POC MANDATE VS THE INHERENT UN PRINCIPLE OF NON-CLANDESTINE INTELLIGENCE; USE OF CLANDESTINE METHODS IN EXTREME CASES TO PREVENT MASS ATROCITIES OR TERRORIST ATTACKS

- Accountability for Crimes against UN Peacekeepers

ARMED GROUPS, TERRORISTS/REBELS DE-EXTREMISATION AND DDR PROGRAMS, THE NECESSITY OF A MORE COMPREHENSIVE APPROACH

- Community oriented policing in post-conflict settings
THE CoESPU COMPOUND MEMORIAL
Dear CoESPU Magazine Readers,

During the last quarter we have continued to deliver several courses, including the Train of Trainers Course for Niger Gendarmerie Squadron units, the 10th UN Core Pre-Deployment Training Material course, the 15th Gender Protection course, the 4th Child Protection course and the 13th Training Building course.

Moreover, we hosted the United Nations Training of Trainers Course for the new Specialized Training Materials for United Nations Police (UNPOL STM 2021), which paved the way for the United Nations Certified Instructor Development Course for the job specific training programs on Police Monitoring, Mentoring and Advising (MMA), Community-Oriented Policing (COP) and Police Capacity-Building and Development (CBD).

As per a well-established tradition, we have also hosted the 9th FPU Coordinators Workshop attended by UNPOL senior officers deployed to MINUSCA, MINUSMA, MONUSCO and UNMISS field missions.

But our activities certainly did not stop there! We also organized the third Stability Policing Day, where CoESPU, European Gendarmerie Force and NATO Stability Policing Center of Excellence have come together to share their experiences, studies, lessons learned, and ongoing activities to consolidate the Stability Policing Hub.

On the 22nd of May, I was hosted at the U.S. Army War College at Carlisle Barracks, Pennsylvania, where I gave a lecture on “The Stability Policing Mission: Rebuilding Domestic Police for Lasting Civil Order” within the elective course titled “Peace Operation: Future Concepts, Near-Peer Competition, and Cross-Cutting Topics”. This was in cooperation with the U.S. Peacekeeping and Stability Operations Institute (PKSOI). CoESPU and PKSOI share a deep and enduring relationship, which was further strengthened last December with the signing of the “Joint Statement on Cooperation”.

In this quarterly issue of “The CoESPU Magazine”, you will find, among the others, an outstanding article written by Carabinieri Colonel Giuseppe De Magistris, NATO Stability Policing Center of Excellence Director and my appointed successor at the helm of CoESPU, entitled “A proposal for a NATO High-Readiness Constabulary Force” where he offers a comprehensive exploration of modern security challenges such as hybrid threats, the crime-war overlap as well as terrorism and insurgency, and how the establishing of a High-Readiness Constabulary Force would be particularly appropriate in dealing such threats.

Stéphane Jean, Judicial Officer and Mission Coordinator in the Office of Rule of Law and Security Institutions of the United Nations Department of Peace Operations, in the article “Accountability for Crimes Against United Nations Peacekeepers” highlights the importance of addressing impunity for crimes committed against peacekeepers, even in difficult situations and how the support of the international community is essential for success, in terms of political, financial and technical support.

Dear readers, before wishing you a fruitful reading, it is with some sadness that I am announcing that my experience in leading CoESPU has come to an end. It has been seven years of hard work that has made it possible for us to achieve numerous milestones in the international scene. As for my future, fate is taking me to Kosovo, where I will be leading the EULEX mission.

What lies ahead of me will be a new, exciting challenge that comes as a capstone to my career, where the experience gained in more than 40 years will have to support me in leading such a complex civilian mission that consists of a judicial branch, which works to strengthen the Kosovar legal system and promote the rule of law in the Country, and two pillars, operational and monitoring which include, among others, a Criminal Intelligence and International Police Cooperation Unit, a Formed Police Unit, a Witness Security Unit, and a Correctional Unit. It will be a commitment that I will honour with the utmost dedication to best face the demanding task that awaits me in the Balkans, in a delicate and challenging moment.

I leave you to read this Quarterly with the motto that has always accompanied my course of action: ad maiora semper!

MG Giovanni Pietro BARBANO
CoESPU Director
The CoESPU Magazine is devoted to the publication of professional concepts and issues, research and doctrinal products developed by the Carabinieri Center of Excellence for Stability Police Units, in collaboration with other international research Centers. The Magazine addresses topics of professional, technical, operational and juridical nature in the field of Stability Policing within Peace Operations. Based on the core values of ethics, integrity, professionalism and respect for diversity, harmonically inflected and informed by the traditions of over two hundred years of Carabinieri history, the Magazine fosters Human Rights and gender mainstreaming, while seeking to enhance current police peacekeeping doctrine and promoting international police peacekeeping interoperability, cognizant of Lessons Learned and best practises. The CoESPU Magazine is constantly committed to upholding UN standards, norms, procedures and curricula, while endorsing self-sufficiency of the participating Police Contributing Countries. Consequently, its editorial policy promotes the principles of representativeness, responsiveness, and accountability, as well as effectiveness, efficiency, transparency, and accessibility, to provide the highest professional standards to build trust and legitimacy of beneficiary Law Enforcement Institutions.

DISCLAIMER: The views expressed in this journal belong to single authors and do not necessarily reflect the official policy or position of the CoESPU, the UN, The Italian Government, the Carabinieri or other nominated Institutions. Content is copyrighted where expressly indicated, but Material belongs to authors themselves. The Center of Excellence for Stabilities Police Units retains full and exclusive ownership over other magazine contents and original images. Reproduction of any part of this magazine without express written permission is strictly prohibited.
## TABLE OF CONTENTS

**DEPUTY DIRECTOR’S CORNER** ......................................................... 35
**ROLE AND VALUES OF GENDARMERIE-TYPE POLICE FORCES IN STABILISATION PROCESSES** ....................... 36
**A PROPOSAL FOR A NATO HIGH-READINESS CONSTABULARY FORCE** .......................................................... 44
**SP: A VALUABLE TOOL FOR NATO’S HUMAN SECURITY APPROACH** ................................................................. 50
**ACCOUNTABILITY FOR CRIMES AGAINST UN PEACEKEEPERS** .................................................................................. 14
**HOW RESOLUTION 1325 IS IMPACTING PEACEKEEPING MISSIONS** .............................................................................. 26
**14**
**8**
**70**
**44**
**58**

### ARMED GROUPS, TERRORISTS/REBELS DE-EXTREMISATION AND DDR PROGRAMS, THE NECESSITY OF A MORE COMPREHENSIVE APPROACH

**COMMUNITY ORIENTED POLICING IN POST-CONFLICT SETTINGS** ................................................................. 8

**POC MANDATE VS THE INHERENT UN PRINCIPLE OF NON-CLANDESTINE INTELLIGENCE; USE OF CLANDESTINE METHODS IN EXTREME CASES TO PREVENT MASS ATROCITIES OR TERRORIST ATTACKS**

**INTERNET RESEARCH RESULTS**

**HOW RESOLUTION 1325 IS IMPACTING PEACEKEEPING MISSIONS** .............................................................................. 26

**ALUMNI**

**DEPUTY DIRECTOR’S CORNER** ......................................................... 35
**ROLE AND VALUES OF GENDARMERIE-TYPE POLICE FORCES IN STABILISATION PROCESSES** ....................... 36

**IN DEPTH**

**A PROPOSAL FOR A NATO HIGH-READINESS CONSTABULARY FORCE** .......................................................... 44
**SP: A VALUABLE TOOL FOR NATO’S HUMAN SECURITY APPROACH** ................................................................. 50

**EVENTS**

**CoESPU TRAINING**

**UN TOT COURSE ON THE NEW STM FOR UN POLICE** .................................................................................. 70

**CoESPU ONSITE VISITS**

**AROUND THE WORLD**

**INTERNSHIP RESEARCH RESULTS**

**ACCOUNTABILITY FOR CRIMES AGAINST UN PEACEKEEPERS** .................................................................................. 14

**HOW RESOLUTION 1325 IS IMPACTING PEACEKEEPING MISSIONS** .............................................................................. 26

---

“The CoESPU Magazine – the online Quarterly of Stability Policing” is a stand-alone online publication. Printed copies are intended for internal use and shall not be distributed.

Published on www.coespu.org
“ARMED GROUPS, TERRORISTS/REBELS DE-EXTREMISATION AND DDR PROGRAMS, THE NECESSITY OF A MORE COMPREHENSIVE APPROACH”

“POC MANDATE VS THE INHERENT UN PRINCIPLE OF NON-CLANDESTINE INTELLIGENCE; USE OF CLANDESTINE METHODS IN EXTREME CASES TO PREVENT MASS ATROCITIES OR TERRORIST ATTACKS”
Community oriented policing in post-conflict settings: valuable endeavor or utopia?

by Boniface Rutikanga

Abstract

Community oriented policing emphasizes systematic citizenry engagements, working closely with public and private entities, to proactively address conditions that cultivate crime and social disorder. It strengthens partnerships not only between the people but also with other government and private agencies to have one “security governance” voice. Security governance is the “application of any means that will promote safe and secure places in which people live and work” (Johnston et al 2003: 71). This proactive approach provides an extra layer of security through cooperation among the police, the people, decision-makers and grassroots leaders to forge practical partnerships that address security issues through neighborhood watch and information exchange to create a crime-free society. Community-oriented policing helps to build trust, confidence, and legitimacy otherwise lost owing to the fact that in some states, law enforcements are or were part of the authoritarian regimes and institutionalized arbitrariness. To elaborate these dynamics, law enforcements and security organs in general were part of the planning, classification and execution of the 1994 Genocide against the Tutsi in Rwanda, in which more than one million people were massacred in a period of one hundred days. This article, therefore, explores the success story of community-oriented policing in Rwanda’s setting as a valuable endeavor for Rwanda National Police’s effective policing of a post-conflict society.

THE BIG PICTURE: “Police cannot achieve its mission on its own; police can only succeed when working in collaboration with citizens.” His Excellency Paul Kagame, President of the Republic of Rwanda, (RNP 17th anniversary, 2017).

Introduction

When the Rwandan Patriotic Front/Army (RPF/A) liberated Rwanda on July 4, 1994, the country had three separate forces entrusted to keep law and order. These para-military and civil defense entities included the Gendarmerie Nationale under the Ministry of Defense, the Communal Police under the Ministry of Interior, and the Judicial Police under the Ministry of Justice. The birth of Rwanda National Police (RNP) on June 16, 2000
was, therefore, aimed to create a professional police force, well-coordinated and organized to face the intense security challenges at the time.

The RNP was created with a mandate to safeguard the fundamental rights and guarantee safety and security of residents of Rwanda and their property. This is a constitutional mandate to uphold the rule of law, protect, and reassure the people with integrity. As a new policing institution with not more than 3500 total force size, it was essential to start working with the community, be accountable to them, and to protect their rights as ideals of good governance and the rule of law; it set a new course of getting everyone involved and reassured in safety and security matters, to build trust and confidence as a foundation towards Rwanda’s sustainable security and development.

"In Rwanda’s context, the proactive policing ideology is hinged on core values of justice and respect for human rights, gender sensitivity, integrity, teamwork and partnership, openness, accountability, professional conduct, efficiency and effectiveness.”

Community policing

Community Policing is a philosophy focused on police-public partnership; it is characterized by proactive approaches and activities that combine awareness campaigns in crime prevention and supporting socio-economic initiatives as a means of creating opportunities for meaningful Police-public interaction. In Rwanda’s context, the proactive policing ideology is hinged on core values of justice and respect for human rights, gender sensitivity, integrity, teamwork and partnership, openness, accountability, professional conduct, efficiency and effectiveness.

The RNP created the community policing department in order to prioritize people centred policing as a proactive approach, contrary to the reactive policing of the old order, to ensure that every citizen feels involved and reassured. In this quest, it has created in the communities over 500,000 members of Rwanda Youth Volunteers in Community Policing (RYVCP), 74,000 members of Rwanda Youth Volunteers in Community Policing (RYVCP),
bers of Community Policing Committees (CPCs) who are village leaders (the lowest level of governance), 2,500 Anticrime clubs in schools; others include Anti-Crime Ambassadors composed of musicians, media practitioners and social media influencers, among others. The majority of youth volunteers, formed in 2013, are students and have been credited for their volunteerism across the country; they support the police through anti-crime awareness with human security and community development activities; they also renovate houses for disadvantaged families, build feeder roads, create organic gardens for nutrition promotion, and plant trees in the environment protection campaign. Crucially, involving such a large number of young people around a meaningful purpose is a crime prevention strategy in and of itself. Further, the RNP has incorporated close collaboration with transporters associations, media fraternity, faith based organizations, government and pri-
Private institutions into its security governance architecture. In each of the 18,837 villages in Rwanda, there are between 5 and 10 community patrols, locally known as Irondo, who are identified and vetted by their respective communities based on their character, discipline, and trust. Furthermore, social media interaction and engagements, a police website, electronic and print publications, toll free telephone lines for emergency in partnership with Telecom Service Providers; consist channels that bring the police and the people closer in the service of a common cause through real time information sharing that facilitates a paradigm shift from fighting to preventing crime. All these community watch groups act as a force multiplier.

Human security
The ideology of community policing is part of the national community development programme. It creates a friendly and responsive engagements, and a way of giving back to the community to improve their wellbeing and promote positive attitudes towards the police. For the last 12 years, Rwanda Police initiated and organized Police Month dedicated to undertaking development activities dedicated to the welfare of disadvantaged families in various communities across the country. Since 2010, the force has donated vehicles and motorcycles to facilitate in community policing activities, constructed hundreds of houses for the vulnerable families, connected more than 10,000 households that are far from the national grid, with solar energy, to supplement the national policy of off grid rural electrification—and donated 16,000 mosquito nets as well as pay medical insurance for families that cannot otherwise afford. During this time cows are donated to vulnerable people under the national one cow-per family programme; moreover, over 14,000 cell phones are distributed to community policing partners to facilitate information flow. Indeed, Early Child Development (ECD) centres are also built in communities. Accordingly, the spirit of involvement and ownership in security matters has led to reduction in crime and greater reporting than before. Local, regional and international reports attest to these facts: The vast majority Rwandans (95.53%) feel safe and secure, according to Rwanda National
ARMED GROUPS, TERRORISTS/REBELS DE-EXTREMISATION AND DDR PROGRAMS, THE NECESSITY OF A MORE COMPREHENSIVE APPROACH
These successes have been due the visionary leadership that puts its people first and empowers authorities, including the police, to foster trust and legitimacy, realign policies with community values, prioritizing community engagements, crime reduction and prevention, and to increasingly rely on technological advancement.

“Rwandans deserve development, not hunger, bad governance and insecurity. Let us continue to work to deliver the development to our people. Every one of us must play their part. Police has contributed to bringing peace beyond our borders with professionalism. But it should start here. Rwandans must be able to take their security and safety for granted. You have been trained to ensure that this is the case.”

--- His Excellency Paul Kagame, President of the Republic of Rwanda (Police Cadet Passout, 2015).

Moreover, Rwanda was ranked 1st in Africa and 21st globally on citizens trust and reliability of police services, according to the 2014-2015 World Economic Forum-Global Competitiveness Report. Indeed, the 2018 Gallup Global Law and Order report also ranked Rwanda the second safest place in Africa.

Conclusion

Boniface Rutikanga
Assistant Commissioner of Police (ACP)
Deputy Spokesperson, Rwanda National Police

Pics source
Rwanda National Police
Accountability for Crimes Against United Nations Peacekeepers

by Stéphane Jean

Abstract:
Accountability for crimes committed against United Nations peacekeepers remains a serious challenge. While a clear policy and legal framework is in place, impunity remains largely the norm. At the same time, significant progress was made in the past five years thanks to a new momentum from Member States and the Secretariat of the United Nations. Continued engagement at the political, operational and technical levels is required to ensure the investigation, prosecution and adjudication of these cases by countries hosting United Nations peacekeeping operations, in line with Security Council resolution 2589.

Introduction
On the evening of 25 May 2015, two young military peacekeepers from Bangladesh assigned to the United Nations Organization Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) were driving their vehicle toward the Mission’s base in Bamako. While the city’s situation remained tense then, most of the attacks against MINUSMA had occurred in the northern part of Mali. Suddenly, an attacker fired at the vehicle at close range while another assailant kept watch. The driver managed to return the vehicle to the MINUSMA base, where both victims received first aid. Sadly, one of the peacekeepers died and the other suffered serious injuries as a result of this terrorist attack.

Unfortunately, this incident is not unique. Between 1948 and 5 Fe-

"ON 28 MARCH 2018, THE SECRETARY-GENERAL OF THE UNITED NATIONS LAUNCHED HIS ACTION FOR PEACEKEEPING (A4P) INITIATIVE IN RESPONSE TO THE INCREASED POLITICAL AND OPERATIONAL CHALLENGES FACED BY PEACEKEEPING OPERATIONS"
February 2023, 1,060 personnel serving in United Nations peacekeeping operations have been killed and several thousand injured as a result of malicious acts. This includes 323 killed since 2013. Very few of those responsible for such crimes have been brought to justice. This unacceptable impunity remains largely the rule. Beyond the blatant injustice to the victims and their families, the United Nations has recognized the lack of response to such crimes encourages hostile elements “to attack peacekeepers, meaning that there is a direct link between the failure to implement operations to hold attackers to account and fatalities.”

Beyond the blatant injustice to the victims and their families, the United Nations has recognized the lack of response to such crimes encourages hostile elements “to attack peacekeepers, meaning that there is a direct link between the failure to implement operations to hold attackers to account and fatalities.” As such, impunity over crimes against peacekeepers constitutes a driver of conflict and instability in the countries where missions are deployed.

While there is a clear legal basis under national and international law to investigate and prosecute crimes against United Nations peacekeepers, only limited political attention has been given to this issue in past decades. The problem tends to be exacerbated in host countries in which national institutions have been weakened by active or recent conflict.

Legal and policy basis

General

Fundamentally, the basis for the prosecution of perpetrators of crimes against United Nations peacekeepers is the national legal framework of the country hosting the mission. As such, national law enforcement, prosecutorial and judicial institutions hold primary responsibility for seeking justice, as reflected in the status-of-forces and status-of-mission agreements signed between the United Nations and host states upon establishment of the peacekeeping operation.

Of note, under the United Nations model status-of-force agreement the government of the host country “…shall ensure the prosecution of persons subject to its criminal jurisdiction who are accused of acts in relation to the United Nations peace-keeping operation or its members which, if committed in relation to the forces of the Government, would have rendered such acts liable to prosecution.”

This legal and policy framework is informed by: a) the reports of the Secretary-General on the scope of legal protection under the Convention on the Safety of United Nations and associated personnel and on the prosecution of crimes against peacekeepers; b) the annual resolutions of the General Assembly on “Safety and security of humanitarian personnel and protection of United Nations personnel”; c) the relevant recommendations of the General Assembly’s Special Committee on Peacekeeping Operations on safety and security of United Nations peacekeepers and the legal protection framework, and the General Assembly resolutions endorsing such recommendations; and d) relevant resolutions and Presidential Statements of the Security Council.

It should particularly be noted that under the Convention on the Safety of United Nations and associated personnel, States parties have committed to submit such cases without undue delay to their competent authorities for the purpose of prosecution in accordance with the law of the concerned State, except in cases of extradition. However, very few of the countries hosting or having hosted United Nations peacekeeping operations are parties to this instrument.

Declaration of Shared Commitments on Peacekeeping Operations
On 28 March 2018, the Secretary-General of the United Nations launched his Action for Peacekeeping (A4P) initiative in response to the increased political and operational challenges faced by peacekeeping operations. This resulted in the Declaration of Shared Commitment on UN Peacekeeping Operations, launched on 16 August 2018; the Declaration constitutes a set of mutually agreed principles and commitments between Member States and the United Nations Secretariat to ensure that peacekeeping operations “are fit for the future”\(^1\). Under paragraph 11 of the Declaration, Member States condemned “…in the strongest terms all acts of violence against UN personnel”\(^1\), as well as any attempts to commit such acts, which may constitute war crimes” and “…to take all appropriate measures to bring to justice perpetrators of criminal acts against UN personnel”. More than 150 Member States have endorsed principles, including almost all currently hosting peacekeeping operations\(^2\).

In March 2021, the Secretary-General launched the Action for Peacekeeping+ (A4P+) initiative with a view to focusing on key priorities that are designed to be catalytic and enhance the missions’ impact\(^1\). One of the seven priorities under this agenda is accountability to peacekeepers, with one result aimed at the prevention, investigation and prosecution of crimes against peacekeepers. This objective is informed by two key strategic and measurable deliverables in this regard and three indicators for the period 2021-2023\(^1\).

Security Council resolution 2589

On 18 August 2021, the Security Council unanimously adopted resolution 2589 on strengthening accountability for crimes committed against peacekeepers. This landmark document, adopted by the Council under the presidency of India, was the first resolution of this body dedicated to this issue. Sponsored by 84 Member States, and unanimously adopted by the Council, the resolution calls for a renewed focus on measures to bring to justice the perpetrators of acts of violence against United Nations personnel serving in peacekeeping operations.

In this document, the Council specifically called on “Member States hosting or having hosted United Nations peacekeeping operations, to take all appropriate measures, in accordance with their national law, and international law, as applicable, to bring to justice perpetrators of the killing of, and all acts of violence against United Nations personnel, including, but not limited to, their detention and abduction”\(^1\). The Council also recognized “…the need to enhance support to Member States hosting United Nations peacekeeping operations, to take all appropriate measures, in accordance with their national law, and international law, as applicable, to bring to justice perpetrators of the killing of, and all acts of violence against United Nations personnel, including, but not limited to, their detention and abduction”\(^1\). It also called for the establishment a comprehensive online database of cases related to the killing of, and all acts of violence against, United Nations personnel serving in peacekeeping operations, as well as for enhancing the partnership between the United Nations and regional as well as subregional organizations,
to provide capacity building assistance to host States in this regard.

**Operational aspects**

**Overview**

While the above-mentioned legal and policy framework makes it abundantly clear that accountability for these crimes is a legal and moral obligation for the international community, there are several significant constraints on the achievement of this objective. There is no detailed information available at this stage on progress made in the investigation, prosecution and adjudication of such cases, except specifically in instances of fatalities resulting from malicious acts in the Central African Republic, the Democratic Republic of the Congo and Mali since January 2013. Those three missions account for more than 80% of all such fatalities across peacekeeping operations in the past 10 years.

In terms of convictions by national courts, overall results in these three countries since 2013 can be summarized as follows: 6 individuals convicted in the Central African Republic in January and February 2020 in relation to the killing of 12 peacekeepers; 9 individuals convicted in March 2021 in Mali for the killing of 1 peacekeeper and another individual in January 2023 in relation to the killing of 3 peacekeepers; and 50 individuals convicted in the Democratic Republic of the Congo in relation to the killing of 2 United Nations experts. Overall, convictions have been secured in only 15 cases of fatalities resulting from malicious acts since January 2013 in the three countries (i.e. approximately 6% of the 271 fatalities for this period). Unfortunately, impunity remains the norm.

At the same time, significant progress has been made since 2019 in the form of increases in the number of alleged perpetrators identified and detained in the three countries in question and in the percentage of cases with confirmed national investigations. The number of convictions is therefore also expected to increase significantly in the future.

While the data beyond that on fatalities as a result of malicious acts since 2013 in these three missions is currently lacking, the Secretariat is undertaking a phased comprehensive assessment in this regard as part of the establishment of the comprehensive online database mandated under Security Council resolution 2589. The ultimate objective is to retain detailed information on all cases related to the killing of, and all acts of violence against, United Nations personnel who served in peacekeeping operations since the inception of such missions in 1948.

"THE ULTIMATE OBJECTIVE IS TO RETAIN DETAILED INFORMATION ON ALL CASES RELATED TO THE KILLING OF, AND ALL ACTS OF VIOLENCE AGAINST, UNITED NATIONS PERSONNEL WHO SERVED IN PEACEKEEPING OPERATIONS SINCE THE INCEPTION OF SUCH MISSIONS IN 1948"

**Key challenges**

There are significant political and operational challenges to ensuring accountability for the killing of, and other serious crimes against, peacekeepers. The first challenge has always been the lack of political focus on this issue by the United Nations and Member States. As discussed above, this has changed remarkably in recent years but maintaining the momentum remains a challenge in the midst of several other strategic and operational priorities. In some circumstances, it may also be difficult to bring perpetrators to justice given internal political dynamics and possible conflict of interests in certain contexts.

Secondly, such crimes are often committed in areas where the authority of the State may be limited and national law enforcement personnel may be absent. For example, many attacks against peacekeepers in Mali—where 52% of all peacekeeping fatalities as a result of malicious acts have occurred since 2013— took place in the northern region of Kidal, where national law enforcement agencies are not present. Attacks also regularly occur against supply convoys in remote conflict-affected areas of the country, where the presence of State institutions is severely constrained and illegal armed groups are active. There are similar dynamics in place in other contexts, notably the Eastern regions of the Democratic Republic of the Congo, where such attacks typically occur. The absence or limited
presence of law enforcement, prosecutorial and judicial institutions - or their limited capacities - often create serious challenges for the security of witnesses as well as for the collection and preservation of evidence. The execution of arrest warrants in areas that are not fully in control of the State also proves difficult if not impossible. Thirdly, individuals are often not apprehended due to the nature of the attacks and the limited availability, or delays in the collection, of physical evidence. For example, most attacks against peacekeepers in Mali have involved the use of improvised explosive devices against convoys or indirect fire from mortars or missiles against military bases. In these circumstances, arresting suspects or securing material evidence has proven challenging. The situation training for the investigation and prosecution of complex criminal cases. This includes specific technical areas such as: investigation planning; interviewing techniques for victims, witnesses and suspects; the methodology for gathering and safeguarding evidence; the use of forensic tools; the preparation of evidence for prosecution; and protection programmes for victims and witnesses. From a material perspective, support to national authorities is often required for infrastructure, including buildings, information and communications systems, vehicles, office equipment, forensic equipment and materials, and other equipment required for the investigation and prosecution of crimes. Missions are also often called upon to provide direct logistical support, including for the transportation of law enforcement personnel, prosecutors and judges to the field and related security support.

Fifthly, the rotation of mission personnel, who should otherwise be available to testify as victims or witnesses, and their subsequent availability once they are repatriated, can also be problematic. More than 90 per cent of all victims of fatalities as a result of malicious acts since January 2013 have been military and police personnel deployed as part of national contingents, which are subject to regular rotations. From a practical point of view, it may be difficult for contingent members to testify once they have left the host country. Furthermore, in some instances, there may be legal impediments for them to testify, given their national status or the need for them to have their privilege and immunities waived for the time of their service as United Nations personnel.

Initiatives from Member States
As noted above, there has been an increase in interest from Member States since 2018 on the issue of accountability for crimes against peacekeepers, as demonstrated by the fact that more than 150 Member States endorsed a specific commitment on this issue under the 2018 Declaration of Shared Commitment on UN Peacekeeping Operations. This political commitment was reinforced through the adoption of Security Council resolution 2589, which was co-sponsored.
red in 2021 by 84 Member States, and earlier through Security Coun-

cil resolution 2518. This issue has also been considered by the Special Committee on Peacekee-

ping Operations of the General Assembly as part of the annual briefings of the Secretariat, and in its annual reports since 2018.

In December 2022, more than 40 Member States launched the Group of Friends to Promote Ac-

countability for Crimes Against Peacekeepers. This mechanism, which is co-chaired by Bangladesh, Egypt, France, India, Nepal and Morocco, is expected to serve as a key mechanism for promoting accountability and facilitating capacity-building and technical as-

sistance to host State authorities. The Group of Friends is expected to actively engage and share in-

formation with the Secretary-General, and serve as an informal platform at the United Nations for exchanging information, sharing best practices, supporting initiatives, and mobilizing resources di-

rected at facilitating accountability for crimes committed against peacekeepers. The Department of Peace Operations serves as the Secretariat of the Group.

Initiatives of the United Nations Secretariat

Headquarters

Since 2018, the Department of Peace Operations has taken a lead role within the Secretariat in ad-

ressing the issue of accountability for crimes against peacekeepers. Starting in June 2018, specific gui-

dance has been provided to missions that are most at risk. Extensive consultations have also taken place with Member States in New York, including representatives of

host countries, key troop- and poli-

tive- contributing countries and po-

tential donors, in order to generate political, operational and technical support, with a view to bringing perpetrators of such acts to justice. Specific standard operating proce-

dures, endorsed by the Principals of all six key United Nations enti-

ies involved in these issues, were adopted in December 2020. Planning documents of the Depart-

ment of Peace Operations have further emphasized the issue, despite the lack of specifically ap-

proved resources for this purpose at United Nations Headquarters.

A Working Group on Accounta-


ability for Serious Crimes Against Peacekeepers was also estab-

lished by the Department of Peace Operations in 2019. In addition to this Department, the Working Group comprises the Department of Operational Support, the United Nations Multidimensional In-

tegrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Organization Stabilization Mission in the Demo-

cratic Republic of the Congo (MONUSCO), the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Office of Legal Affairs (OLA) and the United Nations Department of Safety and Security (UNDSS). The mechanism has played a central role in the exchange of information and the coordination of activities on this issue between these stakeholders, including in respect of policy and operational develop-

ments. Given the number of fata-


dilities occurring in the past 10 years in the Central African Republic, the Democratic Republic of the Con-


DEMOCRATIC REPUBLIC OF THE CONGO

Katanga Province. DR Congo, 26 September 2014: Magistrates, investigators and other staff of the Congolese Justice system following introductory courses on the use of information technology and investigation tools during a capacity-building workshop organized by MONUSCO as part of its justice support programme (Source: United Nations, 23 September 2014 – Link: https://www.flickr.com/photos/monusco/15202335559/)
POC MANDATE VS THE INHERENT UN PRINCIPLE OF NON-CLANDESTINE INTELLIGENCE; USE OF CLANDESTINE METHODS IN EXTREME CASES TO PREVENT MASS ATROCITIES OR TERRORIST ATTACKS

In go and Mali, the activities of the Working Group have been largely focused on developments in these three countries. The importance of the mechanism has been generally well-recognized. In its 2021 report, the Special Committee on Peacekeeping Operations of the General Assembly specifically encouraged “…cooperation between the working group on accountability for serious crimes against peacekeepers and Member States in order to drive progress on combating impunity” and “…requested the working group to provide regular briefings to the Committee to update it on the investigations and prosecutions of the perpetrators of crimes against peacekeepers”.

The Office of Information and Communication Technology (OICT) and the Department of Peace Operations also initiated in 2022 the development of a comprehensive online database on accountability for crimes against peacekeepers, as mandated under Security Council resolution 2589. This was done in partnership with the Department of Political and Peacebuilding Affairs, OLA, OHCHR, MINUSCA, MINUSMA, MONUSCO, and UNDSS.

The online database consists of a mechanism to import approved malicious act records from an existing database and functionalities, and allow authorized United Nations users to add new cases, or add and edit information. The database will provide a centralized and secure platform to serve as a key tool that enables the recording and tracking of progress of cases. Its associated reporting functionality will allow for the consistent and transparent application of the requirements set forth under Security Council resolution 2589 and ensure that this critical information is kept in a single, secure location. Its limited views will be accessible to Member States. This important tool is expected to be formally launched in early 2023.

MINUSCA, MINUSMA and MONUSCO

MINUSCA has provided significant assistance to the authorities of the Central African Republic for the investigation and prosecution of cases. This was done by prioritizing a limited number of cases for support, including through technical and logistical assistance. Mission-specific standard operating procedures on support for investigations and prosecutions, and the collection and management of evidence, were provided. As an example, a military court hearing in North Kivu organized with advisory, security and logistic support from MONUSCO and other partners (Source: United Nations, 5 September 2013 – Link:)

A military court hearing in the province of North Kivu (Source: United Nations, 12 March 2020)
MINUSMA also prioritized a limited number of cases for support to Malian authorities. The focus of this support has been on a national specialized judicial unit dedicated to counter-terrorism and organized crime. Additionally, Mission issued internal standard operating procedures on evidence collection and management, and established an internal working group to coordinate Mission activities.

In Mali, achieving criminal accountability for the large number of crimes committed against peacekeepers remains a major challenge. This is mainly due to the nature of the attacks concerned, especially through landmines, which render the identification of the perpetrators a difficult task. A number of actions have already been taken in this regard by MINUSMA such as issuing and ensuring the effective implementation of the mission’s standard operating procedures for the collection, analysis, management and transfer of evidence and/or information; improving the length, quality and procedures for the disclosure of the information provided to the concerned authorities; and, enhancing the promptness and availability of the United Nations’ response to requests for assistance on investigations from authorities.

The key priorities on the way forward were clearly articulated by the Under-Secretary-General for Peace Operations in a statement delivered at the official launch of the Group of Friends to Promote Accountability for Crimes Against Peacekeepers in December 2022.

First and foremost, it is critical for countries hosting such operations to bring the perpetrators of these crimes to justice in accordance with their international obligations. It should be recalled that this responsibility is outlined in status-of-force or status-of-mission agreements, in addition to other instruments.

Secondly, the international community’s support is indispensable to achieving success. This can take the form of political support as well as assistance to host countries through the provision of technical and material assistance, based on national plans and priorities. Missions have an important support role in this regard, within their mandated responsibilities, but support from other Member States is essential. This includes the deployment of specialized personnel who can assist national authorities in the investigation and prosecution of these cases, or in the pro-
vision of transport, communication or forensic equipment to facilitate those processes. Such initiatives should be considered in particular by troop- and police-contributing countries as part of their deployments to peacekeeping operations. The establishment of stand-by teams of investigation and prosecution experts capable of providing prompt support to a host country, bilaterally or through the concerned peacekeeping operation, should be considered. In addition, future status-of-force or status-of-mission agreements should include the possibility of the deployment of such experts, including as part of joint investigations conducted with the host country.

Thirdly, Member States’ advocacy at United Nations Headquarters is essential. The Group of Friends to Promote Accountability for Crimes Against Peacekeepers will have a critical role in this regard. The Group of Friends could serve as a key mechanism for promoting accountability and facilitating capacity-building and technical assistance to host-State authorities. In accordance with its terms of reference, the Group can actively engage and share information with the Secretariat and serve as an informal platform at the United Nations for exchanging information, sharing best practices, supporting initiatives, and mobilizing resources directed at facilitating accountability for crimes committed against peacekeepers. Furthermore, the Security Council should consider the possibility of demanding that host States provide regular report for its attention on the status of the investigation, prosecution and adjudication of such cases.

Finally, it is critical for concerned missions to have sustained programmatic funding and human resources to assist national authorities in the investigation and prosecution of crimes against peacekeepers.

The views expressed herein are those of the author and do not necessarily reflect the views of the United Nations.

An interview with the author on the issue of accountability for crimes against United Nations peacekeepers is available at the following link: https://www.youtube.com/watch?v=QRMq6O-IPgE.

---

Note:
1. This article was first published in the United Service Institution of India’s Quarterly Journal, Vol CLIII, No. 631 for the first quarter of 2023 (January - March issue).
2. Based on official records of the United Nations. Fatalities include 959 military, 60 civilians and 41 police personnel. See: NOTICIAS Peacekeeper Fatality Dashboard at: https://app.powerbi.com/view?r=https%3a%2f%2f-vu4jyow04p6ap822%40azurewebsites.net%2fNPI%2freport_v2%2fDashboardPage&pid=20001010-00000000-0000-0000. 2nd place: The Group of Friends could serve as a critical role in this regard. The Group of National Security Against Peacekeepers will have a promotion role in this regard. The Group of National Security Against Peacekeepers will have a promotion role in this regard.

Thirdly, Member States’ advocacy at United Nations Headquarters is essential. The Group of Friends to Promote Accountability for Crimes Against Peacekeepers will have a critical role in this regard. The Group of Friends could serve as a key mechanism for promoting accountability and facilitating capacity-building and technical assistance to host-State authorities. In accordance with its terms of reference, the Group can actively engage and share information with the Secretariat and serve as an informal platform at the United Nations for exchanging information, sharing best practices, supporting initiatives, and mobilizing resources directed at facilitating accountability for crimes committed against peacekeepers.

Finally, it is critical for concerned missions to have sustained programmatic funding and human resources to assist national authorities in the investigation and prosecution of crimes against peacekeepers.
international justice mechanisms.

7 United Nations, Standard Operating Procedures: Prevention, investigation and prosecution of serious crimes committed against United Nations personnel in peacekeeping operations and special political missions, paragraph 19.


9 Among countries currently hosting peacekeeping operations, only three out of 12 were parties to this instrument as of 20 January 2023.


14 Those deliverables for the period 2021-2023 are the implementation of: 1) Security Council resolution 2589; and 2) the Standard Operating Procedures: Prevention, investigation and prosecution of serious crimes committed against United Nations personnel in peacekeeping operations and special political missions. The indicators are: 1) # of cases of crimes against peacekeepers investigated by authorities of host states out of total # of cases of crimes against peacekeepers reported, in line with national and international criminal justice and human rights standards; 2) # of alleged perpetrators of crimes against peacekeepers detained, in line with national and international criminal justice and human rights standards, out of total # of alleged perpetrators of crimes against peacekeepers identified; and 3) # of alleged perpetrators of crimes against peacekeepers convicted in line with national and international criminal justice and human rights standards, out of total # of individual cases of alleged perpetrators of crimes against peacekeepers brought before the courts of the host state. See: United Nations, Action for Peacekeeping +: Overview for November 2021 to April 2022 (New York, United Nations, 2021), paragraph 2.


16 Idem, paragraph 3.

17 United Nations, Action for Peacekeeping +: Overview for November 2021 to April 2022 (New York, United Nations, 2022), 2. Of note, in some instances, individuals were sentenced to death however in all cases a national moratorium on the death penalty was in place. On this specific issue, the general principle is that “the UN will neither establish nor directly participate in any tribunal that allows for capital punishment”. See: United Nations, Guidance Note of the Secretary-General: UN Approa-

18 ch to Rule of Law (New York, United Nations, April 2008), page 2.

19 Assistance 18 As of 9 February 2023.

20 169 out of 324 fatalities as a result of malicious acts across all peacekeeping operations, as of 5 February 2023. See: NOTICAS Peacekeeper Fatality Dashboard at: https://app.powerbi.com/viewer#/eyJoiMj3N- mu3NTENpYzQ2COZ051011mZmNDFNIz- zN3Nzl2ZmRiwiLCJ6IiwiMDIwMDU0YbnVYmtJYiIiwicCI6IjBmOWUzNWRiLTUzN- mgYyNzZmM2ZGNjLTVYVQxNmU2ZGM5- 3MCiIimOiJh9&pageName=ReportSection.

21 United Nations, Standard Operating Procedures: Prevention, investigation and prosecution of serious crimes committed against United Nations personnel in peacekeeping operations and special political missions, paragraph 38.

22 Idem.

23 Idem.


26 For example, see: United Nations, Propos- ed programme budget for 2023, Part II Po-

itical affairs, Section 5, Peacekeeping opera-

tions Programme 4, Peacekeeping operations (New York, United Nations, 14 April 2022).


28 51 fatalities as a result of malicious acts between 1 January 2013 and 5 February 2023 (15.8% of such cases across all peacekeeping operations for this period).

29 169 fatalities as a result of malicious acts between 1 January 2013 and 5 January 2023 (52.3% of such cases across all peacekeeping operations for this period).

30 This specialized investigation and prosecu-
tion cell was created in 2013 and has been operational since 2017, with support from MINUSMA and UNODC. This Unit has exclu-
sive national jurisdiction on terrorism, trans-
national organized crime, and since 2019, international crimes including war crimes and crimes against humanity - it has thus the competence to investigate on crimes committed against peacekeepers. Support is provided through capacity-building and technical assis-
tance to improve the skills of its magistrates and investigators in undertaking and leading investigations and conducting crime scene management. Investigating and prosecuting prioritized emblematic cases, including those committed against peacekeepers, is currently being addressed through the implementation of the newly adopted criminal policy and prosecution strategy for serious crimes, which was developed by the Malian Ministry of Justice and Human Rights with MINUSMA support. Source: Consultations between the Chief of the Justice and Corrections Section of MINU-

18 SMA and the author in January 2023.

31 50 fatalities as a result of malicious acts between 1 January 2013 and 27 January 2023 (15.5% of such cases across all peacekeep-
ing operations for this period).


Stéphane Jean
Judicial Officer and Mission Coordinator (Haiti and Guinea-Bissau)
Office of Rule of Law and Security Institutions
Department of Peace Operations - United Nations
On October 31, 2000, the Security Council adopted resolution S/RES/1325 on women and peace and security. It is the first resolution ever to explicitly mention the impact of war on women as such and their contribution to conflict resolution for peace. This paper recognizes the important role of women in conflict prevention and resolution, peace negotiations, peacebuilding, peacekeeping, humanitarian assistance, and post-conflict reconstruction, and emphasizes the importance of equal participation. Through Resolution 1325, the United Nations seeks to increase women’s participation and incorporate a gender perspective in all peace and security efforts, trying to include all Member States. The resolution contains several important operational mandates that impact member States and the institutions of the United Nations system. In addition, UN calls on all parties to conflict to take protective measures for women and girls affected by gender-based violence, particularly rape and other forms of sexual abuse, in armed conflicts. This reaffirms the need to fully implement international humanitarian and human rights law that protects the specific rights of women and girls during and after conflicts.

The significance of this resolution lies not only in the fact that for the first time gender was taken into account in armed conflicts and on the security side of the UN, but also in the fact that for the first time feminist demands were taken into account by a major institution such as UN. The rulebook of Resolution 1325 is a set of requests that women civil parties and various NGOs
have been making for some time. To draft the document, a working group was formed in WPS³, whose six founding members were: Amnesty International, International Alert, Women’s International League for Peace and Freedom (WILPF), Hague Appeal for Peace, Women’s Commission for Refugee Women and Children, Women’s Caucus for Gender Justice⁴. The working group was formed exclusively by nongovernmental organizations working in conflict zones, which became mouthpieces for women’s needs at all levels of society. The NGOs recognized the importance of including women in agreements to end conflict and protect their rights in times of war, and how difficult this was to achieve in a male-dominated society. Those NGOs began lobbying the palaces of power on these issues, and their work consisted mainly of raising awareness. The NGOs explained to New York bureaucrats who had never been to a country at war the inequalities that women and girls suffered during and after the conflicts. This strategy of these associations proved effective, as they succeeded in making politicians and UN officials aware of discriminated and abused women and made them allies in this struggle for recognition of rights. To get the resolution adopted, NGOs also presented the Security Council delegation in charge of the work with insightful and high-quality literature and scientific studies that supported their thesis. Both avenues of advocacy were helpful in persuading the Security Council to adopt the resolution. The Security Council represents the core of the United Nations’ power, and it is charged with maintaining international peace and security, but its way of addressing these matters seems to be often quite strictly manly oriented in its way of thinking. Consequently, we can say that the passage of Resolution 1325 was a victory for feminists and gender equality advocates. Despite this
important victory on the legal recognition of women’s rights in conflicts, it is still difficult to get the practical application of the rules contained in the resolution done. The implementation of gender mainstreaming policies takes much time, because social and cultural norms must be gradually assimilated by people making them aware of these matters. This gradual process leads slowly to a change in the objectives and ways of working of governments, administrations, and national armies. Despite these difficulties the Resolution 1325 created some important changes also within the administrations of peace missions. The Gender Protection Units were in the end established and Gender Officers or Gender Specialists were introduced as new job figures in the work team. The Gender Protection Unit mainly deals with the protection of children, women and men who suffer from gender-based violence, investigating cases and ensuring justice, as well as raising awareness of local communities on the problems of gender-based violence. Besides changes were also made regarding the police and military components that serve in peacekeeping missions. The United Nations Police (UNPOL) plays a vital role in supporting the tasks entrusted to the missions, including the protection of civilians. UNPOL consists of Individual Police Officers (IPOs), both contracted and seconded, Specialized Police Teams (SPTs) and Trained Police Units (FPUs). UNPOL in order to effectively address the needs of women and girls in different localities integrates the four WPS pillars in its work at the strategic, operational and tactical levels (4 pillars estab-
shed in resolution 1325). UNPOL has also adopted a gender-sensitive approach in all policing activities, such as the prevention of inequalities, the detection and investigation of crimes due to gender differences, the protection of people and property, and the maintenance of public order and security. As for the military component of peace missions, which represents most of personnel working in peace missions, there are currently 70,000 military personnel from 120 different nations. The military component includes military personnel from the Office of Military Affairs at United Nations Headquarters, as well as land, air and sea forces deployed in the field. The military forces of the United Nations play an important role because they not only have the task of defending peacekeeping officials but also have the aim of protecting civilian populations. The military personnel in peacekeeping missions are the most numerous and for this reason they are the face of the United Nations for the local populations, who often interact only and exclusively with the peacekeepers and not with civilian personnel of the UN. For a successful addressing to the needs of women, men and children in missions it is essential to include a gender perspective in the work of the military component at the strategic, operational and tactical levels. Increasing the effective participation of women and girls implies that they have the potential to articulate their needs and interests and take responsibility to improve their political, social and economic conditions after the conflict. For the accomplishment of these goals the United Nations has decided to establish the position of Military Gender and Protection Adviser (MGPA) directly connected to the Force Headquarters (FHQ) to advise the force commander...
on relationships between civilian and military components working on the ground on gender issues and on the protection of civilians. The MGPA is responsible for designing and maintaining the military action plan including the gender issues in the mission encounters during its stay in the territory. In addition, the MGPA creates monthly reports on the situation of the local people which are then sent to the MGPA FHQ. These should later be shared with the Senior Women Peace and Security Adviser (SWPSA). The main tasks for the components of the United Nations MGPA are focused on: improving the mechanisms of acknowledgments, claims reports and protection of civilians; correctly responding to and protect victims of conflict-related sexual violence; organize patrols that prevent and protect civilians from conflict-related sexual violence and from human rights violations. All these measures created by Resolution 1325 in the military field can concretely improve the lives of local populations where the peace mission is located, reducing discrimination against women and girls in some difficult social contexts. Another important goal that the United Nations seeks to achieve is the inclusion of women in all infantry battalions. with at least 50% of women in their force structure, to ensure the possibility of mixed patrols. Patrols are an important moment for the military work of a mission because thanks to them military personnel can collect useful information for the intelligence and it is also an important moment for understanding what the needs and requirements of civilian populations are in order to subsequently intervene in their favor. Patrol work should be done by both men and women not only to increase success (in mixed patrols, civilians are more likely to talk to soldiers if there are women soldiers, women are less likely to resort to physical brutality than men) but also to sort out the issues related to the reduction of inequalities within the military contingents of the United Nations. Unfortunately, even today joining the military or the police force is considered a male job, many people in military leadership are convinced that women are unfit for military work. These discriminations prevent women from pursuing a military career or a career within security institutions in some
countries more than in others. This resolution strongly desired by NGOs representing women’s interests and by the women involved, was an important step to seek inclusion within the institutions and bodies of the United Nations at all levels, to direct the strategy and to create a working environment that takes into consideration the demands and needs of the female gender, until then little listened to. As reported above, the UN has made several changes at an organizational and administrative level to better hold the needs of the women’s side expressed by the resolution. These changes have also occurred in peace missions: improving interaction, assistance and services with female civilian populations in conflict or post-conflict territories, creating a more inclusive administration to efficiently achieve the objectives of peace missions.

In reality, the positive effects of the resolution go far beyond the area of work organization and UN policies, but as a consequence they also change or question the work done so far by those member countries of the United Nations that give little prominence to the equality between men and women. At the military level, this happened when new professional figures as Military Gender and Protection Adviser, Gender Officer or Gender Specialist were established to serve in peacekeeping missions, these professional positions did not exist in the armies or police forces within the individual contributing states, consequently they were also introduced at the contributor states level. These nationwide changes are going to shape armies and police forces for the better by making them more inclusive and more proactive towards the entire civilian not only in peacekeeping missions but also within the home state. Clearly, the improvement that the Resolution has implemented so far needs time to be implemented in the best possible way to create a more equalitarian international society, this type of reform goes hand in hand with cultural and social changes in different cultures.

Pictures source
Pixabay
UN Women
UNAMID

note:
1 UN Security Resolution 1325 was adopted in October 2000. The text of the resolution can be found at: http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement
2 Office of the Special Adviser on Gender Issues and Advancement of Women OSAGI, (2017), Landmark resolution on Women, Peace and Security, consulted the 30/08/2022, Available at: https://www.un.org/womenwatch/osagi/wps/
3 Women Peace and Security and the UN Security Council, Available at: https://wps.unwomen.org/index.html
5 Carol Cohn
6 Our peacekeepers, Military, UN website, Available at: https://peacekeeping.un.org/en/military
11 Kathleen M. Jennings, Women’s participation in UN peacekeeping operations: agents of change or stranded symbols?, NOREF Norwegian Peacebuilding Resource Center, 2011.

Erica Rubiu
CoESPU Intern, Cagliari University
Dear Readers,

Welcome to the second edition in 2023 of the CoESPU Magazine – the online Quarterly of Stability Policing!

I would like to start off by thanking MG Barbano for his leadership and commitment to the CoESPU. Through his efforts, CoESPU has responded to the need for trained Police Peacekeepers while creating a world class training facility and training environment here in Vicenza. I also welcome our new Director, COL(P) Giuseppe Di Magistris, as he assumes command this month. I am sure that through his direction and leadership that CoESPU will continue to provide the best training possible to prepare for peacekeeping missions as well as improve to address the ever-changing global environment.

As mentioned previously in this forum, we are looking for ways to enhance our Alumni Outreach. As part of this effort, we have established an Alumni page using the All Partners Access Network (APAN). We are currently in the Beta Testing Phase and development of the pages, but I would encourage you to go to APAN and establish an account so that you can start using this tool to connect with your fellow CoESPU Alumni. This closed network, available only to CoESPU alumni, will be a place to access course materials, communicate with other alumni, and keep up to date on the latest developments in stability policing doctrine and training. We would like to hear from you if you have any other ideas regarding alumni networking opportunities.

As always, I invite you all to follow us on our social media platforms (Facebook, Twitter, and LinkedIn) to stay updated on our training courses, seminars, and other events. Through social media and our website, you can learn more about our activities and achievements. We would also like for you to share your experiences and contributions while serving in peacekeeping missions abroad as well as the good work you are doing at home.

Thank you for your continued support and interest in CoESPU’s mission and I hope you enjoy this edition of our Quarterly!

Will Daniel
Col. - US Army
CoESPU Deputy Director
Before the fall of the Berlin Wall, the world was divided in two main blocks, with a bipolar structure, under the flags of NATO and of the Warsaw Pact. In this context, the notion of security was constrained only to national security, and the central threat to national security was nuclear proliferation. With the collapse of the Soviet Union a new scenario rose up, involving the entire world, where the nature of threats changed drastically. Threats to people’s security comes not only from potential military attacks by an enemy nation state, but much more likely from economic instability, insurgency, transnational crimes and terrorism, violent crime, climate change, flows of refugees, and, consequently, global pollution, epidemics et alia multa. These threats are linked to national security since their intra-state consequences may become more serious than traditional inter-state military threats. In this sense, the new security paradigm has shifted from military to civilian, focusing more on threats to individuals and civilian populations. In this frame, the concept of human security started focusing on several threats and security areas, which include, among the others, economic security, food security, health security, environmental security, personal security (e.g. security from physical violence, torture, crime), community security (e.g. ethnic tension) and political security (e.g. protection of basic human right violations). Surprise and uncertainty are the most common factors of the current, global situation. Nowadays the international community, rather than fighting against conventional armed forces, is fighting instead against insurgency, inter-communal violence perpetrated by irregular armed groups, global terrorist networks and asymmetrical security challenges, including irregular warfare, and threats that result from weapons of mass destruction, problems which in general come from failed and fragile states. Paradoxically, and in addition, these threats determining insecurity, instability and ill-controlled borders among states suffering from internal conflicts offer a safe place for terrorists and criminal groups, determi-

The Role and the Values of Gendarmerie-Type Police Forces in Stabilisation Processes

by Diego D’Elia, Giorgio Romano, Marco Sutto.

It is not enough to win a war; it is more important to organise the peace. ¹

Aristotle

Before the fall of the Berlin Wall, the world was divided in two main blocks, with a bipolar structure, under the flags of NATO and of the Warsaw Pact. In this context, the notion of security was constrained only to national security, and the central threat to national security was nuclear proliferation. With the collapse of the Soviet Union a new scenario rose up, involving the entire world, where the nature of threats changed drastically. Threats to people’s security comes not only from potential military attacks by an enemy nation state, but much more likely from economic instability, insurgency, transnational crimes and terrorism, violent crime, climate change, flows of refugees, and, consequently, global pollution, epidemics et alia multa. These threats are linked to national security since their intra-state consequences may become more serious than traditional inter-state military threats. In this sense, the new security paradigm has shifted from military to civilian, focusing more on threats to individuals and civilian populations. In this frame, the concept of human security started focusing on several threats and security areas, which include, among the others, economic security, food security, health security, environmental security, personal security (e.g. security from physical violence, torture, crime), community security (e.g. ethnic tension) and political security (e.g. protection of basic human right violations). Surprise and uncertainty are the most common factors of the current, global situation. Nowadays the international community, rather than fighting against conventional armed forces, is fighting instead against insurgency, inter-communal violence perpetrated by irregular armed groups, global terrorist networks and asymmetrical security challenges, including irregular warfare, and threats that result from weapons of mass destruction, problems which in general come from failed and fragile states. Paradoxically, and in addition, these threats determining insecurity, instability and ill-controlled borders among states suffering from internal conflicts offer a safe place for terrorists and criminal groups, determi-
ning spill-over of the threat and causing and regional instability. In a peace operation framework, as a proper or inevitable international response to said occurrences, the first intervention forces will often encounter an environment where public safety can be threatened by politically motivated violence. This is further exacerbated by the surge in serious and transnational criminal activities such as illegal weapons trade, drugs trade, theft, murder and contract killings, women and child trafficking, money laundering, fraud, counterfeiting, smuggling and other organized crimes. All these scourges may degenerate into a long bloody and dramatic intra-state conflict, which represents a serious challenge to the rule of law and security system of any affected State. At the national level, the rule of law and crime control need an effective law enforcement system and robust police capabilities, but local law enforcement forces often do not exist in a conflict or post-conflict environ-
ment, or may be dysfunctional and unable to maintain basic public order and security. Hostile environments characterized by hardened security needs have therefore increasingly become the scenarios for the deployed international multidimensional peace forces. Generally, the first intervention units to be deployed to deal with emergency security needs are international military forces until arrival of police units. It is inevitable that the first military units meet with internal instability characterized by weak public order and security. This early post-conflict environment requires more non-combatant and non-lethal skills. However, the military forces’ nature, background and operational procedures do not fit law enforcement duties. As the use of force by the military can only be zero
or lethal, they may either fail to maintain basic law and order due to inaction, or use excessive or disproportionate force. Therefore, the deployment of military units for the maintenance of public order may cause tension between the local public and security forces. On the other hand, local police forces may be insufficient to fight crimes or deal with violent domestic disorder in hostile, complex and unstable environments. An important reason is that police units may not possess special equipment, heavy weapons and armored vehicles, which are necessary to face such a situation.

The time between the relatively fast deployment of armed forces’ formed contingents and the more difficult and lengthy deployment of police forces to be individually picked up from the different contributing States generates what is called a “deployment gap”, which needs to be filled in the shortest time possible. Another challenge is determined by the fact that in an unstable scenario military generally provide an “outer shell”, or overall area security. The “inner shell” of security, which is generally fighting crimes and small-scale disorder, should be provided by police forces. The need to perform “robust” security functions between these inner and outer layers of public security generates what is called an “enforcement gap”. Dziedzic explains well the issue stating that the deployment gap is about timing, whereas the enforcement gap is about capabilities and function.

It becomes now clearer that order maintenance and fight against internal insecurity needs a different kind of expertise, and in terms of deployment of a peace operation, a special type of force is needed to address the enforcement and deployment gap. In order to frame the idea, focus should be addressed to those national law enforcement organizations with military status or capa-
bilities, which are generally called “gendarmeries”. Due to their status and background, they possess professional capabilities ranging from civilian to military affairs. As Gen. Sir GBR A. Mike Jackson, first COMKFOR said, the Carabinieri are a Corps mened with personnel that have “a policeman’s mind in the body of a soldier”. These types of organizations are forces in permanent police duty, as such performing a full range of police functions, such as criminal investigations, traffic control and general policing activities in their home countries. They are able to serve in either a military (up to a certain extent) or a civilian capacity, and operate independently or in cooperation with other military or police forces. Currently, 56 countries (e.g., France, Italy, Spain, and Turkey) have gendarmerie forces in their security apparatus. To illustrate, France’s Gendarmerie and Italy’s Carabinieri are accountable to the Ministry of Defense in times of war but perform domestic civilian law enforcement, including traffic control, public security, and judicial investigation, during peacetime under the command of Ministry of Interior. Since gendarmeries have great experience in performing their law enforcement tasks in their home countries, their experience may determine important roles for them in peacekeeping missions. They can perform duties in uncertain, complex and asymmetric environments requiring a “robust” response of non-purely military nature, because their flexible law enforcement capabilities strengthened by a certain degree of military capabilities enable them to perform duties in that kind of environment.

In this context, for instance, Italian Carabinieri regularly serve as a law enforcement entity in peace operations under all international flags i.e. NATO, EU and the UN. As a gendarmerie-type Police Force, the Carabinieri may enhance the flexibility of intervention forces, which is very important in contexts where threats are ambiguous. Sin-

“THE TIME BETWEEN THE RELATIVELY FAST DEPLOYMENT OF ARMED FORCES’ FORMED CONTINGENTS AND THE MORE DIFFICULT AND LENGTHY DEPLOYMENT OF POLICE FORCES TO BE INDIVIDUALLY PICKED UP FROM THE DIFFERENT CONTRIBUTING STATES GENERATES WHAT IS CALLED A “DEPLOYMENT GAP”
ce the nature of gendarmerie-type Police Forces is to provide professionalism in both civilian and military affairs, they can be useful in dealing with complex issues characterizing unstable post-conflict settings. In peace operations, regular armed forces continue to provide the above-mentioned area of security, but then law enforcement forces are essential in order to achieve full success and bring internal stability to the Country. As mentioned, if regular armed forces are tasked to provide law enforcement in an initial phase of the intervention, it is likely, or the serious risk exists, that they may either fail to maintain basic law and order, or instead use excessive or disproportional force: in other words, they can become part of the problem, rather than the solution. In fact, their training does not fit law enforcement duties, as establishing a rule of law requires a specific set of expertise. On the other hand, a traditional civilian basic police force may be inadequate to cope with disorders characterized by major combat issues, for example in the beginning of an intervention, (because, as said, complex combat environments require special training and equipment). The Carabinieri and the Gendarmeries possess the ability to access an operational area, either as part of larger force intervention or alone, and they can begin to conduct security and law enforcement duties as soon as they are deployed. Establishing a safe and secure environment is the main goal of military but also of stability policing according to the respective specificities. Therefore, if intervention forces include international gendarmerie units, as well as Carabinieri specialised teams if necessary, their ability to cope with any kind of law enforcement might mark the difference in any mission, giving a tremendous contribution to the final success. Another key aspect in which Gendarmerie forces have an important role is in the capacity building efforts to develop the self-sufficiency of the assisted countries aimed at strengthening the rule of law through fighting impunity and promoting criminal accountability for serious crimes. Capacity building of law enforcement and judicial actors includes strengthening or enhancing the capacity to undertake investigations, to establish and operationalize mobile courts or
specialized criminal courts, to create witness- and victim-protection measures and programs on compensation and rehabilitation of victims; and assisting in restoring, extending and strengthening justice and corrections state functions. The Stability Policing Units often work together with state counterparts to support them with capacity building and training, help them plan and implement security operations according to international standards, and emphasize the need to prioritize the protection of civilians in their guidelines and operations.

It is important, now, to properly understand what it is meant with “Gendarmerie-type Police Force”, that in Italy are represented by the “Carabinieri”. The notion of Gendarmerie, in fact, is still not fully appreciated especially by some English-speaking countries which do not envisage such type of service within their institutional setup, despite decades of service shared in many operational theatres. A common and not accurate definition of the gendarmerie is that it is simply a military force charged with police duties among civilian populations. Some English-speaking countries refer them using the term “paramilitary” which is wrong if and when associated to so-called constabulary or, even worst, gendarmerie. Perito’s definition centres perfectly this issue, when he clarifies that “paramilitaries are normally non-state actors, illegitimate, poorly trained, lightly armed highly fragment, and politically motivated”. Therefore, an institutional service established to protect people and properties, investigate crimes and enforce the law cannot be a paramilitary force. Moreover, national services like the French Gendarmerie, the Spanish Guardia Civil, and of course the Italian Carabinieri have their institutional, operational, organizational and administrative structure constitutionally foreseen, therefore those organisations are never “paramilitary” forces. In particular, the Carabinieri are subordinated to the Ministry of Defense for their military duties, and functionally to the Ministry of Internal Affairs for public order and security tasks. For the role played in the Judiciary Police, the Carabinieri report operational activities to the competent Legal Authority according to the Italian penal procedure. Rather, gendarmeries are more specifically law enforcement forces with military status (as constitutionally set) or military capabilities. Another feature of gendarmeries is their ability of interoperability with regular armed forces of their countries. Gendarmeries may have the added value to operate in times of war as part of the national army as mobile light infantry. In the light of the above, as part of international intervention force, Gendarmeries can be assigned in either a military or a civilian capacity and perform full police and some military functions. All the characteristics of gendarmeries may make them suitable instrument for policing activities in peace operations where insecurity, robustness of response, flexibility and adaptability are vital needs.

The ability of functioning in both a civilian and military capacity enables the Carabinieri to respond more effectively to complex or asymmetric challenges such as civil disorder, riot control, terrorism and insurgency activities than their purely civilian counterparts, and other security challenges which require a strong response. In peace operation contexts, the Carabinieri and the other gendarmeries, besides being utilized for any type of policing task including capacity building and operational support to local law enforcement entities, can be seen as a viable solution filling the gap between the military and police in a stability scenario.

In conclusion, in the early stages of contemporary peace operations, law enforcement should be more functionally and effectively fulfilled by gendarmerie-type police forces. In a typical stability scenario, military forces ensure large area security, while robust police functions should be fulfilled by gendarmerie forces. When international police forces reach full operational capability in a peace operation, filling the deployment gap, and/or local police restart to function, gendarmeries’ role is not terminated, as they can continue performing law enforcement tasks in coordination with military forces, international “civilian” police and local police. Other than peace operations,
gendarmeries can be tasked effectively in crisis management like humanitarian aid operations after natural disasters, because the features of gendarmerie-type police forces, and specifically the Carabinieri, may enable them to serve in less favourable, less stable or less secure environments of different kind. Changes in security environments require dynamic and flexible law enforcement capabilities. This unique model, skilled in both military and law enforcement work, can add considerable value to nations’ ability to cope with future security challenges.

1 Concept taken from Aristotle, Politics, VII, 15, 1334a.
2 Gultekin Topaktas, Policing Peace Operations: Filling the security gap between military and police, tesi di laurea discussa presso la Graduate School-Newark Rutgers, State University of New Jersey, Graduate Program in Global Affairs, Newark, New Jersey, 2016, p. 1.
3 Ibidem to the previous note.
6 Ibidem to the previous note.
10 Ibidem to the previous note.
13 This can either be a local police force weakened by the conflict or dismantled, dysfunctional, or else the International Police seconded by Member States individually, who are often unarmed (except for cases urged by self-defense needs), mainly in charge of capacity building tasks and with limited or no combat capacity.
14 B. Hoogenboom, Policing the gap. Gendarmeries and Security Challenges of the 21st Century, FIEP Seminar Publication, 2011. In particular, Hoogenboom states that “While gendarmerie-type forces can be found in all parts of the world, they are a typical feature of continental European states, and did not develop, at least in formal terms, in Anglo-Saxon or Scandinavian countries”.
15 For the concept of constabulary see E. A. Schmidl, Police functions in peace operations: an historical overview, in Policing the New World Disorder: Peace Operations and Public Security, 22, (1998), where defines constabulary as a force that is “organized along military lines, providing basic law enforcement and safety in a not yet fully stabilized environment”.
17 So P Gobinet, The gendarmerie alternative already quoted above.
18 R. M. Perito, Where is the Lone Ranger?, already quoted above.
19 Ibidem to the previous note.
Being an expeditionary political-military international organization that applies innovation and transformation to stay fit for purpose, the North Atlantic Treaty Organization (NATO) is considered the most successful alliance in history. In 2019, Mr. Jens Stoltenberg, NATO Secretary-General, stated that <<the Alliance works because through the decades, its members kept the commitment to protect and defend each other and adapted as the world around them changed>>. Indeed, security challenges such as hybrid threats, the overlap between the war and any form of war-related crimes, as well as terrorism and insurgency, threats to human rights, human security and cultural property are significant and likely to become more relevant in the future not to mention the need to ensure the resilience below the threshold of lethal force to deliver security without creating excessive collateral damage.

These challenges require innovative approaches and Stability Policing, police-related activities intended to reinforce or temporarily replace the indigenous police to contribute to the restoration and/or upholding of public order and security, rule of law, and the protection of human rights, represents one of NATO’s cutting-edge capabilities,
constituting a flexible and adaptive tool, overcoming a rigid combat-only approach, and offering innovative and scalable responses by expanding the reach of the military instrument into the realm of policing and actively contributing to a comprehensive approach.

Setting the scene

NATO is increasingly facing challenges that underline more and more the overlap between the war and crime and the need to counter the Alliance’s adversaries below the threshold of war. Inter alia, this implies calling the Military to perform policing as well as police forces getting militarized. Moreover, NATO’s past deployments in operations have highlighted since the late 1990s a so-called “public security gap” (rectius, a.k.a. “policing gap”), where military forces deployed in an operation may find themselves under the requirement to provide tasks that would domestically fall under the remit of police forces. We have already seen that this has led to the establishment within NATO operations of Multi-national Specialized Units (MSUs), led by Gendarmerie/Carabinieri-type Forces of Allied countries, to execute tasks broadly related to riot control and policing duties. The use of such forces – one of the few, if not the sole instrument with the flexibility to operate across the full spectrum of Law Enforcement operations and to consolidate gains – proved particularly relevant because these forces, where they exist, have varying degrees of closeness to the military (military ranks and regulations, subordination to Ministries of Defence, basic common training with military units, availability of military equipment, weaponry and assets, full interoperability with military units, etc.) that make their integration in a military context smoother than that of purely civilian police forces, including in Multi Domain Operation across all the Instruments of Power in a cross-cutting fashion. In other words, Stability Policing focuses on the needs of the Host Nation and of its population through supporting and, when necessary, temporary replacing indigenous police in case they are either unable or unwilling to perform the function themselves. The experience of the MSUs has led to extensive discussions within the Military Committee about the need to develop a dedicated Stability Policing Concept; however, such endeavour encountered difficulties, due to the reluctance of some Allies to accept a NATO involvement in “policing” duties. Furthermore, as highlighted by the U.S. Special Inspector General For
Afghanistan Reconstruction (SIGAR) in the 2022 “Police in Conflict” report the police have a major role in keeping the local population safe and secure, and their function is of utmost importance in the day-to-day life of the population of any nation. When the police in a stable and normally secure country do not carry out their job effectively, the consequences can be dramatic—ranging from looting to rioting, or even the proliferation of organized crime and terrorism. In post-conflict states, the risks of violence, criminal activity, and destabilization are far higher. Moreover, according to RAND Corporation, since World War II, nearly one-half of societies recovering from one civil war have relapsed into another civil war within five years, and nearly one-fifth returned to war within a single year... in Afghanistan? It took just nine days! This epitomizes the crucial role that police play in any society emerging from conflict. It does speak volumes, especially if we consider that from one hand the U.N. found that the first 6 to 12 weeks following the signing of a peace agreement or announcement of a ceasefire is the most critical period to establishing peace (however, the U.N. estimates it takes at least 9 to 12 months to establish a police assistance force), and on the other hand a 2007 RAND study identified police-military cooperation as critical to the success of any stability operation, especially if several military, gendarmerie, and international local police forces are involved in establishing security. At the same time, recent events, including the Russia’s War of Aggression against Ukraine (RWAU), prove the necessity for military forces to be able to rely on assets with policing and investigative skills in a hybrid conflict or in an Art.5 situation. Three real-life examples underpin this consideration as follows:
- During the immigration border crisis between Poland and Belarus in winter 2021, the former was at risk to find itself overwhelmed by the immigrant influx and was also short-staffed to address it. Part of the response to this problem was to endow the Polish Military Gendarmerie (Poland’s MP) with the powers to operate in a civilian context in support of the civilian police forces, while Polish Special Forces were also activated to provide support although they may have been lacking (in comparison to police forces) in the training and skills for interaction with non-hostile civilians;
- In the weeks preceding the 2022 Madrid Summit, Spain raised the issue of the protection NATO would provide to its North African enclaves of Ceuta and Melilla. While Spain appeared satisfied with the wording of the Strategic Concept on the defence of the territorial integrity of Allies, the main threat these areas are facing is one related to uncontrolled migration movements, rather than a military one. Lacking dedicated assets with experience in riot control and civil unrest, it is however unclear what forces NATO might provide support to Spain should it require Allied assistance in such a situation;
- The extensive discussions on the need to pursue war crimes committed in the course of RWAU have brought to the forefront the need to have forces on the battlefield able to collect and secure possible evidence of those crimes. Rarely are civilian police forces deployed in the immediate vicinity of a war zone; hence, it is up to forces operating under the control of military commanders to conduct such a duty, i.e., policing and more specifically forensics, bearing in mind that actions undertaken in the minutes following the discovery of a potential crime scene have massive consequences on the ability to bring perpetrators to justice.

Rationale

In light of all of the above, and in particular of the significant role the 2022 Strategic Concept attributes to countering terrorism and facing hybrid threats such as the weaponization of migration, the lack of dedicated assets for these threats is a gap that ought to be addressed. As NATO’s competitors expand their activities into other domains and adopt a range of diversified tools to obtain military objectives, so must the Alliance make use of readily available, if not yet thoroughly codified, capabilities that...
can counter and eventually disrupt these adversaries and enemies effectively. This is very true when considering the new NATO Force Model descending from the Madrid Summit, which will provide for a larger pool of forces for the Allied response at much greater scale and at higher readiness than the current NATO Response Force across applicable domains (i.e., Land, Sea, Air and Cyber), improving NATO’s ability to respond at very short notice to any contingency. In fact, when fully implemented, the new NATO Force Model foresees three different tiers the high readiness of at least 500,000 troops within 180 days.

As NATO Allies and Partners are likely to continuously face unconventional threats in the future, and in light of the above considerations, the establishment of a NATO High Readiness constabulary Force would appear timely and appropriate. Such a force, able to operate in Allied and Partner nations – in an Art. 5 or crisis management context – as a reserve of qualified Law Enforcement personnel, could be partly inspired by the NATO Very High Readiness Joint Task Force (VJTF) and other high-readiness force already existing, such as the European Gendarmerie Force (EUROGENDFOR). In fact, the VJTF was established in 2014 within the NATO Response Force to better respond to the changing security environment to the east and south of the Alliance’s borders. It is a multinational land brigade of around 5,000 troops and air, maritime and SOF components able to begin deployment within two to three days to wherever they are needed for exercises in preparation of crisis response or collective defence activities. France, Germany, Italy, Poland, Spain, Türkiye and the United Kingdom agreed to assume lead roles for the VJTF on a rotational basis.

In this regard, however, it is worth to underline that, despite being a very useful operational, pre-organised, and rapidly deployable asset able to perform all police tasks, the European Gendarmerie Force (EUROGENDFOR) Permanent Headquarters, based in Vicenza (Italy), cannot be considered a viable option. In fact, regardless of the possibility to be put under the aegis of the main international organizations, i.e., the European Union, the United Nations, of the Organization for the Security and Co-operation in Europe, NATO too, as well as of others, including ad hoc coalitions of willing states, EUROGENDFOR can be only deployed within the scope of crisis management operations (i.e., Non-art.
5 operations) and outside the soil of the European Union and of its Member States. This indeed prevents any intervention in an art. 5/ Defense and Deterrence scenario. What a pity, you would say, since EUROGENDFOR’s maximum level of ambition reaches up to 800 personnel, deployable within 30 days from the political statement taken by its decision-making body, the High Level Interdepartmental Committee (Comité InterMinistériel de haut Niveau - CIMIN).

The advantage of setting up a quickly deployable unit cannot be overstated, particularly as crises mount and peak in very short timeframes and given the current strategic environment described in the newly adopted NATO Strategic Concept10. In these scenarios such a Force might play a crucial role in disrupting strategic competitors, who – inter alia – resort to hybrid tactics and crimes, such as malicious activities in cyberspace and space, and the weaponization of migration.

Moreover, the establishment of a NATO High-Readiness Constabulary Force would allow the Alliance to increase its relevance by being the central hub for deploying relevant Law Enforcement capabilities and capacity on short notice.

The tasks that would be assigned to such a Force would be in particular the reinforcement of national homeland components in support of hybrid crises, in particular those involving a non-conventional threat. This would include, but not be limited to:
- Terrorism;
- The weaponization of migration;
- Insurgency;
- Countering proxy forces - including criminal organizations or private military companies - directed or supported by hostile state actors;
- Investigating illegal trafficking to arrest perpetrators, seize illegally accrued funds and secure trafficked dangerous and/or toxic material, and
- Last but not least, community-oriented policing, the epitome of Law Enforcement, which in fragile states more than everywhere else is crucial to fill the security gap, to satisfy the security needs of the population and to support the consolidation of battlefield gains, as well as is conducive to long-term peace, stability and development.

Conclusions

The idea of grouping these capabilities under a “Stability Policing” Concept has been ongoing for many years, but met with reluctance by some Allies unfamiliar with the concept of “Gendarmerie/Carrabinieri Forces” and wary of seeing the Alliance engaging in policing work. In this respect, the use of the word “constabulary” would avoid the immediate resistance as-
associated with the world “policing” and retain the same meaning of an armed police force organized on military lines but distinct from the regular army. The use of the word “constabulary” would also retain the idea that even MP or military units appropriately trained could join a constabulary force, as was the case with the historic (but still relevant) experience of the US Constabulary in post-WW2 West Germany. This would allow relying on a larger pool of forces, as only seven Allies (eight with Poland) have proper Gendarmerie forces. Keeping a neutral word, would allow these Gendarmerie-type Forces to constitute the “core” of the Constabulary Force, while MP and military units with constabulary training and equipment might be earmarked to contribute to it.

In this vein, as plans move ahead on the implementation of a new NATO Force Model as part of the effort to strengthen and modernise the NATO Force Structure, the idea of establishing a High-Readiness Constabulary Force would be particularly appropriate in dealing with terrorist and hybrid threats and complement the traditional military with additional skills, also available below the threshold of war, through non-lethal means, ways and ends. And the Vilnius Summit would indeed constitute an ideal opportunity to launch the initiative, in light of the ongoing discussions on developing dedicated initiatives for the Southern flank. With its focus on Counter Terrorism and supporting hybrid threats such as the weaponization of migration, this proposal could be rightly introduced as an effort to address threats that are more acute in the South. If approved, it would also see a major involvement of the Southern allies that constitute the majority of the Allies having Gendarmerie/Carabinieri-like forces. Finally, such a force might be seen as relevant and helpful also by smaller Allies that would welcome the possibility to rely on Allied support to counter threats putting under excessive strain their Law Enforcement capabilities.

Disclaimer: this paper is a product of the NATO Stability Policing Centre of Excellence, and its content does not reflect NATO policies or positions, nor represent NATO in any way, but only the NATO SP COE or author(s) depending on the circumstances.

This article has been published on the NATO SP CoE website and Twitter account and also on the “Centro Universitario de la Guardia Civil” website.

note
1 By Col. Giuseppe De Magistris, Director, NATO Stability Policing Centre of Excellence.
2 AJP 3.22, LEX-2 and NATO Agreed term.
3 AJP-3.4.1, AJP-3.28 & AJP-3.22.
4 The SIGAR’s 336-page “Police in Conflict” report was published in June 2022. To enhance their own international collaboration, SIGAR partnered with the NATO Stability Policing Centre of Excellence in Vicenza, Italy to examine U.S. and international police assistance activities, including conducting joint fieldwork in Afghanistan. The American experience of developing police capabilities in Afghanistan provides insight that can be applied to future conflicts. This SIGAR report examines the role of U.S. and international assistance activities since 2001. It also reviews Afghan policing practices dating back to the late 1800s. The report highlights the difficulties in fighting a heavily armed insurgency while trying to develop indigenous Law Enforcement and civilian policing capabilities.
7 Tier 1: well over 100,000 in up to 10 days; Tier 2: around 200,000 in around 10-30 days; Tier 3: at least 500,000 in up to 30-180 days.
8 Currently, Allies can make approximately 40,000 troops available at less than 15-day readiness.
9 It was launched in 2006, after an agreement between France, Italy, the Netherlands, Portugal, and Spain. Romania joined in 2009 and Poland in 2011.
10 PO(2022)0200.
12 From Wikipedia: “The United States Constabulary was a United States Army military gendarmerie force. From 1946 to 1952, in the aftermath of World War II, it acted as an occupation and security force in the U.S. Occupation Zone of West Germany and Austria”.

Giuseppe De Magistris
Col., Italian Carabinieri
NATO Stability Policing Centre of Excellence Director
Human security is ‘at the heart of who we are and what we do: an Alliance working together to protect our people and our values – freedom, equality, human rights’... ‘Taking a human security approach is the best way to achieve lasting peace and security’.”

NATO’s Secretary General Jens Stoltenberg, 25 February 2021.

In recent years NATO has taken steps to adapt to the changing nature of conflicts in a post-cold war era. Nowadays, the irregular has become the normal, where many times disputes remain below the threshold of warfare and are conducted via proxies, non-state actors, through cyber means, and/or terrorist actions, still remaining in the grey zone, a space where attribution is often challenging, and accountability therefore neglected. Frequently, victims are amongst the civilian population, which is being leveraged to achieve military objectives. In other instances, such as Russia’s war of aggression against Ukraine, the targeting of civilians to achieve military objectives seems more apparent. In either case, NATO’s set of common values, i.e., individual liberty, democracy, human rights, and the rule of law, are at risk.

Acknowledging these changes and the paramount importance of Human Security, NATO has empha-

NATO WILL WORK AND REINFORCE CO-ORDINATION AND COOPERATION WITH OTHER INTERNATIONAL ACTORS TO ADDRESS THE BROADER CONDITIONS PROMOTING CRISIS AND WIDESPREAD INSTABILITY AND CONTRIBUTE TO STABILISATION AND RECONSTRUCTION

by Jose A. Lorenzo


SP: A VALUABLE TOOL FOR NATO’S HUMAN SECURITY APPROACH
in Madrid on 29 June 2022. It stated that the protection of civilians and civilian harm mitigation are central to NATO’s approach to crisis prevention and management. NATO will work and reinforce coordination and cooperation with other international actors to address the broader conditions promoting crisis and widespread instability and contribute to stabilisation and reconstruction.

This reinforces the NATO 2016 Policy on the Protection of Civilians, which asserts that all feasible measures must be taken to avoid, minimize and mitigate harm to civilians. When planning and implementing such measures, NATO should consider those groups most vulnerable to violence within the local context. NATO recognizes that, in general, children constitute a particularly vulnerable group during conflict and women are often disproportionately affected by violence.

This article will focus and explore the benefits of having Stability Policing within the NATO’s toolbox and how it can provide an added value to the Alliance and contribute to the Human Security approach, including the protection of civilians, which the organization is now advocating for.

To better understand what Stability Policing is, it is necessary to provide a definition. NATO defines Stability Policing as: “Police-related activities intended to reinforce or temporarily replace indigenous police forces in order to contribute to the restoration and/or upholding of the public order and security, rule of law, and the protection of human rights”. It can be identified as the support to or conduct of Law Enforcement functions directed at policing the populace during a NATO-led military intervention.

The NATO 2019 publication, MC 0362/2 NATO Rules Of Engagement (ROE) recalls that civilian Law Enforcement is not a NATO function; however, it acknowledges that the situation may arise during a NATO/NATO-led military intervention. When this situation results the NATO forces may, under direction of the North Atlantic Council (NAC), and with the agreement of the Host Nation when appropriate, engage in support to or the conduct of civilian Law Enforcement functions. NATO’s involvement will then be determined by the political direction given by the NAC and specified in the Supreme Allied Commander Europe’s (SACEUR) Operational Plan and Rules of Engagement.

Although Stability Policing is recognised in NATO through the Allied Joint Publication 3.22 Allied Joint Doctrine for Stability Policing (dated 2016) and the circumstance that NATO Forces have already been de facto performing Stability Policing tasks, similarly to those police activities performed by other relevant IOs (AU, EU, and UN), since the Balkan Wars in the ‘90s, surprisingly it remains highly unknown to many
within the NATO community.

In essence, Stability Policing aims at creating a safe and secure environment (SASE), restoring, and maintaining public order, security, and the respect for the law by strengthening (reinforcing) and/or substituting (replacing) Host Nation Law Enforcement agencies with the long-term objective of contributing to the establishment of the Rule of Law. Stability Policing can be applied throughout the entire spectrum of conflict to all NATO Operations, both Art.5 and non-Art.5 Crisis Response Operations, conducting its activities other than combat, by engaging an adversary that is not a conventional enemy through tailored-to-the-need procedures, means, equipment, and forces. SP can be used to prevent conflict prevention and support to civil authorities and to strengthen local Law Enforcement agencies by directing its efforts at establishing a SASE for the population, and to strengthen the indigenous police force. Stability Policing can operate until the transfer of responsibility to national or international Law Enforcement agencies. The very nature of Stability Policing activities require that its forces have permanent contact with the local population, authorities, and representatives of local, regional, national, international community members, and different stakeholders of the criminal justice system (police, courts and corrections), thus making Stability Policing, through the conduct of civil-military interaction a key player in Civil-Military Cooperation (CIMIC), which will result in promoting the image of the force and of the Host Nation. This people-centred approach that Stability Policing brings about guarantees a closer contact with the civilian population, turning a deeper understanding of the human environment and allows the identification of the specific policing needs of the population, addressing both preventive and protection-oriented needs. It is this understanding of the human environment that allows to address specific actions and ensure that civilians are minimally impacted by conflicts and/or disasters. Stability Policing can contribute to NATO’s overall protection of civilians’ efforts by addressing topics such as Children and Armed Conflict (CAAC); Cultural Property Protection (CPP); Women, Peace, and Security (WPS); Conflict Related-Sexual Gender Based Violence (CR-SGBV); Trafficking in Human Beings; Sexual Exploitation and Abuse (SEA); and Building Integrity (BI). Children have been identified within the civilian population to be an especially vulnerable group in armed conflicts, and up to six distinct categories of crimes have been identified as grave violations against CAAC. Stability Policing efforts in this area can be directed at identifying and reporting of violations, raising awareness amongst Host Nation Law Enforcement agencies and training Host Nation counterparts to prevent and report these serious crimes. Stability Policing activities can contribute to minimize CR-SGBV by educating and training Host Nation Law Enforcement agencies on these issues, with the dual role of preventing internal misbehaviour and preparing the local Law Enforcement agencies to perform tasks bearing a gender perspective, if not mandated to investigate. The article “Serious Transnational Organised Crime: International Actors and Actions to Counter Human Trafficking and Smuggling of Human Beings” explains the link between serious transnational organised crime and trafficking of human beings and how this typology of crime could spill over to a conflict area where NATO may be present. As well, it also highlights the fact that NATO is not a primary responder on Human Trafficking, and it could limit its efforts in “not fuelling” this serious crime (by reviewing its supply chains to ensure no victim of human trafficking is exploited to provide services, and forbidding its troops to...
engage with victims of trafficking for sexual exploitation) or it could take a more proactive approach and take measures to “fight” against the trafficking of human beings by investigating it with the use of dedicated assets such as the Stability Policing ones. In the case of an executive mission, when replacing the indigenous police force, Stability Policing could directly support international Law Enforcement agencies in countering this serious crime, and, when in a reinforcement mission, it could improve performances of the Host Nation’s responders support the Host Nation and serve as bridge to help prevent and counter the trafficking. Another area often overlooked is the protection of cultural heritage and cultural property protection (CPP). This issue is primarily addressed from a perspective of armed conflicts, in The Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict of 1954 and its two protocols. Cultural Property (CP) is significant as it is an important sign of identity not only to a specific nation but to all humanity. CPP “shall comprise the safeguarding and respect of such property”. Stability Policing can be a crucial player in the fight against criminal activities such as illegal excavations and trafficking of looted antiques, as well as the protection of sacred places and cultural heritage. All these efforts are a key role in the recovery and stabilisation process. During the “NATO Stability Policing in Cultural property Protection Conference”, organised by the Centre of Excellence for Stability Policing in Vicenza (Italy) from the 15th to 18th of November 2021, an event which brought together Italian and NATO authorities, representatives from International Organisations, and experts from the heritage sector, Stability Policing was acknowledged as proactively safeguarding CP, by - inter alia - improving situational awareness, preventing adversaries from obtaining illicit revenues from its trafficking, and promoting Host Nation’s cultural identity.

Until here we have seen that Stability Policing can provide NATO with a policing capacity specialised in addressing the local populace. It has a multifaceted character, capable of delivering tailored-to-the-need procedures, equipment, and forces, which allows Stability Policing to address the above-mentioned cross-cutting topics, which are at the heart of the Human Security approach. Yet, experience has shown that the civilian policing dimension has been left out of NATO’s planning phase. In these scenarios NATO has found itself playing catch-up once and time again regarding the policing dimension in NATO operations. The reality of the matter is that, since the Balkan wars in the late 1990’s, the necessity of NATO having to provide policing capacity to replace or reinforce the indigenous police force has surged in Bosnia, Kosovo, Iraq, and Afghanistan.

Regarding this last example, the NATO Stability Policing Centre of Excellence, under NATO ACT’s aegis between the 5th and the 7th of July 2022, carried out a conference – “Stability Policing in Afghanistan: did NATO miss an opportunity? Lessons from a 20-year campaign”, during which it was identified that the Alliance and the International Community did not consider the role that Stability Policing could have played in filling the “public security gap” between local institutions and the Afghan population. This created a capacitive vacuum, which alienated Afghan National Police and local institutions from the populace, whose basic security needs have been completely neglected. Furthermore, criminal networks, terrorism and insurgency were being combated almost exclusively through the military instrument, rather than also using the police instrument. This gap could have been bridged by Stability Policing, which inter alia could have contributed to the fight against corruption, the protection of ethnic minorities, cultural heritage, and women’s rights. The importance of a credible and reliable police force is vital, this was highlighted by Colonel Giuseppe DE MAGISTRIS, Director of the NATO Stability Policing Centre of Excellence, in a recent publica-

CURRENTLY THE NATO STABILITY POLICING CENTRE OF EXCELLENCE IS ORGANISING A CONFERENCE, TO BE HELD IN JUNE 2023, WHERE RELEVANT EXPERTS WILL EXAMINE “NATO STABILITY POLICING’S ROLE IN HUMAN SECURITY”
In this regard, NATO Secretary General’s Special Representative for Women, Peace, and Security — Dr. Irene FELLIN — echoing the Warsaw Summit declaration, highlighted that there is the need to include a “Stability Policing dimension” in the protection of civilians. She also emphasised that the Comprehensive Approach by NATO cannot be separated from the balanced coexistence of purely military instruments along with additional capabilities and a wider spectrum with a specific focus on populations. This would include Stability Policing, which fills a clear “gap” in the list of instruments available to the Alliance. Moreover, she drew attention to NATO’s Human Security issues and to the role Stability Policing plays in NATO’s integrated approach to the management of current and future crises, with a focus on what is happening in Ukraine.

With the Stability Policing Concept currently under revision, it may be a good opportunity to adapt it to the new 2022 Strategic Concept; to determine the necessity of having an expeditionary police assistance capability resourced with sufficient numbers of qualified and trained police assistance experts; and to highlight the contribution that Stability Policing can deliver to NATO operations and support its integration to all phases of planning and execution.

Currently the NATO Stability Policing Centre of Excellence is organising a conference, to be held in June 2023, where relevant experts will examine “NATO Stability Policing’s role in Human Security” and hopefully raise awareness of the added value that Stability Policing can bring the Alliance in current and future crisis scenarios.

Disclaimer: This article is a product of the NATO Stability Policing Centre of Excellence, and its contents does not reflect NATO policies or positions, nor represent NATO in any way, but only the NATO SP COE or author(s)
This article has been published on the NATO SP CoE website and on the NATO SP CoE Twitter account.

References:
AJP-3.22 Stability Policing
ATP-103 Reinforcement and replacement of Indigenous Police Forces


MC 0362/2 NATO Rules Of Engagement NATO Strategic Concept 2022
PO (2016) 0407 NATO Policy for the Protection of Civilians

Online references:
https://www.nato.int/cps/en/natohq/official_texts_133945.htm?selectedLocale=en
https://www.nato.int/cps/en/natohq/topic cs_181779.htm
14 Stability Policing Concept by the two NATO Strategic Commands, Allied Command Transformation in Norfolk, Virginia and Allied Command Operations in Mons, Belgium, aimed at supporting the identification of the requirements needed to develop and implement a coherent Stability Policing capability (draft under revision and pending approval).

depending on the circumstances.
CARABINIERI
CENTER OF EXCELLENCE FOR
THE STABILITY POLICE UNITS
CENTRO DI ECCELLENZA PER
LE UNITÀ DI POLIZIA DI STABILITÀ

EUROPEAN GENDARMERIE FORCE
"Forza di Gendarmeria Europea"
HEADQUARTERS
" Quartier Generale"

NATO STABILITY POLICING
CENTRE OF EXCELLENCE
SP DAY

MAY 16TH, 2023

Annual Stability Policing Day, organized by CoESPU, Eurogendfor PHQs, and NATO Stability Policing Centre of Excellence. This event brought together experts and professionals from these three Entities to share insights and discuss crucial aspects of Stability Policing.
JUNE 20TH, 2023

Semi-Annual Talks at the CoESPU in Vicenza, with the participation of delegates of US Department of State, GPOI - Global Peace Operations Initiative, US Africa Command, Italian Defence General Staff, Italian Ministry of Foreign Affairs, Carabinieri HQs, and Center of Excellence for Stability Police Units. Among several talking points, special attention was paid to the CoESPU’s training offer for the forthcoming years, Internship programs, future live exercises, and IT improvement.
Within the framework of UNPOL Training Architecture Programme and following the trail of the UN ToT Course on the new Specialized Training Materials for UN Police (UNPOL STM 2021) Course, held at CoESPU in June 2023, three different courses in a row took place: Monitoring, Mentoring and Advising (MMA), Capacity-Building and Development (CBD) and Community-oriented Policing (COP) courses, directed by Mr. Amod Gurung, Adviser at UN Police Division – Standing Police Capacity Brindisi. These training activities, exclusively for COESPU attendees, contribute to the Job Specific Certified Instructor Development course, whose main objective is to identify qualified trainers for the delivery of Training-of-Trainers Courses in the three above mentioned technical areas. The whole initiative was designed by the UN Department of Peace Operations / Police Division and Integrated Training Service in collaboration with the UN Institute for Training and Research (UNITAR) and the Government of Italy, through the CoESPU.
Born in the framework of the historical cooperation between US Department of State (through its Global Peace Operations Initiative), UN Police Division and CoESPU, this 5-day activity was addressed to 31 high-rank officers already deployed as FPU Coordinators or holding leadership positions at MINUSCA, MINUSMA, MONUSCO and UNMISS. The Workshop was mainly aimed at keeping the attendees updated about the most recent UN doctrinal and operational innovations in training, deployment, management, command and control of the Formed Police Units, with a special focus on FPU Policy, FPU Guidelines and Standard Operating Procedures on FPU Performance.
10th UN Core Pre-Deployment Training Material course, 1st Specialized Training Material course, 15th Gender Protection in UN Peace Operations course, 4th Child Protection in UN Peace Operations course, and 13th Training Building course, attended by 48 students and 3 Tutors coming from 12 different Countries, namely Bangladesh, Cameroon, Gabon, Jordan, Malaysia, Mauritania, Nepal, Philippines, Senegal, Togo, Uganda, and Vietnam.
I accepted an invitation to participate in the above course with a view to being certified as a United Nations Instructor. The Centre of Excellence for Stability Police Units (CoESPU) conducted this training, in cooperation with the Integrated Training Service (ITS) of the Department of Peace Operations (DPO), United Nations.

Facilitators
- Course Director Cum Police Training Officer - Stefan Schwarz
- Course Manager Cum Police Training Officer - Prosper Kofi Oklu
- Police Training Officers
  1. Sari Rautarinta, ITS, DPO, United Nations;
  2. Xin Yue, Ex-United Nations Training Officer;
- Facilitators
  1. Barbara Carai, United Nations Institute of Training and Research (UNITAR);

Stefan as facilitator was very practical and professional. When we felt any necessity, he was there to meet our demand and filled the gap. Sari is very experienced in training field, remains humble and maintains discipline softly. She has the Scandinavian spirit of working together in a collaborative way. Xin was a keen observer who gave feedback with helpful details and was confident as a trainer. Kofi prevented boredom with his African greeting, including clapping and rhythm: he was quite innovative in introducing the topic and in analyzing situations from the country context and carried out his Secretariat function quite well. Barbara energized us without pressure, illustrated her messages well with practical examples and inspired us to be better trainers: she was caring, relaxed and well-organized. Alexander showed that he understood our perspective in discussing human rights.

All facilitators showed that they were quite experienced in leading adult learning. Their great teamwork made the course effective and successful. The facilitators were present for all the scheduled classroom activities. They observed, guided and instructed the partici-
pants to develop our training skills.

We were impressed to see the facilitators working extra hours after class to plan and prepare the next day’s sessions. The effect showed in well-organized, well-planned and well-coordinated training sessions every day consistently. The facilitators were totally dedicated and thus succeeded in making the course effective, efficient, representative and responsive.

Disagreement was there among the facilitators on viewing learning video clips and other areas. Yet they came to the agreement amicably. In an international setting, disagreement is very natural for having cultural, geographical and other differences. They also follow the rule of agree to disagree.

Setting the Tone
On 18 April 2023 at 08.30 AM, Barbara started the session by giving a piece of paper and told us to draw anything special like Pablo Picasso (Cutting Jokes) from our life we like best and wrote three expectations from this training course. We drew at our own way. Most of the drawings were related to family pictures, pastimes, sports and job activities. Then we were to describe each other’s picture and expectations in buddy teams as an icebreaker. These drawing sheet of papers were attached at our seating desks with glue and were in the classroom until the end of the training course. This gave us a feeling that this was our classroom and our feeling is involved with this place.

Then Sari stood in front of the class and told us to tell our name, country, working position, how long we have been in police service, training and UN mission experiences. Prosper was there with a flipchart board and paper and divided the paper into three parts vertically. All attendees’ length of active police service was 709 years, training experience 210 years and UN mission experience 74.3 years. Then he summed up all the numbers and the total figure was 993.3 years. Sari told us that this is a great class because you have huge experiences. This matter gave a boost to our confidence.

Barbara came afterwards with the topic ‘Result based Learning’. She made the session interactive with the question, “Why is training needed?” We responded with different answers of filling gaps, change of knowledge, skill, attitude and so many others. Then she explained us about the adult learning principles that adults are autonomous and self-directed, goal-oriented, experienced, practical based and relevancy oriented (Pa- lis and Quiros, 2014). When facilitators give focus on these things, then learners come out of their comfort zone and start learning. She further mentioned “Adults are resistant to change, not resistant to new things.” She reminded us that personal communication is 55% body language, 38% voice intonation and only 7% verbal content (Mehrabian, A. 1972).

After that Sari came up with the house rules. She asked the participants to come up with what rules we expect in the class to make the sessions fruitful. Attendees responded by maintaining time, showing respect, following Chatham house, constructive communication, agree to disagree and some others. All these were written on flipchart paper which was attached to the wall visibly for the whole training sessions as we follow all these rules set up by us. A Parking lot paper was provided at one side of the classroom. If any question or issue was raised and remained unsolved, it would be kept at the parking lot to be solved by the expert facilitators.

Stefan came at that moment with the topic ‘Wardenship’. He nominated one Gender Warden, Acronym Expert and Energizer separately. A signage was provided to everyone and one volunteer attendee would play the role as per signage for each day.

Then he asked us to think about the best trainer we have got in our life and to write the special fea-
res about them why we think so. We were also urged to write the weak points of ours as trainers as a reflection of self-criticism.

Stefan explained us the BOPPS model for session planning of adult learning. He gave a laminated color sheet of paper with BOPPS description at a glance where B stands for Bridge-in, O stands for outcome/learning objectives and other alphabets stand for Pre-assessment, Participatory learning, Post-assessment and Summary consecutively (Canadian Teacher Skills Training), (Chen, 2019). This sheet of paper was brought from Germany and prepared by Stefan's spouse. Our heartfelt thanks to her for taking this pain and being so cordial in helping us in our learning. Though she was not involved with the course.

In the last part of the first day session, Xin came up with the importance and barriers of communication. He urged us to come in front of our desk and made a U-shaped semi-circle. He did role play by participants on how communication distort when we do not take feedback. He peeped a message into one’s ear to transfer silently, “Who is the prime minister of China, not the president of Japan”. Until it came to the last person, the meaning of the message was totally distorted. It came out that there could be psychological, physical, cultural and other barriers to effective communication (Rani, 2016). As a trainer we need to be aware of these barriers to mitigate to be effective in the classroom.

The seating arrangement for the twenty-three participants was U-shaped as facilitators can walk around the classroom and everyone can enjoy the delivery of speech and be interactive to ensure two-way communications. One participant raised question mentioning an inconvenience about this formation of seating arrangement and later on in the second week, it was changed to two U-shaped formations. But the participants went back to the first single U-shaped formation. Facilitators changed the individual seating position at the end of every day sessions and we were to look for our desks in every morning and sat there. Each day we had to sit a new desk with a new buddy at our left and right sides. This innovative seating arrangement ensured better interaction among all the participants.

Getting to the Guts of Training – Methodologies, Leading Lessons, Presentations, Retention, Feedback and Scenarios

On the second day, Barbara started the session with training methodologies. Attendees were given different sheet of papers with different color and were asked to write about name of different training methodologies and pasted the written papers on the flipchart board. Participants came up with different names of methodologies and these were: Fishbowl, Simulation, Flipchart classroom/Reading materials/Homework, On the job training, Bloom Taxonomy, Frontal/lecture, Coaching, CAX CPX, Group Discussion/Working Group, Table Talk Exercise, PowerPoint, Demonstration, Scenario Based Exercise/Case Study, Brainstorming, Walking Talking exercise (Learning walk), Round Robin and so on.

After interactive discussion, it came that PowerPoint is a teaching tool not a methodology. This is how on the job training, Bloom Taxonomy and Coaching appeared to the class not as methodologies but rather other training tools.

World Cafe methodology was placed by Barbara which seemed new to us. Then she explained that it is like different groups seating at a Cafe at a separate table and discussing a topic with the help of assigned facilitator. Participants discussed a topic from different perspectives for a definite period of time in a structured format and wrote their thoughts on the table cloths (sheet of paper). This is how they shifted their position for
a specific time with specific topic from one table to another (Löhr, et al., 2020). Then the findings are to discuss at the plenary session.

World Cafe has similarities with the Round Robin methodology with some differences of not having facilitators is one of them. Stefan added that World Cafe and Round Robin can be applicable to teaching in domestic settings for staff development. It was further discussed that for dry training topics, Case Study based exercise methodology is quite fruitful (Prince and Felder, 2006). Role Play and Group Discussion came as guided practice methodologies. Quality training requires much time, huge involvement, experience, innovation, cultural and gender sensitivity, dedication and eagerness for doing hard work and taking pain with enthusiasm. Whereas, lecture method training needs less time but chances are less to be effective equally.

Stefan Schwarz and Xin Yue presented STM Lesson-1: Overview of United Nations Police (UNPOL) as an example for us to be followed in our presentation. Fishbowl and Group discussion methods were used at their presentation for making the session interactive. They explained us citizen oriented and government oriented policing. They helped us to realize effective, efficient, representative, responsible and accountable police services that serve and protect the population in UN context. Their coordination was well established and topic details were well apprehended by us. Their tonality was soothing and they did participant centric discussion. Their topic presentation was relevant to the continental context.

Fishbowl methodology presented by them was hard to understand initially. Appointing Participants for discussing the topic was uncomfortable and made some participants shaky. Asking for volunteers by mentioning the topic could solve the problem. Sometimes, the flow was not very smooth. Few rehearsals of the presentation beforehand could give a better flow.

Sari explained that in our presentations, we need to take special care of our audiences, the flow of presentation, connectivty of relevant topics, use of proper methodologies, participatory approach, teamwork among the participants, content development, classroom set-up, time management and so on. She gave emphasis on participatory method as for adult’s average attention span is limited (Bradbury, 2016). She further suggested that we need to go from concrete to absurd, easy to tough and simple to complex to make the topic apprehensible to the focused audiences.

Then forming four groups, we worked with the training retention statistics. We agreed that when we learned, did work and taught a specific topic, our retention remained the highest. The retention comes as lecture 5%, reading 10%, audio visual 20%, demonstration 30%, group discussion 50%, practice by doing 75%, teaching other 90% (Active learning: Retention rates). The more we can involve ourselves and the participants with the topic related activities, the session will be more fruitful. As Confucius learning theory “I hear and I forget, I see and I remember, I do and I understand.”

On Thursday, Barbara started the day with feedback topic. Feedback is very important for bringing positive changes and correcting our knowledge and skills (Hattie and Timperley, 2007). She elaborated that three levels of feedback would be given at the completion of our assigned presentation. The first level would be self-assessment for reflecting on our own thoughts. The second level would be Peer Reviews done by the co-participants to get their constructive evaluation feedback. The final and third levels of feedback would be given by the facilitators basing on specific criteria and training experiences.

Feedback is beneficial if it is constructive and given in a proper way. To make the feedback effective, we need to know, “how to give and receive feedback”. She divided us into three groups for round robin and gave us three topics 1. Criticism vs Feedback, 2. How to give proper feedback? 3. How to receive it? to discuss in our group and write the points on the different flipchart papers on a round robin basis.

Criticism versus Feedback were discussed in group. We found feedback is to provide relevant information to improve the quality of a given task. Example: your report is very well done but I would suggest expanding a bit more on the final recommendation. It is needed to be objective, primary, specific, encouraging, inspiring, positive and constructive.

On the other hand, Criticism is an approach which focused on highlighting faults without giving a solution. Example: Your report does not make sense to me, it is poorly written and do it again. It
is subjective, demoralizing, demotivating, negative and destructive.

At the plenary session, facilitator corrected us that the ‘But’ conjunction gave negative connotation at the above-mentioned feedback. Therefore, she suggested mentioning ‘And’ conjunction instead of ‘But’. As an example, your report is very well done and I would suggest to expand a bit more on the final recommendation.

In response to question, how can we receive feedback openly? In group discussion, we came up with decision that participants need to realize the importance of feedback and not to take anything personally and keep an open mind. Having a positive attitude and growth mindset can help to receive feedback without prejudice openly for personal growth.

In response to question, how can we give proper feedback? The answer came out that we need to be respectful, use a soft tone and maintain eye contact. We need attention to specific area and present feedback in an objective way.

At this stage, Kofi came in front of us to introduce Carana scenario in a dramatic way. He requested us to close our eyes and said, ‘Think you are in a plane, it took off and started flying for Carana. Ladies and Gentlemen, now you can open your eyes and see we are already in Carana.’ He showed us the Carana scenario on the screen. He presented different information about Carana and we were entering the hegemonies context of Carana.

Challenges in presentation, learning from presentation by us and other buddy team

Challenges in presentation were discussed in a plenary session and findings were as follows:

• Participants cultural differences can be a challenge in presentation at international setting (Parrish and Linder-VanBerschot, 2010). Example: In some cultures, laughing at the time of presentation can be considered normal but it may seem unbecoming at other cultures.

•Managing topic sometimes become challenging. If the presenter is well acquainted with the subject, s/he can deliver confidently with giving practical examples and can make the session interactive using different methodologies and tools.

•Managing time can be a hurdle in presentation. It is said that there are two types of people in time management, one is time optimist and another is time pessimist. Time optimist remains relaxed and confident with his/her allocation of time for presenting a topic. To the contrary, time pessimist gets confused with managing time. Sometimes it happens, s/he runs after time and loses the topic.

•Over confidence can be a challenge in presentation. The presenter can ignore the context of the audience to relate the topic. That is why, it is said that try to be smart in presentation but do not try to be over smart.

•Language can be a barrier to communicating the topic with the audience in an international setting. Accent, lack of fluency and tonality of the speaker can make the topic complicated.

•Too much knowledge in class can make barrier to presentation. It requires the tactfulness of the presenter to manage the topic and participants.

•Prejudice can have a negative impact on presentation. As an example, one participant in the class seemed to be annoyed with much interaction by using different methodologies and tools. He may have prejudice about taking classes predominantly based on the lecture method.

•Context can be a hurdle in presentation. Many audiences are good at seeing various pictures, colors, graphs, and so on. Whereas some are good at listening and few are good at tactile to learn something new. As an example, Scandinavian people are good as auditory learners (Rautarinta, 2023). Participants are divided into three types as visual learners, auditory learners and kinesthetic learners as per learning styles (Pashler et al., 2008).

•The composition of audiences can be a challenge. People may vary in their age, gender, religion, race, ethnicity, personality etc. and can have different understanding of the same topic.

Police Command in a UN Context

Among the participants in this course, I and my assignment partner Xamin Dennis were the first presenters on the topic ‘Police Command in a UN Context.’ Following the template, we prepared our lesson plan with the segment of Start, Time, Subject, Learning Objectives, Method, Description, Responsibility and Material needed for a
class duration of ninety minutes.

We introduced each other and set rules for the class at the beginning of our presentation. We started our presentation with a short introduction to leadership importance and a role-play of shifting desk from one place to another for setting up the classroom by getting a sudden command from our boss. We tried to explain the

Then Accountability and Oversight

The buddy presenter Xamin Dennis delivered Chain of Command, Strategic Leadership in the UN setting and UN Police/Military Cooperation topics. He divided the flipchart paper into three parts horizontally and urged the participants to paste according to the position at the strategic, operational and tactical level. From the participants, Marco gave a feedback that he was confused at the beginning with the relevancy of example with the topic. A big introduction and a lot of information made participants confused. Sari said, “I was gender biased at my delivery for mentioning gentlemen several times without mentioning ladies”. Xin evaluated our presentation as a good start, adding innovation at the PowerPoint slides. Though objectives were not judged at the end for evaluating the participants understanding. Barbara said that Xamin could keep the flipchart board at the middle front side of the class instead of bringing it to everyone’s proximity as all participants can see it better. Stefan mentioned about coordination gap, one presenter dominance, no clear guidelines for a smooth presentation and who would cover what part was not clear.

Session conducted by other buddy team and lesson learned

Marco Sutto and Bahalina presented the Use of Force and Firearms by UN Police topic. Effective use of flipchart board and paper with appropriate font size and two color combination of visual slides made their presentation understandable. For having a clear idea of the topic, they were calm and their flow was smooth. They made the participants use their smartphone for Google search of a topic which
helped to apprehend the subject matter and keep the audience engaged. The presenters were well coordinated which assisted smooth presentation. Their PowerPoint slides were less wordy. So the audiences were not struggling to receive the message. Their body languages implied confidence and tonality matched with the topic presentation. They used relevant scenarios to describe the topic and engaged the audience in group discussion to make the class interactive. In the end, they gave different references as source which made the presentation authentic. Though by using role play method, they could make their presentation unique by engaging all the senses of the audiences.

Socialization and collaboration among the attendees and facilitators
Extramural activities are important in training effectiveness. These build team spirit and also let trainees relax and learn about different culture and context. Such culture and context are the most important differences between UN policing and policing in our home countries, so we must be aware of and understand it.

Informal discussion at breakfast, lunch and free time
Diversity is strength. At the course the trainers and attendees were quite diverse. Informal relationship is important for building Interpersonal Communication (IPC).

We used to have informal conversation and mixing during breakfast, lunch and class break time. It is nice to see that all the facilitators share their foods with each other which work as strengthening bond age at the team. We could know about Stefan long career at the United Nations as trainer and other positions. Sari worked at the Induction Training Unit (ITU) of field mission and had experience of long UN career. Kofi came at the CoESPU few years earlier as attendee of Training Building Course. But now he is there as trainer at a different position. Having known my interest and experience in Public Order Management field and a compilation of POM book for Bangladesh Police, Stefan and Sari provided me valuable materials on it to improve and update the content. They further assured me to continue their support at the POM and other knowledge arena. This cooperation is praiseworthy and makes me glad and inspires me to continue my work at the POM and writing area.

Site seeing at Venice, Italy:
On Saturday 22 April 2023, our team of Course Manager Kofi, Tour coordinator and guide Leo and Course attendees Hanna, Khaloud, Dan, and Saiful were set for Venice sightseeing via Carabinieri bus from Vicenza. Getting down the main road parking, we stepped towards sea water. We were given a nice Carabinieri speed boat to reach St. Mark’s Basilica and we experienced an exciting sea cruise. Leo told us that when the Venice Film Festival happens, Hollywood and other famous film stars are driven by open-window speed boat and people on both sides of the canal applaud them. They are given a gorgeous reception on their arrival. Riding at opened window spectacular speed boat, it seemed to us that we had been celebrities for that moment.

As a student of English literature, I read Shakespeare’s ‘Marchant
of Venice’ drama. So, Venice is a memorable, wonderful and strange water city for me. It is called the ‘City of Canals’, the ‘Floating City’ and also known as the ‘City of Bridges’ because of the numerous spans that crisscross its waterways.

We were amazed to hear the history of “Bridge of Sighs” from Leo. The Court building was on one side of the bridge where accused subjects were to be judged by the King. If any accused was found guilty, s/he was to send to the dungeon for execution or imprisonment. While crossing the bridge, the accused could see the light of the world for the last time through the two windows and had big sighs. That is why, the bridge is said to be, ‘Bridge of Sighs.’

Rialto Bridge is the oldest bridge in the city and the main pedestrian crossing over the grand canal. We took pictures standing there and bought souvenirs from the shop.

We got refreshed and had our lunch at the Carabinieri compound. We snapped many pictures with the sea and other gigantic buildings, architectural beauty of Venice.

Mama Mia party
A dinner party was arranged for the national and international participants at Mama Mia. The seating arrangement at the hotel room seemed less comfortable for about 25 invitees. So the participants started arranging the table at their own way. There was a lot of gossip in the informal setting among the participants which made our relationship socially closer. Then a girl came to take the order with a cellphone and one by one recorded all the orders in a short time using technology. Italian Pizza was more popular than other foods among the participants. In the end, everybody was to pay his/her bill at the cashpoint. The party seemed simple but full of cordiality, spontaneity and interaction.

Shocking news of one participant and how it was handled
One participant received a sad news over cellphone that her grandmother passed away who brought her up since she was sixteen years old in absence of her parents. The news was very shocking for her and she burst out emotionally. The facilitators team gave her consolation and pacify her in a way that she could recover from her agony and could continue the course. It was possible because of the tremendous support from the experienced team.

Closing Ceremony
The training’s closing ceremony was held on 28 April 2023, in the presence of:
• The Honorable General Birame DIOP, UN Military Advisor;
• Major General PARRULLI, UN;
• Major General Pietro BARBANO, CoESPU Deputy Director US Army;
Chief of studies;
• Col. BIANCHI, Chief of studies and Research Department;
• Col. VOLPI, Training Department Commander;
as well as our facilitators and many other special and dignified guests at the CoESPU auditorium.

General DIOP, Course Director Stefan Schwarz, Major General BARBANO and I delivered speech and expressed our thought, course evaluation and gratefulness. After the speech, course completion certificates were distributed among the participants. It was followed by a grand party at the ‘Ceremonial Rooms’ of CoESPU Director’s Building where we exchanged souvenirs and enjoyed dessert and drinks.

General DIOP stated in his speech that training is a must for peacebuilding and Peacekeeping. We need to understand others culture and not to be judgmental. The more we know others, the more we can solve problems through capacity building to establish sustainable peace. Inoperability and collaboration among the UN entities are must to actualize peace. Female inclusion in UN military need to increase for adding soft skills and to protect women and children who are the most vulnerable in conflicting situation. He warned us to be vigilant about Misinformation and Disinformation that means Hate Speech at the cyber-space and to be aware of Cyber Security. He gave emphasis on peacekeepers Post-Traumatic Stress Disorder (PTSD) maintenance for sound mental health.

Conclusions
The training was effective, enjoyable, memorable and inspiring. Most of the activities were carried out by the participants, which is a mark of well-designed trainees. Yet the esteemed facilitators of the Integrated Training Service, UNITAR and OHCHR played a pivotal role by guiding, sharing and pinpointing issues, giving us important information and new knowledge. They were always responsive, approachable, professional, well-organized and set the best example with the benefits of
their insight and experience. They trained us well, so we can train well.

The whole training course was conducted by the Adult Learning Andragogy method, using innovative, interactive and state-of-the-art training methodologies, guided by the facilitators. The teaching approach was ‘Learning by doing’ and ‘Learning by seeing’. The interactive training sessions were full of knowledge, spontaneity and excitement.

This training course will help us to facilitate, teach and share our knowledge with fellow police personnel and others. Surely our national Police will be highly benefitted from our learning. Special thanks to the Centre of Excellence for stability Police Units (CoESPU) and the Integrated Training Service, Department of Peace Operations, United Nations.

I recommend without reservation that the CoESPU arrange other such courses of capacity building and training of trainers, because this one was a success. As Gen Diop said, training is an important component of peacekeeping. I conclude from that: more training of trainers of peacekeepers will yield better peacekeeping and, thus, more peace.

In Pandora’s box, Hope is the only remaining thing that can keep us dreaming of a better life and world. Such training as the UNTOT course evaluated here can help us police trainers become harbingers of Hope for keeping and building peace.

Specific Recommendations:

- PowerPoint visual slides are considered to be a very important tool for presenting topics as it heightens retention. Standard format of visual presentation slide can make our presentations effective and efficient and enhance our delivery as trainers. Participants from different backgrounds, countries and cultures have varying levels of competence in using visual aids. Therefore, pre-training theoretical and practical sessions about the fundamentals of making standard visual slides could make the training more effective.

- Delivery tips were discussed by facilitators succinctly for a short time period. Elaborate sessions on planning,
preparation and delivery of topics in the class could give better understanding of the role of a trainer.

- Course duration is suggested 15 days. Prior presentations by the facilitators on selected topics if classroom presentation is not possible by video on YouTube can provide better orientation and bring the facilitators and participants to the same page and alignment.

- Selection criteria for assignment partners and topics were not clear. Particular method can be followed in this regard as attendees are assured about the transparency and bias free selection.

- Each assignment buddy team was provided with facilitator earlier. But getting the facilitator available seemed less sufficient in terms of receiving support and allocated timeframe especially who presented at the beginning of the course.

- Assignment partners seemed to get less time for their preparation of presentation, rehearsal and socialization especially who presented initially. To alleviate this problem, attendee’s presentation could be started at the second week of the course in a methodical way.

Finally, it can be said that acquiring lot of practical knowledge on adult learning, this course has exceeded my expectation and has set a high standard for me and others which will be followed at our teaching techniques in days to come. The training program has added value in training arena to me and others participants. Quality is not a sudden thing. It requires long experience, hard work, state of the art knowledge, dedication, plenty of time and huge involvement to do a quality work. As Aristotle said, “We are what we repeatedly do. Therefore, excellence is not an act, it is a habit.” As a trainer for twenty years, I have undergone many ToT courses. But this one is considered the best for having very expert facilitators, following state of the art teaching interactive methodologies and having very congenial training facilities and environment.

References
Active Learning: Retention Rates, Active Learners Institute https://sites.google.com/site/activelearnersinstitute/active-learning-retention-rates viewed: 20.05.2023 at 21:30

Bradbury, N.A., 2016. “Attention span during lectures: 8 seconds, 10 minutes, or more?” Advances in physiology education.

Canadian Teacher Skills Training, British Columbia, Canada. https://www.google.com/search?q=boppps+model+of+teaching&oq=BOPPS+Model+of+teaching&aqs=chrome.1.69i57j0i35i12il3.5108j0j7&sourceid=chrome&ie=UTF-8 viewed: 22.05.2023 at 13:05

Chen, J., 2019, October. “Applying BOPPS Model to Improve Teacher’s Instructional Design Ability.” In 2019 Eighth International Conference on Educational Innovation through Technology (EITT) (pp. 106-109). IEEE.


Mehrabian, A. 1972. “NONVERBAL COMMUNICATION.” By ALBERT MEHRABIAN. United States: ALDINE-AThERTON.


CoESPU onsite visits
MAY 17TH, 2023

On initiative of the Italian Defence General Staff, Visit to the CoESPU from a delegation of International military attachés currently serving at their respective Embassies to Italy.
AROUND THE WORLD
Visit from MG G.P. Barbano, CoESPU Director, and COL Paulo Gonçalves, Eurogendfor CDR, to the HQs of the Public Security Service (PSS) under Ministry of Interior of the Republic of Lithuania, learning more about the activities and capabilities of PSS and analysing new forms of collaboration in their respective fields of interest.
CoESPU Director, MG Giovanni Pietro Barbano, was an honoured guest at the U.S. Army War College where he gave a lecture on “The Stability Policing Mission: Rebuilding Domestic Police for Lasting Civil Order” within the elective course titled “Peace Operation: Future Concepts, Near-Peer Competition, and Cross-Cutting Topics”. This was in cooperation with the U.S. Peacekeeping and Stability Operations Institute (PKSOI). Both institutions are located at Carlisle Barracks, Pennsylvania. CoESPU and PKSOI share a deep and enduring relationship, which was further strengthened last December with the signing of the “Joint Statement on Cooperation”
Two CoESPU Officers participated in the 11th Annual Conference of the European Association of Peace Operations Training Centres (EAPTC) 2023, organised and hosted by the European Security and Defence College (ESDC). In the presence of the main bodies of the European Union, the symposium focused on enhancing training capacity and cooperation on peace, security and defence.
follow us on social media

coespu.org

facebook.com/coespu

linkedin.com/school/coespu

twitter.com/COESPU_News

coespurivista@carabinieri.it
We welcome your contributions!
Should you wish to collaborate with our Magazine, please send your articles, tales or pictures from the field to coespurivista@carabinieri.it