | | | |
| | Returnee | | | | | | |
| | IDPs | | | | | | |
| | Refugee | | | | | | |
| # of IDPs/Refugee | Sector | Village | What is preventing their return? | | | | |
| 66 IDPs | | | | | | | |
| 51 Refugees | | | | | | | |
| | | | | | | | |
| <p>Constraints to Return: transport; house damaged; house occupied; village empty; general insecurity; sexual and gender-based violence; kidnap of boys, girls, women or men; violence and killing of men, women, boys or girls; fear of other ethnic groups; access to food and basic needs; healthcare; education; water; electricity; other (please state)</p> | | | | | | | |



Section Four: *Who are the community leaders? This section can be customized as appropriate.*

| | | | | |
|----------------------------|-------------|---------|---------------|-------------|
| Community leaders present: | | CLA | Mayor/Elder | Women's Org |
| | Name: | | | |
| | Tele: | | | |
| | Imam/Priest | Teacher | Health Worker | NGO |
| Name: | | | | |
| Tele: | | | | |
| | Other | Other | Other | Other |
| Name: | | | | |
| Tele: | | | | |

Section Five: *Is the village/area a distribution or supply hub for humanitarian aid? What villages do they support?*

| | | | | | | | |
|------------------------------|--|-------|---------------|-------------|--|-------|-------|
| Hum. Aid Storage/Dist. (Y/N) | Who is responsible for distribution? | | | | Local warehouse/storage facility? | | |
| | NGO | Mayor | Mosque/Church | Host Nation | Y/N? | Type: | Size: |
| Distribution hub? | Does the village store Humanitarian Aid for other locations? Y/N | | | | If yes, which villages receive assistance: | | |



Section Six: *Infrastructure examines electricity, communication, water/sanitation, health, education, and damages to homes/buildings*

| Electricity: | | Working? | Y/N or Intermittent | | | If intermittent, how many hours per day? | | |
|-------------------------------|----------------|-------------------|----------------------|----------------|------------|--|--------------|----------------|
| Communication: | | Fixed phone | Mobile | Radio | TV | Public address | Printed | Posters |
| Yes or no: | | | | | | | | |
| How many homes | | | | | | | | |
| Access for men | | | | | | | | |
| Access for women | | | | | | | | |
| Water & Sanitation | | % of houses using | Distance to | Current Status | | Perceived Water: | | |
| | | | | Quality | Quantity | | | |
| | | | Working/Damaged | Good/Bad | Enough/not | | | |
| Wells | | | | | | | | |
| Springs | | | | | | | | |
| Piped | | | | | | | | |
| Other | | | | | | | | |
| Health | Daily Consults | Working? | Number of personnel? | | | Distance to: | Drugs/Equip. | Water/ Hygiene |
| | | | Doctors | Nurses | Medics | | | |
| Hospital | | | | | | | | |
| Clinic | | | | | | | | |
| Transport | | | | | | | | |



| Education | School functioning: | | Y/N | Distance to: | Number of: | | | |
|---|----------------------------|--|-------|--------------|------------|---------|-------|-------|
| | Equipped: | | Y/N | | Classrooms | Teacher | Boys | Girls |
| | | | | | | | | |
| | | | | | | | | |
| Damage to houses | Total number of houses: 75 | | Cat 1 | Cat 2 | Cat 3 | Cat 4 | Cat 5 | |
| | | | | | | | | |
| <p>Category 1 is no or incidental damage. Category 2 is broken windows and door hinges or locks and roof tiles; cut-off from water or electricity; can be repaired. Category 3 is up to 30% roof damage; light shell or bullet impact to walls; partial fire damage; can be repaired. Category 4 is over 30% roof damage; severe fire damage; needs new floor; doors and windows destroyed; all piping and wiring destroyed. Category 5 is destroyed; needs reconstruction; cannot be repaired.</p> | | | | | | | | |



Section Seven: *Incidences of Human Rights Violations and Abuses. Types of incidents can include: CRSV, kidnap, attack on village, attack on individual in or out of village. Please provide additional details if available.*

| | | | | | | | | |
|-------------------------|--|--|--|--|--|--|--|--|
| Date: | | | | | | | | |
| Location of incident: | | | | | | | | |
| # of civilians involved | | | | | | | | |
| Sex/Age of victim | | | | | | | | |
| # of aggressors | | | | | | | | |
| Sex/age of aggressors | | | | | | | | |
| Aggressor ID | | | | | | | | |
| Aggressor Location | | | | | | | | |

Annex E: Sample descriptions of patrol posture.

| Category | Description | Characteristics |
|------------------|--|---|
| Very Open | <ul style="list-style-type: none"> - Soldiers behave as they would within their own community. - Friendly demeanor is encouraged, including engaging in conversation, smiles, laughter, offers of assistance and economic activity. - Weapons, if carried, are holstered or slung to the rear. Force Protection (FP) measures are minimal; body armor, helmets and ballistic eyewear are available in vehicle, but not carried or worn. | <ul style="list-style-type: none"> - Demonstrate trust - Creates gratitude - Demonstrate stability - Demonstrate security - Perception of military occupation is minimal, neighbor like. - Encourages locals to reciprocate with UN forces (collaboration) - High perception of “life as normal” |
| Open | <p>Encouraging.</p> <ul style="list-style-type: none"> - Soldiers behave as they would as tourists in a very foreign land. Cautious but curious, interested in meeting new people and making friends. - FP measures are reduced, helmets and ballistic eyewear are carried, not worn, weapons are in forward sling or at low port. | <ul style="list-style-type: none"> - Creates trust - Demonstrate respect - Demonstrate security - Perception of confidence - Perception that soldiers are morally “on their side” - Encourages locals to reciprocate with UN Forces - UN Forces perceived as easy target - Combat readiness is medium |
| Neutral | <p>Cold Professional.</p> <ul style="list-style-type: none"> - Soldiers behave like highway police or referees. They remain courteous and polite but will not initiate open conversation. - Soldiers will answer requests in a polite manner but will keep conversation to a minimum and return to conducting tasks as quickly as possible. | <ul style="list-style-type: none"> - Creates respect - Demonstrate professionalism - Demonstrate force - Demonstrate focus on task - Demonstrate impartiality - Perception of professional military force that may be in place for a sustained period of time whether it is wanted or not. |



| Category | Description | Characteristics |
|--------------------|--|---|
| | <ul style="list-style-type: none"> - Tasks are executed with limited interaction, mainly to minimize civilian interference. Threat of force will only be used as last resort - FP measures are normal. Helmets and clear-lens ballistic eyewear are worn; weapons at low port or in forward sling, presence of armored vehicles. | <ul style="list-style-type: none"> - Discourages locals from interfering with military operations - UN Force perceived as medium target. |
| Closed | <p>Threatening.</p> <ul style="list-style-type: none"> - Soldiers behave like a bodyguard protecting a VIP in the middle of a hostile crowd; impression of pre-combat tension. - Short, direct commands are used, with escalation until obedience. FP measures are high; helmets and dark lens ballistic eyewear are worn. - Weapons held at high port or ready position. Soldiers are mounted in armored vehicles or in firing positions. | <ul style="list-style-type: none"> - Creates fear; - Demonstrate strength - Demonstrate zero tolerance - Perception of military force resolved to seek out and defeat an enemy - Deter interference with ops - Non-Combatants will leave AO. - UN Force perceived as hard target |
| Very Closed | <p>Over-Powering.</p> <ul style="list-style-type: none"> - Soldiers behave like they are clearing an objective. Civilians are considered as a potential threat. - Commands are given loudly, obstacles are moved out of the way, and people are thrown down. - FP measures are high; helmets and dark lens ballistic eyewear is worn. Weapons at high port or ready position. Soldiers are mounted in armored vehicles or moving in cover. | <ul style="list-style-type: none"> - Creates panic, obedience and resentment. - Demonstrate determined resolve - Demonstrate combat capability - Perception of military force as an occupier and dominator - Locals will flee the area if possible. - UN Force perceived as hard target |