The CoESPU Magazine
The online quarterly Journal of Stability Policing 4 - 2019

Monitoring, Mentoring, Advising & Training
Law enforcement training for capacity building
The Evolving Role of Rule of Law in UN POs
MMA & T in Peacekeeping Operations

“WELL BEING” Concept in Peace Operations
Addressing Research Gaps on Women in Peace Operations
Human Trafficking & Violation of Human Rights
Over the last few years, the international Peace Community, ushered in its efforts by the UN guidance, has identified the concepts of “Monitoring, Mentoring, Advising and Training” (MMA&T) as distinct, yet possibly interconnected, key tools to the international Police capacity building and development strategies in order to eventually ferry the local Institutions towards a complete and sustainable self-sufficiency.

Consistently with this vision, the UN Departments of Peace Operations and of Field Support have widely addressed this topic in the so-called Strategic Guidance Framework for UN Police, transversally across the “Policy” publication, and more specifically in the descending “Guidelines on Police Capacity Building and Development”. Moreover, at the end of 2018, in line with this trend, the UN Security Council, with the Resolution 2447/18, stressed “the critical importance of strengthening Police, Justice and Correction elements in peacekeeping missions[…] to assist national government in stabilizing the situation, extend state authority, end impunity, protect civilians […] and build and sustain Peace”.

In this perspective, in order to operationalize the abovementioned Guidelines, in 2017 the UN Police Division drawn up – with the contribution, among the others, of CoESPU’s Subject Matter Experts – a thematic Manual on “Police Monitoring, Mentoring and Advising in Peace Operations”. Indeed, following a logical and chronological path, this publication gives practical advice to Police practitioners committed to International Peace Operations on how to firstly properly identify in the host-States the relevant security aspects to monitor and, subsequently, to convert the monitoring outcomes in programmatic interventions, primarily developable by means of mentoring or advising programmes – depending on the level of engagement. A further and constant element to this process towards local-ownership is represented by the training provided in favour of and in cooperation with local personnel.

In this context, the Carabinieri Center of Excellence for Stability Police Units (CoESPU), from its side, offers several relevant cutting-edge educational activities. More specifically, amongst the various endeavours undertaken in this direction, it is worth to mention the “MMA&T” Course–organized within the “European Union Police and Civilian Services Training” (EUPCST) programme–whose curriculum focuses on the role of the “new-generation” advisors and mentors, their assignment and relationship with mentee and advisee, as well as on how to identify local actors and coordinate with them in the outline of Peace Operations’ capacity building processes.

Furthermore, as a follow-up to the 1st “International Conference on Strategic Advising in Police Capacity Building and Development - Lessons Learnt and Best Practices”, held at CoESPU in November 2019, a brand new course, designed for Police Advisers working at the Institutional level, will be launched in 2020. Against this background, this issue of the CoESPU Magazine presents noteworthy features on those challenging matters. In details, among other contributions, Robert A. Pulver analyses the Evolving Role of Rule of Law Support in United Nations Peace Operations, while Annalisa Creta describes some lessons learned related to the training for mentors and advisors. Additionally, Claudia Croci goes into details of well-being in peacekeeping operations, whereas Karla P. Riberio delivers a study on Human Rights perspective in Latin American Police.

Wishing you a pleasant reading, let me take this chance to invite you all to examine the opportunity to become a contributor to our Stability Policing Journal, by submitting your pieces that could be possibly published in future editions.

BG 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 practices. 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.

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## Around the World

## CoESPU Training

## News from the CoESPU Campus

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MONITORING, MENTORING, ADVISING & TRAINING - "WELL BEING" CONCEPT IN PEACE OPERATIONS
The 2015 Joint Communication to the European Parliament and the Council on “Capacity building in support of security and development - Enabling partners to prevent and manage crises” indicated that capacity building efforts in partner countries chiefly focus on building effective, legitimate and sustainable institutions, including effective justice and security sectors, border control and coast guards. Also, the mandates of several of the CSDP missions and operations conducted so far have included building the capacities of peace and security actors in partner countries.

The report on Mapping of Law Enforcement Training in the European Union, evidenced that in 85% of the EU Member States Law Enforcement Agencies are involved in transfer of knowledge and their main needs relate to mission preparation training in order to ensure that law enforcement officials operating under the EU framework have common competencies and bring aligned, common EU content and values to the countries to where the EU deploys the missions. In the same direction, the 2013 CSDP Lessons Report clearly stated that staff members have different levels of knowledge and awareness about the EU and its standards and good practices. Also, they may be very competent in their own profession but not be aware of the mentoring and advising techniques that follow EU good practices and are necessary for the training and capacity building of mission beneficiaries. Furthermore, they often have different approaches to such training and capacity building based on their respective national traditions. This is especially true in areas such as Rule of Law and police training.

Against such background, the LET4CAP project (Law Enforcement Training for Capacity Building), co-funded by the Internal Security Fund of the European Union, started in December 2016. Led by the Italian Carabinieri, the project
The consortium also saw the active involvement of the following partner institutions: the Centre for European Perspective (CEP) from Slovenia; the Polish National Police HQs (POLICJA) from Poland, the Scuola Superiore Sant’Anna (SSSA) and Studiare Sviluppo (STSV) from Italy. Its overall objective was that of contributing – through training interventions - towards a more consistent and efficient assistance in law enforcement capacity building to third countries. The project’s specific objective was indeed to contribute to the harmonization of a training package for Law Enforcement Officers (LEOs) and to the development of a common law enforcement capacity-building culture.

Assessing needs for law enforcement capacity building efforts
One of the first activities carried out within the framework of LET4CAP was that of a training needs assessment, alias a type of evaluation that is conducted during the planning phase, that is, before a training curriculum has been developed, to determine training needs. Training needs assessment helps identify the gap that exists between the current situation and a more ideal situation that can be addressed by training. A survey was prepared to identify training needs of, and challenges faced by, Law Enforcement Officials with mentoring and advising functions in capacity building missions in third countries. The questionnaire was directed to former and current police advisors/mentors operating in third countries with the task of building the capacities of local counterparts in EU-led missions and programmes and/or in other International Organisations’ led operations and bilateral projects. This because such target group was deemed to constitute a very important “opinion poll” to help shaping a programme tailored to the real needs and expectations of those working in the field carrying out law enforcement capacity building mandates. The 9-questions online survey was launched and remained open from 1 August to 15 September 2017. At the cut-off date of 15 September 2017, 75 law enforcement officers had responded to the online opinion poll. These respondents represented a highly qualified audience with a vast experience in mentoring and advising: 39% of the respondents have and/or are currently serving in EU CSDP missions; 27% has been operating within the framework of UN missions; 19% of them have had experience in missions led by more than one organisation (meaning that they have served both in EU, UN, NATO-led operations or bilateral mentoring and advising program). Only three respondents had never had any mentoring/advising experience in an international endeavour.

The purpose of such questionnaire was that of better informing the crafting of a syllabus for a Law Enforcement Capacity Building training course forming the basis for the program of 4 training courses run during the project life-cycle and of an online tool that put at the disposal of Law Enforcement Agencies and their staff. However, data gathered in that endeavour were also instrumental for identifying the key skills a mentor should possess to undertake his/her assignments; the key challenges faced by police mentors and advisors in capacity building efforts and; some lessons in this regard as per training is concerned. The assessment was based on a methodology, which identified needs of different type (organisational, performance-oriented, learning, preference-oriented) as well as corresponding approaches to training and linked them to institutional settings. The survey was indeed used to gather the necessary informa-
tion to: build an adequate picture of the context (organisational and task analysis); develop a profile of the potential learners (individual analysis) and; identify capacity gaps or needs of learners in relation to relevant law enforcement capacity building efforts.

Key attributes of a mentor and main challenges faced
Some of the data gathered through the survey were instrumental for a task analysis. For each task involved in a mentoring/advising function, the skills, the attitude and knowledge required to perform the task was also identified. These can be grouped in the following three main categories: personal attitude, soft skills and substantive knowledge.

This further supplement the statement that a mentor as a capacity builder needs to possess not only subject matter expertise but also the tools on how to transfer knowledge in an efficient way. A fully-fledged toolkit of personal, soft and substantive skills is therefore needed to be effective on the ground. And training is instrumental for building the skills of a knowledge broker. Indeed, as part of the law enforcement training for capacity building course design process, the skills, attitude and knowledge identified as instrumental for mentors and advisors were reorganized into logical teaching units. The design for each module included its learning objectives and a brief outline of the information, examples and exercises providing opportunities for practice using the skills, knowledge and attitudes.

Participants in the survey were also asked to note down three main challenges they have faced while performing their mentoring functions in the field, for the purpose of featuring a training program that could analyse, discuss and address them. Three main categories of challenges were identified:

(a) Challenges related to the operational environment: Cultural differences; Different conception of time; Multicultural working environment; Living and security conditions; Working under stress.

(b) Relationships Challenges: Age and rank differences between mentor and mentee; Trust building; Resistance to change; Assessment of local capacities and needs; Local organizational skills and capabilities; Working with interpreters; Language barriers; Difficulties to finding a key to establish a rapport with the local counterparts; Mis-

Some lessons identified:
Capacity building is a process by which individuals, institutions and societies can develop, strengthen and expand their ability to meet their goals or fulfill their mandates. The role of a mentor in this process is that of acting as an agent/facilitator of change, being a resource for the local counterpart on how to solve problems faced, on how to overcome obstacles. And this is all about how to transfer knowledge and skills and values. The role of a
teacher is that of helping students discover avenues for better performing specific tasks and therefore meet their personal or professional goals. The role of a mentor is that of helping the counterpart to identify his or her learning needs and develop and plan for how to get the necessary knowledge and skills. Principles of adult learning are a valuable instrument to organise a structured knowledge transfer process in a relationship between a mentor and a mentee. Adults learn in a supportive climate; through a participatory planning, a mutual diagnosis of needs and a mutual agreement of goals; learning is based on readiness of learner, on enquiry and experiment and mutual evaluation. These principles applied to a structured capacity building effort constitute a general guideline for transferring knowledge.

An effective mentor possesses the subject matter expertise and the tools on how to transfer it to the local counterpart. Any effective training effort for personnel being deployed in the field with capacity building functions, need to be centered on equipping trainees with the tools on HOW TO transfer one’s own expertise. An effective mentor is able to make a mindset shift from an executor in his/her own country and professional/institutional environment into a resource for the mentee in the host country. Any training effort for mentors and advisors needs to elaborate on the implications of such mind-set shift, what it means and the different role the law enforcement officer is going to play in a capacity building environment.

Identifying challenges, discussing them, sharing experiences with mentors already deployed are good exercises to carry out so as to reflect on the factors affecting mentoring and advising and plan for the expected and the unexpected. An effective mentor possesses the tools to assess local capacity and to build on it. Any training for mentor and advisors needs to provide its trainees with a toolkit for assessing the capacity that already exists in the local environment. Instrumental is also the provision of tools for assessing human resources performance.

A UNPOL Advisor, when asked to describe the knowledge transfer process involved in his advisory tasks, answered by saying that the essence of it could be crystallized in the following quote: ‘Tell me and I will forget. Teach me and I remember. Involve me and I will learn’. This sentence expresses in a nutshell the essential skills any training for mentors and advisors should contribute to build and enhance.

2. European Training Scheme — Mapping of Law Enforcement Training in the EU, CEPOL 2012.
4. For information on the project, https://www.let4cap.eu.
5. Primary beneficiaries of the project are LEOs from EU member States of all ranks, from police officers to border guards and customs officers, as well as, where appropriate, other state officials, such as prosecutors called to perform law enforcement capacity building tasks in third countries and trainers of national LEAs. Indirect beneficiaries are local counterparts and more in general people living in third countries to which CSDP missions are deployed.
7. An advisor is “an experienced person who gives advice to an organisation in order to develop the performance of the entire organisation with a view to enable the organisation or parts thereof to fulfil its tasks. The advisor, or the team of advisors, usually interacts with several individuals within the organisation.” Operational Guidelines for Monitoring, Mentoring and Advising in civilian CSDP 15272/14 7 November 2014, §4.4 p. 10. "A mentor is an experienced person who fosters and supports the personal skills and professional performance of another person (mentee). Mentoring takes place in a long-term one-to-one relationship, which must be based on trust and respect." Operational Guidelines for Monitoring, Mentoring and Advising in civilian CSDP 15272/14 7 November 2014, §4.3 p. 9.

Annalisa Creta
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United Nations peace operations support host-countries to “realize effective, efficient, representative, responsive and accountable police services that serve and protect the population.”¹ This engagement has become a pillar of United Nations peacekeeping, because police reforms are often essential to help a host-country to address the legacy of conflict, bring about stability, and build sustainable peace. Thus, over the past twenty years, United Nations peacekeeping operations and special political missions have significantly enhanced their support to police services in peace operation host countries. Police services, however, do not work in a vacuum. They form part of a larger rule of law framework, and their effectiveness relies heavily upon the effectiveness of other rule of law institutions. The more active the police service, the more demand there is upon the other links in the criminal justice chain. If these other elements lag behind police reforms, much of the international investment in police reform will be lost. In the worst case, a police service that is stronger than the judicial branch could be misused as an unchecked enforcement arm of an over-reaching executive power.² Thus, support for strengthening courts, prosecutors’ offices, the defense bar, prisons and detention facilities, and other host-country rule of law institutions is not only an essential complement to police reform, these areas of engagement are also vital for lasting peace and security. So too is political and technical support for more fundamental rule of law processes, such as constitution-making and law-making. Ultimately, peace will be sustained where societies make the transition from a culture mar-

“PROTECTING THE POPULATION HAS BECOME A CENTRAL PILLAR ON UN PEACE OPERATIONS”
red by conflict, to a culture based upon the rule of law and the peaceful settlement of disputes.

This article briefly outlines the evolution of the engagement of United Nations peace operations in the rule of law, justice and corrections areas over the past 20 years and provides suggestions on how to frame this aspect of the United Nation’s engagement going forward.

The Early Evolution of United Nations Rule of Law Support

Until the end of the cold war, peacekeeping operations had mandates focusing primarily on monitoring the implementation of cease-fire agreements. Traditional peacekeeping tended to develop a buffer zone to keep warring factions apart and help monitor any peace or cease-fire agreement, while awaiting a lasting political solution. Lacking an exit strategy and associated peacemaking efforts, some of these missions have stayed in place for decades, effectively freezing the conflict, without sustained effort to address the underlying causes.

In the late 1990’s, the Security Council mandated the establishment of peacekeeping operations in Kosovo and East Timor with executive interim administration functions – the United Nations Mission in Kosovo (UNMIK) and the United Nations Transitional Administration in East Timor (UNTAET). They were tasked with the temporary governance of the territories into which they were deployed. This included, for example, providing the police service, developing and promulgating legislation, running government ministries, running municipalities, running the court and prison systems, and holding elections. Today, both Kosovo and East-Timor remain relatively stable, in large part because of the contribution made by peacekeeping and peacekeeping partners in each setting.

In 2000, drawing upon the United Nation’s experience in these interim administration missions, the Report of the Panel on United Nations Peace Operations (“the Brahimi Report”) provided a strategy for strengthening United Nations peacekeeping, including recommendations which have significantly bolstered police, justice and corrections support in peacekeeping operations. Importantly, the report highlighted the need for a holistic approach to strengthening rule of law institutions and “an adequately resourced team approach to upholding the rule of law and respect for human rights, through judicial, penal, human rights and policing experts working together in a coordinated and collegial manner.”

The panel called for the development of a small unit at Headquarters for the provision of advice on criminal law issues necessary for the effective use of civilian police in the United Nations. This small unit – the Criminal Law and Judicial Advisory Unit – started off as one judicial affairs officer and one corrections policy officer working inside the Civilian Police Division.

Establishment of OROLSI

As momentum grew, in 2007, the United Nations Office of Rule of Law and Security Institutions (OROLSI) was established within the Department of Peacekeeping Operations, operating under the leadership of an Assistant Secretary-General. OROLSI brought together five constituent elements – the Police Division; the Criminal Law and Judicial Advisory Section; the Security Sector Reform Unit; and the Disarmament, Demobilization and Reintegration Section; the Security Sector Reform Unit; and the United Nations Mine Action Service (UNMAS). With an Assistant Secretary-General at the helm, there was now a senior leader charged with bringing these distinct but related areas together. With a high-level advocate speaking for it, the rule of law finally had a seat at the peacekeeping family table.

Since its establishment, OROLSI has fostered innovations to improve the effectiveness and efficiency of rule of law support in peace operations. For example, OROLSI established the Justice and Corrections Standing Capacity (JCSC) as a small team of experts that rapidly deploys to support peace operations as needed. The JCSC sits alongside the Standing Police Capacity in Brindisi, Italy as provides essential support to peace operations during start-up, transition and surge periods. (A standing capacity for DDR was also established in 2019.)

OROLSI helped develop programmatic funding as a new budgetary tool to support police, justice, corrections and other initiatives in peacekeeping settings. Programmatic funding is showing a multiplier effect upon the effectiveness and efficiency of police, justice and corrections activities in the field. The tool has yet to be fully expanded to special political missions. OROLSI has also elaborated a significant framework of policy, guidance and training materials.

OROLSI also expanded the use of the government-provided personnel – such as military observers, individual police officers, corrections officers – to other non-uniformed professional areas, including justi-
ce professionals. These personnel are active-duty officers deployed by their sending state to serve temporarily in United Nations peace operations.

OROLSI was also at the forefront of developing a new approach to inter-agency coordination – the Global Focal Point arrangement for the Rule of Law (GFP). The approach, as approved by the Secretary-General in 2012, has two elements. At the Headquarters level, UNDP and DPKO serve as the Global Focal Point and are charged with bringing together the main United Nations entities working in this area. At the field level, the senior United Nations representative – whether an SRSG or a Resident Coordinator – is responsible for coordinating United Nations rule of law assistance on the ground. The GFP arrangement, while not without challenges, has been held up as a model for system-wide coordination.

Beginning in January 2019, OROLSI began to serve as a system-wide service provider for technical support in the areas of rule of law and security institutions. OROLSI is thus positioned to serve not only United Nations peace operations, but also Member States and United Nations system entities in non-mission settings. While this role has yet to be fully operationalized, this will enable OROLSI to be a more effective and responsive partner to other United Nations agencies, funds and programmes that operate in non-mission settings. This directly serves the Secretary-General’s emphasis on conflict prevention and regional approaches.

The Elements of Success
Rule of law, justice and corrections support was included in the mandate of the majority of new peacekeeping operations deployed since the time of the Brahimi report – including in Liberia, Haiti, Côte d’Ivoire, Afghanistan, Burundi, East-Timor, the DRC, the Central African Republic, Chad, Sudan, South Sudan, Darfur and Mali.

Twenty or more years of experience teaches that there are at least six ingredients to success: (1) Security Council mandates for the rule of law that are clear and targeted, without being overly restrictive or prescriptive; (2) sufficient human resources and funding in the field; (3) effective Headquarters operational and advisory support; (4) a solid guidance and training platform; (5) a joined-up approach by relevant United Nations system entities; and (6) full engagement from the national counterparts whom the missions are deployed to support. This last element, the full engagement of national political and technical actors (sometimes termed “political will”), emerged as the most difficult and the most elusive element. It was also the most important. Moreover, political will was particularly elusive in the justice area, but why?

While the task of supporting a post-conflict state to strengthen its rule of law institutions is daunting and often requires a change of culture from one of neglect or oppression to one of rule of law, the political appetite for meaningful reform differs significantly across the police, justice and corrections areas. While some actors may have a vested interest in maintaining a weak, corrupt or dysfunctional police service, governments in post-conflict settings generally see the rebuilding, reforming and restructuring of the police as important not only for stabilization, but also for maintaining their own hold on power. A strong police service that operates under effective command and control can be an important tool for the government – both for good and sometimes for bad.

The challenge in the area of prisons is different. Governments in post-conflict settings stand to benefit from a functioning prison system that can keep criminal suspects (and sometimes political opponents) out of circulation. Thus, prison reform faces few fundamental political obstacles. Nonetheless, operational challenges abound, including a lack of human and financial resources, since, as in almost every society, prison systems reforms fall to the bottom of a long list of priorities.

The political dynamics surrounding justice system reform are quite different. While the police and corrections services operate within (and potentially at the service of) the executive branch, the judicial system should operate as an independent check upon the executive and legislative branches. Thus, justice system reform can face formidable opposition from government powerholders in both branches of government. An independent and professional judicial branch might be feared by power-holders as something that could block executive and legislative actors from enjoying the spoils of their political position, or worse, hold them criminally responsible for crimes committed before, during or after the conflict.

Moreover, elected authorities in these post-conflict settings might look to the only model they know – the model that often existed in their respective country before the con-
The Democratic Republic of the Congo (DRC) presents one example of how high-level political engagement by a United Nations peace operation can pave the way for justice sector reforms. In the DRC, through 2010, members of the national police and army had near complete impunity for serious crimes committed against the civilian population. Madame Zerrougui, serving at the time as the Deputy Special Representative of the Secretary-General (DSRG) of the United Nation Stabilization Mission in the Democratic Republic of the Congo (MINUSCA) reached out to government authorities, partner organizations, bi-lateral actors, and even first-lady Kabila to do something about serious crimes committed by the DRC’s security forces and illegal armed groups, particularly atrocities committed against women. These crimes were a scourge on the face of the DRC and were a sign of weak command-and-control within the police and military structures. The DSRSG was able to build momentum to address this problem – a problem which both fueled conflict and presented a grave risk to civilians.

In 2011, drawing upon all available technical partners, MONUSCO started a programme of support to Congo’s military justice system through Prosecution Support Cells made up of international investigative and legal experts. The programme developed incrementally, rather than trying to cover a country the size of Western Europe all at once. Success in one region begat success in another – the programme grew, spread and gained momentum. Most of all, it became clear that support to the military justice system helped the Government, rather than presenting a threat to its authority or legitimacy. Madame Zerrougui returned to the DRC in 2018 as the Special Representative of the Secretary-General of MONUSCO and continues her political engagement in the justice area. Some feel that this is one of the most successful aspects of the MONUSCO contribution to peace and security.

Thus far, over 1,000 members of armed groups, the army and the police have been held accountable for a range of crimes. Even Generals and Colonels have been held responsible for crimes against civilians, where prior to the MONUSCO Prosecution Support Cell programme it was unthinkable that anyone would even investigate such high-level officials of the security services. As MONUSCO undergoes further changes to its role, mandate and resources, it remains clear that effective military justice and civilian justice institutions remain one key to the DRC’s lasting stability.

The Results

Despite the inherent challenges which can make justice and corrections reforms more difficult than other areas, the support of United Nations peace operations to host-country rule of law institutions has had a significant impact. For example, support from United Nations peacekeeping operations in East Timor, Kosovo and Liberia helped restart justice and prisons institutions in each setting and lay the ground for more sustainable peace. In a sign of the importance of this reform for overall stability in Liberia, the Supreme Court stood up to political pressure from within and from international actors to quickly resolve a serious electoral dispute. The resulting election
results, going against the party in power, were implemented in a peace-ful fashion in accordance with the rule of law – the first peaceful transition of power in Liberia since 1944. More recently in Kosovo, UNMIK has supported efforts to unite the judicial system in the north, bringing both Kosovo/Serb and Kosovo/Albanian judicial actors to work together within the same justice system – a key element of earlier political agreements brokered by the European Union between Serbia and Kosovo.

In the Central African Republic, the United Nations peacekeeping operation in partnership with UNDP and others has supported national authorities to establish a Special Criminal Court to investigate and prosecute serious human rights violations and violations of international humanitarian law. Thus far, the Court has developed a prosecution strategy focusing on 22 priority cases and has launched several investigations. The Court, which includes national and international magistrates, presents a locally owned solution, since it is imbedded within CAR’s national justice system.

MINUSCA has also helped national authorities to administer prisons holding criminal suspects and convicted individuals, including those who have committed or are suspected of committing crimes that fuel conflict.

In South Sudan, UNMISS prisons experts run detention facilities designed to hold in safe, secure and humane conditions residents of protection of civilian sites that present a threat to the population within the sites.

In Afghanistan, UNAMA has supported the establishment of an anti-corruption justice centre, backed by President Ghani, to address the problem of corruption through rule of law systems and approaches.

In Haiti, United Nations peacekeeping operations helped to establish legal aid centres that have provided representation for thousands of criminal suspects, expediting their cases and lessening the problem of excessive pre-trial detention.

The United Nations peacekeeping operation in Darfur has supported the establishment of over 100 rural courts that help to resolve local disputes, including land disputes and other conflict drivers. The peacekeeping operation in Mali has helped to extend the coverage of judicial and prisons institutions to the troubled North and Centre of the country and has supported the establishment of a special judicial unit against terrorism, which has brought to trial over 30 individuals charged for terrorism-related crimes.

These examples of the impact of justice and corrections rule of law assistance to the host-countries of United Nations peacekeeping operations all serve not only to strengthen rule of law institutions and processes, they serve directly to build sustainable peace in the aftermath of conflict in furtherance of the objectives set out by the Security Council in its role as protector of international peace and security.

Recent Policy Developments
Recent developments in peacekeeping have further strengthened the policy basis for rule of law support in post-conflict peace operation settings. Secretary-General Guterres’ reforms focus, among other things, on conflict prevention, regional approaches, and improved delivery resulting in “tangible results in the lives of the people we serve”. Sustainable Development Goal 16, focuses on peace, justice and strong institutions.

The Report of the High-Level Independent Panel on Peace Operation (the HIPPO Report), while recognizing that “[l]asting peace is not achieved nor sustained by military and technical engagements, but through political solutions,” also reinforced the importance of a holistic approach to strengthening the criminal justice chain. The report noted: “Efforts are also needed to examine the chain of institutions that must work together effectively, including courts, prosecutors and police. Progress at one end of the justice chain is often undermined by failures or delays at the other. Inhumane prison conditions can become flashpoints for riots and radicalization and need mission attention.”

The Secretary-General’s Advisory Group of Experts on the Review of the United Nations Peacebuilding Architecture, stressed that the Organization’s work across the peace and security spectrum must include substantial engagement in sustaining peace – this includes rule of law engagement.

Moreover, the Santos Cruz Report on “Improving Security of United Nations Peacekeepers” called for increased accountability for crimes against peacekeepers. The action plan to implement the report, therefore, includes a number of steps to support host-countries to detain, investigate and try those who are suspected of perpetrating attacks on United Nations personnel.

In 2018, the Secretary-General’s Action for Peacekeeping initiative
(AAP) called upon stakeholders “to renew their collective engagement with United Nations peacekeeping and mutually commit to reach for excellence.” The resulting Declaration of Shared Commitments, endorsed thus far by 152 of 193 United Nations Member States, stressed among other things the need for “greater coherence among UN system actors including through joint platforms such as the Global Focal Point on Police, Justice and Corrections”.

More recently, on 31 December 2018, Security Council resolution 2447 highlighted “the critical importance of strengthening police, justice and corrections elements in peacekeeping operations and special political missions, where and as mandated, to assist national governments in stabilizing the situation, extend State authority, end impunity, protect civilians, tackle the underlying causes of conflict, prevent relapse into conflict and build and sustain peace.”

Thus, through these various inter-connected initiatives, the policy basis for police, justice and corrections assistance by peace operations has been significantly fortified.

Peacekeeping in Times of Austerity
At the same time, the United Nations has been under considerable pressure to cut its assistance to host-countries and reduce budgets over the past several years. This budgetary pressure, which grew out of the 2008 global financial downturn, found further footing in the more recent retreat by some Member States from internationalism and in the perception of inefficiencies in United Nations systems and approaches. Thus, while the ongoing policy discussion strongly suggests the need for sustained or even increased engagement by United Nations peace operations in the areas of justice, corrections, and other areas tied to conflict prevention and sustainable peace, budgetary realities seem to point the opposite direction – the need to trim budgets across the board, and in the short-term save funds.

The Way Forward
Given the tension between the policy imperative for police, justice and corrections support in United Nations peace operations and current budgetary constraints, policy makers must carefully consider what areas of investment will yield the greatest long-term benefits and have lasting impact.

The top priority of any peace operation is political engagement in support of conflict-resolution, conflict prevention and mandate implementation. In the most violent and politically unstable situations, conditions might not yet be ripe for broad-based long-term reforms to rule of law institutions. Nonetheless, today’s more volatile settings require police, justice and corrections support that is centered on helping to end or contain ongoing violence, take
spoilers out of circulation through legitimate means, and hold perpetrators accountable. It is precisely these volatile settings that require increased operational UNPOL support; enhanced support for the investigation and prosecution of crimes that fuel conflict; and safe and secure prisons that can humanely hold violent offenders (or those suspected of such crimes) while due process takes its course. These targeted rule of law initiatives directly help protect civilians, address the threats from armed groups or violent extremists, and help hold accountable those who commit violent acts against peacekeepers. In many ways, the increasingly dangerous and volatile settings into which some peacekeeping operations have been deployed make the strongest cases for targeted rule of law assistance.

Looking forward, the following considerations could help guide policy makers and mission planners in determining the scope of rule of law assistance in peace operation settings.

First, strengthening the rule of law is inherently political, essentially requiring the realignment of power dynamics within the host-country. With the mandate and backing of the Security Council, United Nations peacekeeping operations and special political are uniquely placed to use their good offices and political influence to strengthen rule of law institutions. Other partners often work only at the pleasure of the host-country’s executive branch; they might not alone wield the political influence necessary to strengthen the independent judicial system in the immediate post-conflict setting. With a renewed emphasis on the political role of peace operations, these operations may be the only United Nations mechanism with the political advocacy role necessary to bring about lasting change.

Second, effective non-violent means of dispute resolution are a sine qua non of sustainable peace. Thus, the path to post-conflict stabilization and conflict prevention runs through the rule of law. Efforts to support host-countries to strengthen the rule of law are thus fundamental to peacekeeping.

Third, while the rule of law is an extremely broad concept, the activities to be engaged in by a peace operation should be carefully tailored to each situation and directly serve the primary objective of the Security Council in each setting. For example, in volatile settings where conflict continues to rage, such as in Mali and the Central African Republic today, the focus of these efforts could emphasize accountability for those who commit crimes that fuel the conflict, or that commit violent crimes against peacekeepers. In settings in which there is government support to address corruption, such as in Afghanistan, the operation could provide support for effective anti-corruption initiatives. As Sudan proceeds with its dramatic political transition following the ouster of ex-President Omar al-Bashir, broad rule of law support will be needed to maintain stability in Darfur, support the transition of the Sudanese state from an authoritarian regime to a participatory democracy, and support the implementation of any peace agreement that is reached in today’s talks in Juba. In stable transition settings, the Security Council might mandate broader capacity-building and institution-building roles for the peace operation, as it has done successfully in Liberia and other settings.

Fourth, a more genuine effort is needed to engage national counterparts in designing, implementing, leading and evaluating the rule of law engagements of United Nations peace operations. Even very well-intended initiatives designed by those from the outside will be unlikely to gain the momentum needed to effect lasting change. Increased engagement by national counterparts will help build na-
tional momentum for reform and give the host-country a greater level of comfort with the effort.  

Fifth, peace operations are equipped with a tremendous range of tools and often remain in their host-countries for many years. Thus they are well-placed to begin to tackle some of the more difficult underlying causes of conflict, which in many settings include inter-community conflict, inequality, corruption, the mis-management of natural resources, and poor governance. Thus, tomorrow’s peace operations must include a greater emphasis on – and increased investment in – inter-community trust-building, increasing the participation of women in political decision-making, supporting the meaningful engagement of youth in economic and political life, and in beginning to address root causes of the conflict. Without this attention, a return to conflict in many settings may be inevitable.

Sixth, in furtherance of a people-centered approach to peacekeeping, peace operations should increase their outreach to host-country populations, including through their public information offices. Peace operations should support national governments to launch broad-based dialogues with the population on rule of law and governance. Genuine citizen involvement will have a longer-term pacifying impact and will help prevent a return to violent conflict. Finally, peace operations should increase their engagement in support of government efforts to develop the ultimate rule of law document in any country – the national constitution. When the opportunity presents itself, peace operations should use all the tools at their disposal to support the host-country to enter into a social contract with the population defining the rights, roles and responsibilities of citizens and government institutions. Where a constitutional process is broad-based, consultative and genuine, it can have a lasting impact on sustaining peace in the post-conflict environment. It can help bring out and address smoldering concerns that have driven the conflict. It can signal lasting change, as it has done in many settings globally.

1. 5/2016/952.
4. The United Nations Mission in Kosovo (UNMIK) was established by the Security Council on 10 June, 1999 to serve as the interim administration of Kosovo (S/RES 1244 of 10 June 1999).
5. The United Nations Transitional Administration in East Timor (UNTAET) served as the interim civil administration in East Timor from 25 October 1999 through 25 May 2002 (S/RES 1272 (25 October 1999)).
6. Brahimi Report, para. 40. The Panel also noted: “While this team approach may seem self-evident, the United Nations has faced situations in the past decade where the Security Council has authorized the deployment of several thousand police in a peacekeeping operation but has resisted the notion of providing the same operations with even 20 or 30 criminal justice experts.”
8. The unit, now named the Justice and Corrections Service (JCS), has been fortified, and it sits within the Office for Rule of Law and Security Institutions (OROLSI) of the Department of Peace Operations (DPO).
9. Appointed in July 2007, Assistant Secretary-General Dmytry Titov was the first to lead OROLSI. Alexandre Zouev succeed him in this position in April 2017.
10. In some cases, the judicial authorities are also content with a dysfunctional system that allows them to operate without oversight.
11. The problem of excessive, prolonged or illegal pre-trial detention in Haiti persists, despite some lessening of the magnitude. Only when political actors in Haiti prioritize the eradication of this problem, along with the problem of a lack of food and health care for prisoners, will a more complete solution be found.
12. Transforming Our World. The 2030 Agenda for Sustainable Development, A/RES/70/15DG 16, Peace, Justice and Strong Institutions. “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”
The North Atlantic Treaty Organization (NATO) is a politico-military international organization, which has come a long way since its inception in 1949 by applying innovation and transformation to stay fit for purpose. One significant such progress, determined by the necessity to address requirements also within Peace Support Operations (PSO), involved the expansion of the military instrument into the remit of policing. Stability Policing (SP) is in fact the military instrument to reinforce indigenous police forces and/or temporarily replace them and consists, among other activities, of Monitoring, Mentoring, Advising and Training.

The following intends to depict a general doctrinal picture of SP within NATO and PSOs with a focus on reinforcement activities and some connected subject matters. Born to “guarantee the freedom and security of its members through political and military means”, the North Atlantic Alliance “promotes democratic values and enables members to consult and cooperate on defence and security-related issues to solve problems, build trust and, in the long run, prevent conflict”. “NATO is committed to the peaceful resolution of disputes. If diplomatic efforts fail, it has the military power to undertake crisis-management operations.” These are fundamental aspects of “the most successful alliance in history because through the decades its members kept the commitment to protect and defend one another and adapted as the world around them changed.”

In fact, changes and adaptation in NATO included the deployment of the first Multinational Specialized Unit (MSU) to Bosnia in 1998 within the Stabilization Force (SFOR). At that time, the Alliance realized that neither its military might, nor the local police, nor the UN civilian
police force were able to answer the security and policing-related needs of the local population adequately. The MSU, designed and led by the Italian Carabinieri, represented the only policing tool within the military instrument of power, which was flexible and robust enough to fill the described enforcement vacuum. This so-called “policing gap” can be bridged through a combination of different approaches: through the temporary replacement of the Host Nation (HN) police force (HNPF) and/or by intervening on their capabilities and capacity, by raising their performance to acceptable levels.

AJP-3.22, the Allied Joint Publication for Stability Policing, envisions precisely these two SP missions, namely the reinforcement and/or the temporary replacement of the Indigenous Police Forces (IPF). Their aim is to “contribute to the restoration and/or upholding of the public order and security, rule of law, and the protection of human rights”. This operational level ground-breaking publication defines the SP doctrinal framework and specifies that: “Reinforcement is required when the indigenous police are existing and reliable but their effectiveness is limited and training, monitoring, advising, mentoring and sustainment are required. NATO stability policing assets will not be entitled to executive police powers, as these are retained by the indigenous police, and their tasks will consist of providing assistance. The ultimate goal is to enhance the indigenous police self-sufficiency and effectiveness in performing the assigned tasks”. A number of factors can weaken the performance of the IPF in fragile states, including past, present and developing conflicts, manmade or natural disasters as well as corruption in governmental and administrative structures. A weak or missing Rule of Law (ROL) system in which all individuals, public and private entities, and the state are not accountable to the law and a frail Justice Sector (Police, Judiciary and Corrections) are likely to undermine each other and result in a reduced efficiency and efficacy of the police forces. Such a situation can hamper governance and generate power and enforcement vacuums, which might be exploited by irregular actors such as (war/organized/trans-national) criminals, terrorists and insurgents and produce considerable levels of insecurity and instability. Often the response of the International Community consists in the deployment of forces in the framework of a Peace Support Operation; in NATO this occurs within the core task of Crisis management.

SP reinforcement activities can be conducted across all operations themes, hence also within the framework of a PSO; they directly contribute to address the shortcomings of the HN police and the wider Justice and ROL systems...
through Monitoring, Mentoring, Advising, Reforming, Training and Partnering (MMARTTP).  

A dedicated SP publication subordinated to AJP-3.22, ATP-103 “Replacement and Reinforcement of the Indigenous Police Forces”, is currently being drafted in order to address SP tactical-level aspects. Inspired by the principles of coherence, clarity and non-duplication, it suggests to modify the extent, above-mentioned reinforcement framework (MMARTTP), adopting instead the (M)-GOTEAM format.  

This acronym, standing for Monitoring, Organize, Train, Enable, Advise and Mentor, is in ascendancy in the NATO doctrinal corpus with SP in-puts, the second designs training curricula and hosts courses about SP (see pictures); the latter gathers best practises and works the LL cycle to feed experiences garnered in operations and training into doctrine. The NATO SP COE is the NATO hub of expertise for SP including for Monitoring, Mentoring, Advising and Training also in Peace Support Operations.

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.

Pictures were taken by and at the NATO SP COE in Vicenza hosts also the NATO Stability Policing Centre of Excellence, which encom-passes three pillars: Doctrine and Standardization, Education and Training and Lesson Learned (LL). While the first develops concepts and contributes to improving the NATO doctrinal corpus with SP inputs, the second designs training curricula and hosts courses about SP (see pictures); the latter gathers best practises and works the LL cycle to feed experiences garnered in operations and training into doctrine. The NATO SP COE is the NATO hub of expertise for SP including for Monitoring, Mentoring, Advising and Training also in Peace Support Operations.

2. The broader term “Peace Support Operation” was preferred to the more limiting “Peacekeeping”.
3. MC 362/1 and MC 362/2 infer that civilian law enforcement may not be a NATO function, but NATO may support or conduct it if so directed by the North Atlantic Council (NAC), see also AJP-3.22, the “Allied Joint Publication for Stability Policing”.
6. For this paper, the terms “local police”, “Indigenous Police Forces (IPF)” and “Host Nation Police Forces (HNPF)” are understood as having the same meaning.
7. See also the Brahimi Report https://undocs.org/A/55/205.
8. The ability to create an effect through employment of an integrated set of aspects categorized as doctrine, organization, training, materiel, leadership development, personnel, facilities, and interoperability, NATO Agreed term.
10. AJP-3.22 was promulgated on the 14th of July 2016 and is currently under review.
11. “Stability Policing definition: Police related activities intended to reinforce or temporarily replace the indigenous police 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.” AJP-3.22, NATO Agreed term.
12. AJP-3.22 paragraph 0220.
14. AJP-3.22 paragraph 0229.
15. AJP-3.16 Allied Joint Doctrine for Security Force Assistance (SFA) envisions only the GOTEAM structure; pursuing a tendency of harmonization, it might be beneficial to drop “Monitor” as a SP activity, listing it instead as a SP task.
16. Security Force Assistance (SFA) includes all NATO activities that develop and improve, or directly support, the development of local forces and their associated institutions in crisis zones. Local forces comprise indigenous, non-NATO military security forces and will be defined by the North Atlantic Council (NAC).
17. MC 362/1 & MC 362/2 infer that civilian law enforcement may not be a NATO function, but NATO may support or conduct it if so directed by the North Atlantic Council (NAC).
18. The broader term “Peace Support Operation” was preferred to the more limiting “Peacekeeping”.
20. AJP-3.16 Allied Joint Doctrine for Security Force Assistance (SFA)

Cw 05 Stefano Bergonzini
Carabinieri OR9
NATO SP COE - Vicenza
The CoESPU Deputy Director greeting course attendees during an opening ceremony
MMA&T needs soft skills and Cultural Awareness for tailor made Curriculum design.

By Jan Leenslag

It all started in the beginning of November 2012, after my arrival in the mission as a Developing Specialist. Not knowing exactly where to begin I decided to go through the already existing training library to find out where this “Developing” could be necessary and to get a better view over what had been done so far. What I discovered was a lot of Western oriented courses and Train the Trainer packages that looked like they were copied and pasted from European curricula.

Somehow it did not truly seem to fit, looking at “the Afghan way of life”. Anyway, It gave me second thoughts. Don’t get me wrong, editorial and educational wise, they were all of good quality, but still, they seemed sort of displaced, given the environment.

I decided to do some field work and together with my Language Assistant (LA) I spent several weeks doing interviews with some key players in my growing network. The goal was to establish some of the essential cornerstones in tailor made curricula.

1) What does an Afghan student (regardless of the level) need, to want to learn?
2) What is the current skill and knowledge level? (again, regardless of the level)
3) What learning style (Visual, auditory, practical) do the Afghan students have?
4) How can we meet their educational needs?

Just a few of the questions that popped up and the answers were not easy to obtain. The loyalty of Afghan students to their “teachers” is second to none and they will not argue, simply because it is not a part of their culture.

Yet I came up with some very useful answers, but I need to confess that it took some six weeks and endless cups of tea and idle talk to get what I needed so bad: Building material for courses they really needed, but first and foremost; wanted for themselves, without them realizing it.

I must emphasize again that I am
not about to tell you that Europe is doing it wrong on missions, or even that Afghans are ignorant or not intelligent, the opposite is true! What I found out is that Cultural Awareness is sometimes overlooked or not taken into account firmly enough.

Proof of this was found in Police Staff College on several occasions. Whenever a very Western course was given (sometimes even depending on the trainer) attention from the students was low, long tea breaks were taken, students arrived late or “needed” to leave early, so they explained, due to different reasons.

I observed this behavior several times during my first weeks of field work. I was told by my LA that students did not really understand “Western style” course material, but that was considered rude to tell this to the teacher and that is the reason why they come up with excuses to come late, take longer breaks or leave early.

Having established what I needed and wanted to know, it was time to get developing.

Time to get my findings, ideas and plans together in a successful product:

I needed to create a product that ticks the essential cornerstones mentioned before, I needed to create a product that meets the requirements of the Afghans and I needed that product to be a tool with which the Afghans could deal with Afghan problems in the Afghan way.

The solution was embedded in a part of the Mission Statement of Eupol Afghanistan, which literally stated (among a few others):

1) Analyze needs and develop Curricula in close cooperation with the Afghan partners.
2) Lead the ANP towards an Afghan-owned and self-sustaining training capacity throughout the country by planning and implementing of ‘train the trainers’ programs.

In order to apply this I needed some more info, which I found by counselling the chief of PD9, and by counselling some other key players, among whom a few in Ministry of Interior, Ministry of Education and the Lieutenant General of Police Staff College (PSC). They all came up with more or less the same needs and requirements.

The statement of Afghans dealing with Afghan problems, the Afghan way, would turn out to contain the solution: I was going to build a curriculum design course for PSC. Map reading was the metaphor that would sell the course to all parties involved.

The staff of European Training Component (ETC) was easily convinced of the quality and impact of the program and so I stood at the start of what turned out to be a great success and an inspiring and pleasant experience for all involved.

Using the outcomes of the field work it turned out that Afghans like to learn by experiencing and use a lot of metaphors whenever explaining complex matters.

Building curricula and even educational principles as we know them in Europe proved to be rocket science to the Afghan teachers of PSC that were to be my students. The process of building a course was therefore compared to something simple as map reading.

**Map Reading is all about:**

1) Establishing (on the map) where we are to set the starting point of the journey.
2) Deciding where we want to go to set the goal of the trip we want to undertake.
3) Looking at the map to inventory the obstacles between start and finish, since we cannot always travel in a straight line.
4) Choosing means of transport and last but not least:
5) Checking on a regular basis if we are still on course.

**Training Need Analysis / Curriculum Design is all about:**

1) Setting the prerequisite of the students. (starting point)
2) Setting the course’s goals, whether it’s skills or knowledge.
3) Deciding on the training process and necessary training aids.
4) Choosing the most appropriate training method.
5) Regular summative tests to see if students are still on track.

Being where we are, with the green light to go on with the course we only needed students and they were already lined up because of the proactive enthusiasm of the colonel that was appointed to be the sponsor of the course and willingly accepted as he was involved in the process.

A little attention to the “Soft Skills” I used some to get this far:

But first I want to share a coincidental experience, one that made me realize the importance of “soft skills” and how important and powerful they are:

Some time ago I was walking through the main street in my hometown when I witnessed a conversation between a few school children walking in front of me. They were about 13 years old and were talking about science lessons. One of them told the others that
science was boring and difficult and he did not like it, his teacher uses only equations and theory and has almost no individual attention.

His friend replied that he did not like science at first too, but since he has this new teacher he is “all into the subject”. He explained: His teacher uses exciting stories about how science works and uses metaphors to make things clear. Also they are allowed to experience during lessons to prove theories. This approach makes him now a great fan of science and makes him look forward to receiving more science lessons. This is proof that the HOW proves to be the key tool to transfer the WHAT.

This is in fact not some kind of invisible teaching magic, it is about involvement and engagement with students, the power of making students want to learn. Here we have a very important “Soft Skill”, subscribed in a nutshell, the evidence was clear, as it was unintentionally revealed by these young “clients”. The undisclosed teacher clearly got the point, connect your audience to the subject and present your material in a way that is appealing and fits the audience. This way you trigger curiosity with students, making them want to explore. To achieve this you must dig into the learning style of students, and in an International setting dig into the cultural aspects and backgrounds of your host. It is evident that Afghan students have a different way of learning than for instance European students. A good connection leads to better results and a firm commitment. (Note: The Afghan students I had to deal with were high ranked officers, of whom a number studied in Europe and some had bachelor or comparable grades.)

In short, useful “Soft Skills” to apply in your teaching approach:
1. Cultural Awareness is not just a “fancy” method or ideology.
2. Choose your teaching method wisely, suited to your audience’s learning style.
3. Remember that you are a “Guest” in your host country, respect is in place.

Next important step was making use of the comprehensive approach (I really love this)

During a meeting of the Professional Developing Board (PDB) as a member of which I represented the ETC I found out that the German Police Project Team (GPPT) trained potential Afghan police officers to become trainers in “train the trainer” programs. This was called SA-THA I, II, III and IV.

My Course, with the working title “Curriculum Design Course” appeared to be a perfect follow up, enabling Afghan trainers to make their own curricula. Making them able to tackle Afghan (skill/knowledge) problems with Afghan (training) solutions.

SATII to IV delivered autonomous trainers, capable of delivering existing “train the trainer” programs. My course proved to be the “missing link” to another upcoming product:

NATO Training Mission in Afghanistan (NTM-A) was planning to create the “Advanced Curriculum Design Course. Building further on my firm basement. This way we succeeded in creating a full range of bespoke education, based on cooperation between multi organizational, multinational parties, supporting the host Nation. (EUPOL published the success of the course, as shown as add-on.)

Everything seemed to fall into place, so now it was really time to get things going.

Building the Course Material:

We got started building the course as I was assigned ten potential students, a designated classroom, all materials required and was issued with a course duration: three weeks maximum. (18 days, approx. 100,5 hours of contact time.)
This was not much, but enough to lay a firm foundation. Course duration did not include the additional coaching, so I felt confident of success.

After setting the duration to 100.5 hours I made the prerequisite for the student level and making a target audience description. Together with the Course Goal and Course Description the basement was laid in the Course Overview:

Afghan National Police Training General Command (ANPTGC)
Introduction to Training Development for the Afghan National Police

Course Overview

<table>
<thead>
<tr>
<th>Program of instruction designed to provide the basic skills on successfully developing a new training- or course program.</th>
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<tbody>
<tr>
<td><strong>Duration:</strong> 3 weeks 100.5 hours</td>
</tr>
<tr>
<td><strong>Prerequisite:</strong> This course is developed for Afghan Instructional Staff who have successfully completed Satha II or the equivalent and have at least one year experience in delivering courses.</td>
</tr>
<tr>
<td><strong>Target Audience:</strong> Afghan Instructional Staff who have at least one year experience in delivering courses and who will be involved in creating new courses for the benefit of the ANP.</td>
</tr>
<tr>
<td><strong>ANPTGC Approval Date:</strong> 30-10-2013</td>
</tr>
</tbody>
</table>

**Course Goal:**
The goal of this course is to provide Afghan trainers the tools to create or revise Course Materials themselves. The aim of this activity is to ensure Afghan ownership and sustainability in Training Needs Analysis and Course development. These lessons will introduce all the required capabilities to create a new Course:

2) Establish the learning Goals, or: Set the desired outcome of the Course.
3) Putting the educational goals in the right order.
4) Establish which teaching methods to use.
5) Evaluate the effectiveness of a Course afterwards.

By using the four pillars of a successful design;
1) Internal consistency: ensuring that the same terms are used consistently throughout the material to be taught to avoid confusion, and using the same organizational scheme within the lesson to present the information,
2) External consistency: ensure that the lesson taught meets the users’ real life requirements,
3) Creativity: Thinking out of the box, find ways to attract and hold the attention of the students
4) Realism: work with the limits of available resources to ensure effective instruction for the students.

**Course Description:**
This is a high end course, designed to give the experienced Afghan trainer the necessary skills to be effective in conducting a Needs analysis and building a successful Course afterwards.
The goal is to teach them to create a “Course Blueprint”, a detailed plan for a Course.
This starts with the knowledge of how to analyze what the needs are, how to establish what the target audience is, and what route you will have to follow in order to get the maximum obtainable result in.
It helps to implement and use creative training-methods to make a successful Course.
Also the goal is to teach how to realistically design a Course, to keep in mind the feasibility of the chosen solutions.

Altogether, this course is a roadmap to successfully analyzing the needs for a Course, and using that analysis as a base to design tailor-made education, as well as being able to do reflection and evaluation on the outcome of the course.

After presenting this document in the PDB all parties agreed to support this course, including Afghan representatives of the Ministry of Interior (MoI).
The next huge step was to create the curriculum, including the Trainee’s Guide, the Student Guide and finding a Linking Pin to link up my material to the Afghan needs.
For this I wanted first to get my students understanding the basics of Training Needs Analysis. After that I needed to present them with some Afghan problems, so they could determine which Afghan solutions they could come up with!
To do an inventory of Afghan problems I organized a meeting with a Colonel, the Chief of PD-9. PD-9 located next to EUPOL HQ on Jalalabad Rd in Kabul. This is the largest and most important PD in Kabul because it includes “The Green
Zone”, where all embassies are located. His cooperation was needed to create an “All Afghan Environment” in which my skills would find a soil suitable for sowing the seed.

The Chief of this PD Studied Politics in Russia and understood immediately the potential of this course. After promising him to invite him through the Head of Kabul City Police, an influential General (remember the “soft skill”: Cultural Awareness?) he agreed happily to participate and travel to Police Staff College to lecture. After kicking off with laying the basics of the course, his lecture: “What problems does a PD-Chief encounter during his daily duties” should help the students determining suitable items to create curricula on during the course and start “learning by doing” (proved to be a preferred learning method, determined by doing the interviews.)

As I was building and shaping the course, another problem needed to be solved: getting it next to perfect translated into Dari. For this I owe all credits to a friend: my very clever and helpful Language Assistant, who helped me with all interviews and made me understand Afghan culture. He did a tremendous job, patiently listening to all my questions and plans and translating them all, not only into Dari, but also inviting me into his world: being Afghan and thinking like one!

The difference in speed was a potential creator of friction. Getting to realize this helped me to slow down a little and be more patient. That proved valuable.

I am sure this experience balanced me more than I was before, still I am very grateful for this. It helps me even today! And very grateful indeed for this mirror view!

In the meantime and after a lot of debating, writing, rewriting, tweaking, translating and sometimes even frustration I finished my course, including getting everything translated into Dari, again thanks to my loyal LA.

The starting date of the course was nearing and I was ready for it. Student #001, head of training of PSC, Colonel Amanullah was equally excited and insisted on sponsoring the course to get it ratified by the MoI, even before we started. When time came, he did a tremendous job and passed it with unanimous votes of all involved!

Amanullah was also helpful, as an experienced “train the trainer” in helping me find the right approach to get the learning process started. His curiosity was focused on how I would match Map Reading with Training Need Analysis and Curriculum design.

This is what I call my “Area of Expertise”. Applying the soft skills into teaching and coaching, into getting my students to “want to learn”.

Training kickoff, introducing and making contact with the students:

Delighted to see them all on time I welcomed them in the doorway of the classroom, greeting them in Dari. A gesture well appreciated and followed by the explanation from my LA that I far from master Dari but wanted to welcome them in their home language.

By doing this I showed respect to my hosts which resulted in getting full attention and mutual respect. Another gesture that was well appreciated was the Afghan tradition of sharing food. Knowing that Afghans like sweet things, so I brought a traditional Dutch treat to go with mornings’ tea: the Internationally loved “Stroopwafels”.

The Classroom was arranged in a different way, normally there is a U-shape of tables with chairs behind them. I took away the tables to create a more open atmosphere.

Gaining “Course Momentum”:
The actual course started with personal introductions of everyone, I wanted to get to know my students as the persons they are. This worked out well and cost a little more time than estimated. (Next time I will use this lesson learned wisely!) I introduced myself as a guest of Afghanistan and promised I wanted to learn as much about my students and Afghan culture as we were to discover about Map Reading, Training Needs Analysis and Curriculum design.

Both students and I had a lot of fun with the Q and A session with which I presented myself as the person that I am in daily life.

This method gave me a good view on the interests of my students, a well-rewarded investment. Let’s say it created lots of laughter and gave me the opportunity to get a taste of group dynamics the Afghan way.

The hereby created commitment and involvement lasted throughout the entire course, even tea was ta-
ken during class, where other students took time in the recreation room, we did not lose time over tea and other “stolen time” a clear change in behavior, explained by the students as “wanting to know more and more and loving the atmosphere in the classroom. There was mutual respect and friendship. A statement from the students: “It learns much easier with a smile on your face”!

During the course we made our own student handbook. It grew as the course went along and contained only the highlights the students wanted to be included. This way it was “their” handbook of which they were very proud indeed.

(This Student Handbook will be available on request, as an example or maybe even inspiration for future Mission Members or Developing Specialists.)

As mentioned before, the lecture of Colonel Samsoor of PD-9 proved to be very useful. After his lecture I divided the students in three groups of three, giving each the challenge of choosing one of Samsoor’s problems and to step by guided step create a self-made course for it.

These three topics were chosen and eventually transferred into Afghan made courses:
1) How to build trust between police and the community.
2) Understanding of the law.
3) Improvement of training capabilities.

Following the process of the course, step by step the students went through the explorative process, creating plans, transferring those plans into actual courses. Their commitment was phenomenal and the outcome made me proud. They all graduated beyond expectation and became devoted capable Curriculum Designers.

After the course Student #001 gave me a huge compliment by telling me a metaphor, the metaphor of the suit:
“We want to thank you for the lovely suit you gave us. We received many suits, all hanging in our closet. They are all equally beautiful. We will however with great pleasure wear the suit you presented us. You asked us what fabric we like, what liner is soft to the touch and what color matches our eyes and hair. Wearing your suit we will always remember and be grateful who gave it to us.”

Now and then I have a smile on my face, when I think back to this gigantic ocean of experience in which I learned how to swim in my self-explored but effective stroke. The huge distance of ground we covered is more than enough prove to this.

Writing this review I also realize how difficult it is to exactly describe “how we did it”. My approach is natural to my behavior, building bridges and getting people enthusiastic is a healthy ingredient to this. Also in my daily job it proves effective, there is more to it than meets the eye.

I want to thank you for the patience reading this, I can only hope a little bit of my success story is useful in creating your own success.

No matter how skilled or gifted a person is, the only way to sell a product is to explore the market and investigate in what makes people want to own or use your product.

Writing this was more than a challenge, I am not a native speaker, let alone writer. Please forgive me for any mistakes, the truth and true value is mostly between the lines!

JAN LEENSLAG
“Educational Ambassador”
c/o “strategic training plan” - Dutch National Police.
Monitoring, mentoring, consulting and training in international peacekeeping operations is the backbone of the national or multinational commitment to host countries. These activities can be applied in a variety of contexts (training, education, operations) and in many areas where host countries need support. Training includes developing, maintaining or improving the capabilities of individuals or units. Through counselling, a process of collaboration takes place with the host state and its forces to find solutions to their problems and improve their performance. Mentoring activities include processes of coaching the host State by a mentor with the objective of assisting the host State staff in the application of new knowledge and skills and assisting in the performance of tasks, promoting professional growth and, above all, improving the effectiveness of the host State and its structures. Monitoring shall include regular observation of an activity or an area of activity or an area in relation to specified or implicit tasks within a peacekeeping operation. One of the most recent areas of application of the activity of support to host nations regards communication, in its dual derivation of public information and operational communication (psyops). In this field, Italy has a relatively recent but now consolidated experience and, now, through specialists, is able to be spread to other countries. This is what, especially in the last years, is happening in...
several cases in the AOR in which the Italian armed forces are engaged. In November 2017, a course in journalism towards military and policemen employed in the Public Information of the Afghan National Defense Security Forces (ANDSF), the first dedicated to the management of radio broadcasts, ended in Herat, Afghanistan. Eleven Afghan National Army officers and the Afghan National Police carried out an intense course aimed at deepening the themes of journalism and information in a complex and variegated environment such as that of Western Afghanistan, where traditional channels of communication coexist, such as the press, radio and television, alongside advanced channels such as internet and social media.

The need to investigate the issues emerged as a result of the growing need to effectively counteract the propaganda of terrorist groups hostile to the population and Afghan institutions. Qualified personnel of the Resolute Support Headquarters, together with the personnel of the Italian contingent, explained, during the course of the lessons, the right approach to the methodology of the information, to the correct use of the communication channels according to the audience of reference, with particular attention to the radio broadcasting.

For Train Advise and Assist Command West, this was another initiative aimed at supporting the process of training and professionalisation of local security forces not only in technical and practical military aspects but - as established by the RS mission and the government of Kabul - favouring the professional and specialist growth of the new ANDSF executives.

Turning to Lebanon, last year, as part of its joint operational and training activities with the Lebanese Armed Forces (LAF) the UNIFIL Sector West Command organised a course on Public Information called “Public Information Basic Skills Course” for eighteen LAF elements. During the the course held in the Shama base, the Italian personnel of the Public information cell explained in general the meaning of “Public information”, highlighted the differences between the media and how to relate with them, explained the realization of the press reviews, the composition of the press release followed by practical tests with press releases and photography. Also in Lebanon, this year the Psyops Specialist (advanced) Course was held. Structured and conducted by a team from the 28th Regiment of Operational Communications “Pavia”, the course was organized and coordinated by Italian Bilateral Military Mission in Lebanon (MBIL) and agreed upon according to the needs of the Lebanese military authorities. For the coming from the newly established Psyops Department, in fact, the Psyops Specialist Course (advanced), lasting a total of four weeks, was the natural continuation of the training course started in June 2019 with the participation in the Operator Course (Basic). In particular, after acquiring general knowledge of the Psyops Cycle, the students implemented and deepened their knowledge of the integration between the Psyops checkers and a Command supported in operations.

1. Pictures: esercito.it
2. Source: www.esercito.it

Paolo Rolli
Journalist Italian Army Captain (res), PIO and Psyops Specialist
Since the passage of UN Security Council Resolution 1325 in 2000 establishing the women, peace and security agenda, there has been increasing attention to the importance of including women in all aspects of peace processes, peacekeeping, and peacebuilding. Successive Security Council Resolution, international principles, and various policy initiatives have expanded the agenda since. Two recent examples relevant to peacekeeping are the Vancouver Principles on Peacekeeping and the Prevention of the Recruitment and Use of Child Soldiers, and the Canadian government’s Elsie Initiative for Women in Peace Operations. Vancouver Principles number 11 emphasizes the contribution of both women and men to the protection of children and the prevention of recruitment. The Elsie Initiative focuses on identifying and addressing barriers to women’s participation in peace operations, and creating a global fund to support increased deployment of women into UN peace operations.

Despite this important progress on the inclusion of women in UN peace operations, many challenges remain. As of July 2019, 6% of military and police peacekeepers in UN missions were women, while 15% of the police component of missions were women. By 2028, the UN aims to have 15% of contingent troops, 25% of staff officers and military observers, and 30% of individual police officers and formed police units (FPUs) deployed in missions to be women. Considering the ongoing difficulties in increasing the number of women in the security sector, particularly in the military, these are ambitious but important targets. However, there remains a lack of sufficient, in-depth research on how the inclusion of women in peace operations can improve their effectiveness, where in peace operations women will be most effective (e.g., female engagement teams, all-women FPUs, gender or child protection advisors, etc.), how the inclusion of women in peace operations advances women’s rights in
the mission location or within their organization, and how essentialized conceptions of gender impact how women are deployed in peace operations.

Addressing these questions will be important for increasing the effectiveness of peace operations, improving conditions of deployment for women, and advancing women’s rights within the security sector and in mission host countries. Both the Vancouver Principles and the Elsie Initiative include an important focus on best practice and research that will help to address these subjects.

Research on women in the security sector has identified a number of positive developments, and highlighted areas where further work, policy, and challenging of assumptions are required. Research within the Norwegian military has helped to demonstrate that the inclusion of a high proportion of women in the military has a substantial positive impact on military culture. Addressing toxic aspects of military culture in this way is likely to make women peacekeepers more effective at their jobs, as it reduced discrimination and harassment, and may have an impact on reducing sexual exploitation and abuse. Challenging gender stereotypes in the security sector is important for improving peacekeeping, as it has been found that women tend to have been deployed into the safest locations in missions, rather than to where their presence might be most effective.

The presence of increased numbers of women in the security sector also has a positive effect on the host country. The deployment of the first all-women FPU to Liberia from the Indian police appears to have challenged local conceptions of gender roles and increased the recruitment of women into the Liberian police. The presence of women in the uniformed component of peace operations, especially in the police, can improve interactions with and perceptions of the mission, and the inclusion of women in missions does appear to have a positive impact on sexual exploitation and abuse by peacekeepers.

However, when it comes to child protection and the prevention of the recruitment and use of child soldiers, there has been negligible research on how the gender of peacekeepers impacts effectiveness. The impact of war on children, the presence of child soldiers in every country currently hosting a major UN peace operation, and the importance of protecting children from harm during conflict have all been well-documented recently. The training and deployment of peacekeepers, the implementation of the Vancouver Principles, and the practice of peace operations all requires evidence to improve effectiveness, design better policies, and avoid negative impacts. With girls being recruited alongside boys in conflicts around the world, our research to date has pointed to the importance of both a gendered lens in the prevention of recruitment, and including women in
peace operations to better protect children.\(^\text{10}\)

We at the Roméo Dallaire Child Soldiers Initiative are contributing to this research agenda with a recent four-year grant from the Social Sciences and Humanities Research Council of Canada that will seek to understand how the gender of peacekeepers, both men and women, affects the conduct of child protection in peace operations. Our project will draw on the experience of peacekeepers and people who grew up in conflicts where peacekeepers were present, and provide critical insights on how gender affects child protection without relying on essentialized gender roles. This research and others being undertaken by academics and practitioners around the world will be critical in ensuring that the inclusion of women improves the integrity and effectiveness of peace operations while not compromising the wellbeing of women deployed on missions.

A delegation of local students & Courses Attendees, during a hoisting the colors parade
Keep calm and keep peace: towards a better understanding of well-being of individual peacekeepers.

By Claudia Croci & UNITAR Team

Introduction

Complex mission environments come with new and distinct challenges for peacekeepers: while the scope of mandates have broadened, the operational environments have become increasingly more challenging. It is no longer uncommon for peacekeepers to be exposed to direct violence, such as being shot at, ambushed or taken hostage, or to witness others being killed or injured, including the civilians they are tasked to protect. Very little research is done on the impact of such events on individual peacekeepers - particularly those coming from African Troop and Police Contributing Countries (T/PCCs).

Going beyond political analyses to understand the psychological dimensions of peacekeeping is therefore crucial for mitigating the effect of these events, and for preventing their consequences. Applying a psychological lens to this field can contribute to a peacekeeping contingent’s readiness and play an important role in the maintenance of safety and morale – all of which help increase the effectiveness of peacekeepers and, by extension, of their mission. This article aims to contribute to this effort by presenting an overview of stressors inherent in contemporary peacekeeping; analysing their effects on peacekeepers; exploring ways to mitigate those effects; and finally, by highlighting gaps in current research and practice and suggesting possible solutions.

Understanding well-being

There is no consensus around a single definition of well-being, but there is general agreement that at minimum, well-being includes the presence of positive emotions and moods (e.g., joy, satisfaction), the absence of negative ones (e.g., depression, anxiety), satisfaction with life, fulfilment and positive functioning. In simple terms, well-being can be described as judging life positively and feeling good. Well-being includes different aspects: physical well-being, economic...
well-being, social well-being, emotional well-being, psychological well-being - just to name a few. The concept of well-being is inextricably linked with the one of health. The World Health Organization (WHO) defines health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”. Although this definition has been criticised for being very broad, it has the merit of widening the medical conception of health beyond the simple absence of disease. The social, economic and physical environment, as well as individual characteristics and behaviours play a central role in well-being. The maintenance and improvement of health, accordingly, depends not only on external or environmental factors (including the systems of care), but also on personal efforts and lifestyle choices.

When we turn to peacekeepers, the social, economic and physical environments in which they operate today are far from being conducive to the broad concept of health and well-being described above.

Well-being in peacekeeping: when the environment acts against you

Peacekeeping is one of the primary tools used by the United Nations (UN) for the promotion and maintenance of international peace and security. Peacekeeping has unique strengths (including legitimacy, burden sharing and the ability to deploy and sustain troops and police from around the globe), yet it is faced with several challenges that undermine its effectiveness. Political solutions are often absent, and missions seem to have mandates that lack focus and clear priorities. The complex threats in many mission environments are causing a rise in fatalities and injuries of peacekeepers, and missions sometimes lack the personnel and equipment to meet these threats.

Because of this complexity, peacekeepers face a diversity of stressors that negatively affect their health and well-being. Though stressors vary between missions (in function of the level of difficulty and the length of the mission, as well as the context of deployment), it is possible to identify some common stressors across missions. As summarized by Loscalzo, Giannini, Gori and Di Fabio, these common stressors can be classified as pre-deployment stressors, deployment stressors and post-deployment stressors.

Pre-deployment stressors include (but are not limited to) unfamiliarity with the context of deployment, uncertainty of the engagement (roles and responsibilities, duration), anticipation of difficulties in communication – in general and with family specifically. Deployment stressors include physical and psychological isolation, physical segregation, exposure to risks. Finally, post-deployment stressors include guilt, shame, self-reproach for mission failures, and adaptation demands.

Besides common stressors, peacekeepers also deal with cumulative stress and traumatic stress (primary and secondary / vicarious traumatic stress). Cumulative stress results from prolonged exposure to various stressors such as heavy workload, poor communication, lack of basic comforts, and inability to rest or relax. In most circumstances, this can be managed adequately by people themselves, individually or together with peers, but in more complex situations such as armed conflict, cumulative stress can escalate quickly and exhaust normal coping mechanisms for stress.

Traumatic stress is caused by events that are shocking and/or emotionally overwhelming and that involve actual or threat of death, physical integrity, and serious injury. Such events are generally, but not necessarily, outside the range of usual experience. Primary traumatic stress results from directly experiencing or witnessing a traumatic event. Secondary or vicarious traumatic stress results from interacting with or helping people who have...
been exposed to traumatic experiences. More specifically, vicarious trauma is caused by exposure to often large numbers of traumatized and vulnerable populations.\textsuperscript{11}

**Consequences of traumatic stress on individual peacekeepers**

Traumatic stress can lead to serious psychological difficulties for peacekeepers. For some, psychological responses after a traumatic event are mild and transient, whilst for others they are extremely strong and disabling. Some of the common reactions during the first hours after an event may be: (i) shock, disbelief, feeling of being overwhelmed; (ii) strong emotional reaction or detachment; (iii) confusion, difficulty in making decisions; (iv) physical reactions such as nausea, dizziness, intense fatigue, sleeping difficulties, muscle tremors.\textsuperscript{12}

When experienced by a person already subjected to high level of cumulative stress, traumatic stress may also lead to: (i) persistent, intrusive recollections (flashbacks) of the incident, nightmares; (ii) tendency to avoid certain aspects of the incident (places, thoughts, emotions, activities); (iii) hyper-alertness accompanied by a startle reflex, quick temper and sleeping problems.\textsuperscript{13}

All these stress reactions – however worrying they may be – are normal consequences of a critical incident and a high stress level, and not all exposures to traumatic stressors lead to Post-Traumatic Stress Disorder (PTSD).\textsuperscript{14} According to the WHO, “despite its name, PTSD is not necessarily the only or the main condition that occurs after exposure to potentially traumatic events”.\textsuperscript{15} PTSD is often associated with other mental health disorders and as many as 52 distinct mental health conditions are associated with stress and trauma.

A person’s response after a traumatic event is often a normal response to an abnormal situation. Factors influencing how a person responds include whether the trauma was repeated, unexpected, complicated, sadistic, and perpetrated by a caregiver or protector leading to an experience of betrayal. After a disaster or crisis, it is difficult to predict who will develop symptoms of traumatic stress or PTSD, but it is recognized that certain risk factors increase a person’s susceptibility to PTSD. These risk factors include: (i) nature/type and severity of the crisis/disaster; (ii) perpetrator of the traumatic event; (iii) previous experience of distressing events; (iv) existing support networks; (v) past and present physical/mental health and well-being; (vi) cultural background and traditions; (vii) knowledge and understanding of traumatic stress and PTSD; (viii) age.\textsuperscript{16}

Literature analysing the specific responses of peacekeepers to traumatic events is meager. Since 1948, there have been more than 70 deployments\textsuperscript{17} of peacekeeping forces. The emerging literature on the psychological impact of such assignments tends to focus on Western countries\textsuperscript{18,19}, against a majority of uniformed personnel coming from African and Asian Troop and Police Contributing Countries (T/PCCs)\textsuperscript{20} and results are often contradictory. For example, a study among Dutch peacekeepers deployed in Lebanon between 1979 and 1985 showed a reduced psychological well-being in 15 percent of the individuals 25 years after deployment\textsuperscript{21} while at least one fifth of Australian peacekeepers deployed in Somalia reported problems with anger, irritability, intrusive thoughts and other psychological complaints 15 months following their return from the mission.\textsuperscript{22}

In contrast to these findings, there are several studies that show that, despite the real and sometimes severe threats to mental health, most returning peacekeeping personnel fare well in the months after deployment. A meta-analysis of 68 studies conducted on Canadian, Danish, Finnish, American, Swedish, Norwegian, and British peacekeepers supports this argument.\textsuperscript{23}

These conflicting results may stem from the lack of longitudinal studies in the field, from differences between nations or operations, as well as inconsistencies in measurement or other methodological problems. Most of these studies are retrospective and rely on self-report of stressors and symptoms – leading to both their over-reporting, and under-reporting. Finally, existing research does not provide gender-disaggregated data, therefore failing to take into account a gendered impact of stressors in a peacekeeping environment – and their impact post-deployment – on men versus women, nor does take into account the impact on the mission as a whole.

**Varying perceptions of trauma and stigmatization**

Peacekeepers confront varying degrees of both external and internal barriers to accessing support following a traumatic event. As mentioned above, often missions are in fragile, conflict-affected or remote areas with little access to psychosocial support.

Even in those contexts where psychosocial support exists, there is often a strong stigma or unfami-
One's own personal experiences introduce the notions of psychological stress and trauma, their origins, symptoms and the impact they have on people, and highlights the ways to strengthen resilience, reduce the risk of burnout and secondary trauma, by describing effective (self-care) treatments available. Since personnel dealing with violent conflicts and natural disasters are also often in a position to help local civilians, or colleagues, who have experienced traumatic events, the Resource Kit also provides skills and insights to be of assistance to them. Finally, the Resource Kit also has chapters for those in strategic leadership and management roles in peacekeeping and other organizations.

The advantages of UNITAR approach is the relative low cost, adaptability and perhaps most importantly is the fact it can offer support beyond the immediate confines of the individual peacekeepers to the wider society. Equipping peacekeepers with the means to navigate their own stress and trauma, and potentially that of the communities they are mandated to protect has a circular benefit; reducing their trauma and in turn addressing local traumas, allows for further improved wellbeing for all involved. As part of its training and education efforts, UNITAR has also piloted the adaptation of Peer-to-Peer Support Systems for African T/PCCs. A Peer-to-Peer Support System is a system in which two people or “buddies” come together to assist and help one another in providing psychological support. Widely used within the United States military, the suitability of such an approach in contexts other than the Western ones is backed by research that indicates that individuals prefer to seek support from either a colleague who has experienced similar events or from their

Easier than you think: improved well-being through training and education

Effective interventions to address the well-being of peacekeepers must take into account cultural differences, as well as the weight of the different factors in the specific geographical and institutional contexts.

Since 2018, the United Nations Institute for Training and Research (UNITAR) is committed to support T/PCCs in improving the well-being of personnel while deployed and after deployment. Training and education is the first pillar of UNITAR interventions. In social contexts where trauma and its consequences are still stigmatized, training and education provide individuals with knowledge, information, and tools options to better understand their mental health condition, while reinforcing their own strengths, resources and coping skills.

The basis for UNITAR training and education programs is the "Resource Kit" - a comprehensive handbook which aims to bring proven techniques of self-care and trauma therapy to personnel dealing with violent conflicts and natural disasters experiencing extremely distressing circumstances and traumatic events. The Resource Kit introduces the notions of psychological stress and trauma, their

liability in talking about such issues with an unknown person. In collectivist cultures, it can be disorienting to focus on personal emotions or to seek out solutions to problems that seemingly are not impacting the entire group. Furthermore, as the foundations of the concept of mental health and ensuing interventions were established in a Western, individualist framework, it can seem alien on many different levels to those who come from cultures where personal emotions are not finely distinguished or valued.

This results in many peacekeepers being very reluctant to seek help - even after recognizing that they suffer from nightmares, lack of focus, irritability and worsening personal relationships. They are afraid of the stigma attached to mental ill health, which the wider society perceives as a mark of shame, and with disapproval. The fear that they will be ridiculed, seen as weak, and confront rejection, means that they often try harder to disconnect from their feelings, but end up being disconnected from themselves and those who are important to them. Creating this armour of denial leads to the perpetuation of the 'cowboy' culture that many peacekeepers come across or experience themselves around the globe. This armouring can often lead to numbing behaviours such as drinking and drug use or abuse which then creates further problems both personally and professionally.

Most humans will go to great lengths, including suffering pain, in order to not feel shame. This presents a significant problem when someone is experiencing the consequences of traumatic stress. The need to avoid being ashamed of oneself and feeling shamed by others keeps many from accessing the support they need to find relief and healing. Others may feel afraid of repercussions from either a perpetrator or a supervisor if they make known the abuse or violence they have endured. Furthermore, the widely held stigma that seeing a mental health professional means that one is ‘crazy’, keeps many people from seeking help.

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spouse/partner. The advantages of the Peer-to-Peer Support System is that it is culturally sensitive - as most of the time the two “peers” will come from the same country / institution and caters for the needs of both women and men deployed.

Conclusion
While the political and legal aspects of peacekeeping feature prominently among scholars and practitioners alike, the psychological well-being of peacekeepers is seldom discussed and insufficiently understood. Only through a nuanced and interdisciplinary analysis can we draw lessons which would allow peacekeepers to maximize their effectiveness, improve their safety and security, preserve their well-being, and mitigate the stressors inherent in such a robust and precarious environment.

The solutions proposed by UNITAR are just beginning to scratch the surface. It is through a multifaceted approach, combining the kind of psychological education present in the Resource Kit with peer-to-peer support systems that positive, sustainable solutions can be reached. We are still far from a perfect solution. Nevertheless, at the end of the day, offering psychological support to peacekeepers is essential to the success of the mission, and to the fulfilment of the mandate. We must continue building a deeper understanding of well-being - for peacekeepers, for local communities and for the lasting peace across the globe.

If you are interested to know more about UNITAR support to Member States prior and after deployment as well as about the Resource Kit,
Disclaimer: the term “peacekeeper” is used in this article to designate mainly uniformed personnel (military and police).

Pictures by UNITAR.

11. Ibidem
12. Ibidem
13. Ibidem
14. Posttraumatic stress disorder (PTSD) is a psychiatric disorder that can occur in people who have experienced or witnessed a traumatic event such as a natural disaster, a serious accident, a terrorist act, war/combat, rape or other violent personal assault. American Psychiatric Association available at: https://www.psychiatry.org/patients-families/ptsd/what-is-ptsd (last accessed: December 2019)
25. Ibidem
26. Ibidem
27. Ibidem
According to the World Health Organization (WHO), health can be defined as a “state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” In conflict situations, the health and well-being of the affected populations is regularly compromised not only by fatalities and injuries deriving from front-line fighting, but also by the repercussion that conflict-related traumas and stress have on the population – together with the alteration of the normal functioning of the societal institutions. In most cases, particularly in countries with most critical needs, health services are neglected as public funding and human resources are diverted to bear warfare expenditure, leading to a decline in the well-being of the population. For women and girls’ health and well-being the effects of war are often devastating, as they are more exposed to gender-specific threats such as sexual assaults, unwanted pregnancies, and sexually transmissible diseases. Even the mere exposure to those threats can have heavy repercussions on the mental health of the female population in conflict zones, deeply affecting their overall well-being. In general, it is crucial to maintain a safe environment to safeguard even the psychological well-being of a population affected by conflict. The presence of uniformed personnel in critical areas can contribute in creating this environment, not only through an actual increase in the level of security, but also by enhancing a perception of order and safety among civilians. States should have the primary responsibility to protect civilians’ health and well-being in the eventua-
lity of conflict. However, in most cases, it is the United Nations peacekeeping personnel – when deployed – who has the greatest potential to positively impact the well-being of women and girls in conflict settings. Generally, the role of peacekeepers is to guarantee security by protecting civilians. This responsibility encompasses a wider range of implications, including ensuring physical and psychological security, and establishing a more general protective environment. In many cases, national armies are not prepared to address the needs of women and girls in conflict settings, especially in situations where, for many, guaranteeing the general well-being of the population rather than their mere safety is not always the priority.

To guarantee the well-being of the population is therefore required a multilevel approach, encompassing both protection and effective response.

An example can be found with regard to conflict-related sexual violence. The UN Department of Peace Operations has developed training programs for military, police, and civilian peacekeeping personnel to guarantee an effective protection of civilians from sexual violence. Nonetheless, in the cases where protection fails, further actions to support the victims are usually taken to guarantee the physical and psychological health of the victim. If we consider again the definition of health provided by the WHO, the connection between the protection from harming and traumatic events and an effective response in case they occur are the basic means through which peacekeeping missions and their personnel in first person can have an impact on the well-being of civilians.

The presence of women among the uniformed personnel deployed in conflict zones has proven to have an extremely positive impact on societies’ conditions. More specifically, their presence is crucial for the general well-being of the society, as they positively influence several aspects of the missions. For instance, they can efficiently and effectively address the needs of women in conflict and crisis settings, especially those who are ex-combatants or survivors of sexual gender-based violence. To use the words of the UN Secretary General, Antonio Guterres, the presence of female peacekeeping personnel can “lead to more credible protection responses that meet the needs of all members of local communities” and “women in patrol units are better able to reach both men and women, and female presence at checkpoints has been credited with promoting a less confrontational atmosphere.”

Preserving the well-being of societies affected by conflict is a complicated issue with a transversal and multifaceted nature. Nonetheless, guaranteeing a safe environment for civilians remains one of the most critical ways to address the issue for which UN peacekeepers are again in the frontline.

3. pictures ONU Italia

Lidia Marseglia
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By Karla Pinhel Ribeiro

Inequality: Violence and Poverty

No other concept in more struggled in Latin America than Human Rights. A region that was colonized by murder and genocide, that suffered with more than three decades of civilian-military dictatorship and with the injustice and corruption that still endure with higher levels burdening heavier the standards of living of millions of citizens. These cases associated with the history and practice of colonial oppression and atrocity raises critical but also perplexing questions about justice and reconciliation as moral and political projects in contemporary international and transnational relations (Lu, 2018, p. 7). Brazil has the highest rate of murders from all countries (Igarape, 2019). Over 65,000 people were murdered in 2017 and more than 6,000 citizens were killed by police in 2018. A great part of Brazilians are also victimized, which undermines their faith in the legitimacy of the rule of law and democratic institutions. Now, Brazil is living in a crisis of public security with excessively repressive responds, which means threats to democracy. In Brazil, more than 50 millions of people live under the condition of poverty, accordingly do Brazilian Institute of Geography and Statistics (IBGE). The equivalent of 25.4% of the population lives on the poverty line and has a family income equivalent to R $ 387.07 - or US $ 5.5 per day, a figure adopted by the World Bank to define if a person is poor. It also indicates that the highest poverty rate occurs in the Northeast of the country, where 43.5% of the population fall into this situation and the smallest in the South: 12.3%.

The situation is even worse given IBGE statistics for children aged 0-14. In the country, 42% of children in this age group meet these conditions and survive on only $ 5.5 a day. The survey of social indicators reveals a reality: Brazil is a profoundly unequal country and stark ine-
quality occurs at all levels. Whether by different regions of the country, by gender - women generally earn much less than men while performing the same functions - by race and color: black or brown workers account for the largest number of unemployed, have lower education, they earn less, live poorly and start working much earlier because of their lower level of education.

A country where the per capita income of the top 20 percent, about $4,500, is more than 18 times the average income of the lowest earners and the lowest per person - about $243.

In Brazil, in 2016, the total income appropriated by the 10% with the highest incomes (R$ 6,551 thousand) was 3.4 times higher than the total income appropriated by the 40% (R$ 401) with the lowest incomes, although the ratio varied, depending on the State region.

Among the people with the lowest 10% income in the country, the black or brown population reaches 78.5%, against 20.8% of whites. At the other extreme, of the 10% with the highest income, black or brown accounted for only 24.8%.

There are strong evidence related to the economic development source that confirms the hypothesis that human rights violations are higher in poorer countries. There are also strong evidence related to threats and dissent that human rights abuses are higher when States face armed threats and social dissent. Sources of human rights abuses, hypothesis and evidence are related to past repression: repression in the recent past makes for member States for the promotion, protection, and reparation of human rights of which Brazil is a part, and establishes mechanisms for the protection and enforcement of these obligations assumed internationally by Brazil and that affect and have an impact at the domestic level (Piovesan, 2018). The human rights approach is a change of paradigm in law. It is the substitution of the State approach, that have dominated the paradigm of international law for centuries, an older paradigm established that the only subjects of rights are the State and the doctrine of law were oriented to State.

Human rights approach is a new way to think the actions of government agents, that orient their actions to people, the very reason why they should exist and to orient their actions.

This human rights approach is key to highlight the strategic role of human rights in strengthening the democratic rule of law and emphasizing the role of human rights in building a just, equitable and democratic society.

International human rights are considered fundamental values at the international level that influence the way in which State sovereignty is understood. As fundamental values recognized by the international community they must be protected by the domestic law of the States, which implies the establishment in a constitution that can protect, promote and balance them with other rights and interests of the community and the State.

International human rights have become one of the main instruments of international law in a short time. Many of the normative
instruments, institutions and procedures that exist in the field of human rights emerged from the late 1940s. Since that time, human rights standards have brought a global and regional network of treaties and other instruments that guarantee human rights, establish the obligations of States, State agents and even non-State agents. After World War II (1939-45), with the utter horror and atrocities committed with the Jewish Holocaust, humanity’s conscience was to return to natural law, and members of the Nazi regime were prosecuted and tried at the Nuremberg Tribunal. (1945-9) on the grounds of crimes against humanity. The claim was not based on any law or formal document. The point here is that positive law, national or international, must consider a higher moral standard, the natural law that is the legal basis and the ethical foundation of liberal democracy and human rights.

Human rights standards were established in the 1945 UN Charter and in 1948 with the promulgation of the Universal Declaration of Human Rights (UDHR). The UDHR that has a preamble and 31 articles, in its first article states “all human beings are born free and equal in dignity and rights.” A brief reading of the Declaration is sufficient for the reader to recognize the main elements of liberal political theory: emphasis on freedom, dignity and equality; importance of the rule of law; elimination of torture and slavery; presumption of innocence; domain of private property; freedom of religion and expression; right to take part in government, considering civil and political rights, and the most controversial, right to adequate housing, education and cultural participation, considered social welfare rights.” However, the claim of universality of the UDHR is challenged in two ways: the first is the argument of cultural relativism - conceptual rejection of States that human rights norms are appropriate only to the cultures from which they originated. And the second is the argument of imperialism - states that, far from protecting the peoples of the world, use human rights as a political instrument to promote and defend Western interests.

Within the United Nations, human rights today have three main texts, the UDHR; International Convention on Civil and Political Rights (ICCPR), 1966; International Convention on Economic, Social and Cultural Rights (ICESCR), 1966. The three documents together make up the International Charter of Human Rights. Both conventions are human rights treaties that operationalize the UDHR, which articulate the two different types of human rights in a way that meets the needs of international politics and United Nations mechanisms. They represent a series of debates about the political and normative nature of human rights. Civil and political rights are often seen as the core of political rights traditions in their discourse and practice, especially in the US and eighteenth-century Europe. Rights such as freedom of expression, freedom from slavery, freedom of religion and equality before the law.

Economic, social and cultural rights are seen as a different class of rights, those on which we collectively agree that they are necessary for a good human life, the rights of social welfare. These include rights to fair conditions, favorable working conditions, adequate housing standards, education, health and participation in cultural life. It would be interesting here to highlight on civil and political human rights and to social welfare rights the discussion on the distinction between negative and positive rights. A classic theoretical distinction that refers to the normative and philosophical character of the rights in question. However, this theory showed a false dichotomy, because both require complex combinations of respect, protection, facilitation, and achievement by a range of different actors.

In this sense, the understanding of the notion of indivisibility of human rights, both civil and political rights and social welfare rights as “indivisible, interdependent and interrelated” as set out in the Vienna Declaration and Program of Action, 1993.

The Inter-American System
The opening of law through dialogue with society and other disciplines, based on the human rights approach, is the conceptual foundation of popular sovereignty and citizen security, addressing the relationship between citizenship and citizens’ rights. In the European case, the problem is based on the relationship between the rule of law, democracy and human rights. While in the Latin American case, the anti-State agenda, authoritarian context, and democratic transition regimes are the main problems the system faces. Latin American region finds a high degree of social exclusion and inequality, a culture of violence and impunity, a low density of rule of law and a precarious tradition of
respect for human rights in the domestic sphere. Faced with these challenges, the Inter-American system legitimates itself as an effective instrument for the protection of human rights when national institutions are flawed or missing. Most of the decisions of the Inter-American Court deal with violating arbitrariness and controlling the excessive use of force by imposing limits on the punitive power of the State, for example, Case Velasquez Rodrigo v. Honduras, to condemn the State to pay compensation to the relatives of the victims, the duty to prevent, investigate, prosecute, punish and repair violations committed (IACHR 29/07/1988, Serie C n.4). Violations that reflect issues of transitional justice, combating impunity, amnesty laws, and the right to the truth are also recurring in the Inter-American Court, as in the Case of Barrios Altos, a massacre involving the execution of 15 people by police officers. In this case, Peru was ordered to reopen judicial investigations into the facts in question, to derogate and render ineffective the general amnesty law for the military, police and civilians, and reparation for material and moral damages suffered by the victims’ relatives. In Brazil, this theme has the Case Gomes Lund et al. Brazil, where the IACHR condemned Brazil for the disappearance of members of the Araguaia guerrillas. This case aims at consolidate Inter-American jurisprudence on amnesty laws in relation to forced disappearances and extrajudicial executions, the obligation of States to ensure the knowledge of the truth, and to investigate, prosecute and punish serious human rights violations.

In the Inter-American system there are cases that relate particularly to access to justice, judicial protection, and the strengthening and independence of the judiciary, and violations that reflect challenges in strengthening institutions and consolidating the rule of law, such as the Aguirre y Roca Case (Case Constitutional Court v. Peru, 31/01/2001, Serie C, n.71), a decision that contributed to the strengthening of national institutions and the consolidation of the rule of law. It is also important to highlight the violations of rights of vulnerable groups that occur in this region, that in the Inter-American system the decisions affirm the protection of rights of socially vulnerable groups, such as indigenous peoples, children, women, migrants, prisoners, and others. As an example, the rights of indigenous peoples to collective land ownership, the right to culture, customs, values, health, education, etc. (IACHR Community Case Mayagna Awas Tingni v. Nicaragua, 08/31/2001, Series C n.79; IACHR Indian Community Case Yake Axa v. Paraguay, 17/06/2005, Series C n.125; IACHR Community Case Indian Xakmok Kasek vs. Paraguay, 8/24/2010, Serie C n.214) Among the vulnerable groups in this region we also highlight the rights of children, as in the case of the “Children of the Streets” Villagran Morales and others v. Guatemala (IACHR, Guatemala, 19/11/1999, Serie C no. 63), the State was condemned for the impunity of the deaths of five street children, tortured and murdered by two Guatemalan police officers. The payment of pecuniary compensation to the relatives of the victims, the reform of the domestic legal order to better protect the rights of children and adolescents.

Training and Capacity Building: Integrity Although this overview, human rights have a difficult acceptance in part of Latin American police. Some of police common sense rationality about human rights is that they are the rights that protect criminals, and if it is the police task to fight against crime, human rights are part of their enemies. This prejudice vision need to change. Although the States of Latin America received many condemnations from the Inter-American Court of Human Rights, the international standards and framework of human rights are fewer and recently added to the curricula of police academies. But when they receive human rights training they could change their mindset in order to learn how policing and human rights are the same side: “Human rights are policing and policing are human rights”. Once this is recognized by the police through training and capacity building the region can have a better police service, according to human rights international standards. The participation of Latin America police units in Peace Operations could help change this scenario. Through capacity building, training and then deployment to field missions could improve the standards of democratic policing in the region grounded in human rights.

Well Being and Peace Operations: Family Rights Human Rights are families rights. We can found in the Article 16 of Universal Declaration, in the Arti-
WELL BEING IN POS

cle 17 of the American Convention, in the Article 23 other Civil and Political Rights. Also in the Pre-amble of Convention on the Rights of the Child and in other international treaties of human rights, that family are protect under international law. This observation is very important because it gives to human rights the collective dimension. Human rights are not only individual rights, they protect the community, the social dimension of humankind. Also this concern to recognize that family rights are human rights towards against a common sense that human rights are only to criminals rights, what it is not true. Human rights training in peace operations are essential to guarantee the well being and integrity of the troops and also to protect the civilians of the community. Human rights protect not only the soldier as an individual but also protect the families of all soldiers and protect the families of the civilians that are living at conflict zones.

To think beyond the perspective of human rights is to improve the performance of Latin America police through peace operations that with training could be a great opportunity to raise the standards of police conduct in Latin America and also prepare the region to contribute with more qualified personnel.

Well Being and Peace Operations: Women’s Rights, Minorities and Groups

One issue that is stressed in protection of civilians and use of force, but also in police community oriented, is that some of core essentials of UN policing affect women, children and minorities. Equal rights for historically disadvantaged or subordinate groups is a long-standing concern of the human rights movement. Human rights documents repeatedly emphasize that all people, including women and members of minority ethnic and religious groups, have equal human rights and should be able to enjoy them without discrimination. The right to freedom from discrimination is prominent in the Universal Declaration and subsequent treaties. The Civil and Political Covenant, for example, obliges States to promote, respect and protect the rights of their people, without distinction of any kind, such as race, color, gender, language, political or other opinion, national or social origin, wealth, birth or social status (Kymlicka 1995; Nickel 2004).

Several common individual and family rights are especially important for ethnic and religious minorities, including the right to freedom of association, freedom of assembly, freedom of religion and non-discrimination. Human rights documents also include rights that explicitly refer to minorities and give them special protections. For example, the Civil and Political Covenant in Article 27 states that people belonging to ethnic, religious or linguistic minorities “should not be denied the right, in community with other members of their group, to enjoy their own culture, to profess and practice their own religion, or use your own language.” Feminists have often protested that standard human rights lists do not sufficiently take into account the different risks faced by women and men. For example, issues such as domestic violence, reproductive choice, and trafficking in women and girls for sex work were not prominent in early human rights documents and treaties. Human rights lists had to be expanded to include the degradation and rape of women (Okin, 1998; Nussbaum, 2000, 2007). Women’s and human rights violations often occur at home at the hands of other family members, not only in the streets at the hands of the police. Most violence against women occurs in the private sphere. This means that governments cannot be seen as the sole recipients of human rights and that the right to privacy of home and family needs skills to enable police to protect women at home.

The question of how human rights formulations should respond to variations in the types of risks and dangers that different people face is difficult and arises not only in relation to gender, but also in relation to age, profession, political affiliation, religion, and personal interests. Due procedural rights, for example, are much more useful for young people, and particularly for young men, then for older people, as they are much less likely to conflict with criminal law. Since 1964, the United Nations has dealt mainly with the rights of women and minorities through specialized treaties such as the International Convention on the Elimination of All Forms of Racial Discrimination (1965), the Convention on the Elimination of All Forms of Discrimination against Women (1979), the Convention on the Rights of the Child (1989), the Convention on the Rights of Persons with Disabilities (2007) and also the Declaration on the Rights of Indigenous Peoples (2007). Specialized treaties allow international standards to address specific group-specific problems such as care and care during pregnancy and maternity for women, child
More and more importance in UN mental rights as human rights gain recognition. In this conception, environmental rights, which are often defined as the need to maintain and restore a safe environment for human life and health, many countries have such environmental rights in their constitutional laws. This may become more plausible recognizing that the beneficiaries of the right to genocide are not human or human groups. Alternative formulations are possible, however. A basic environmental human right can be understood as the need to maintain and restore a safe environment for human life and health. Many countries have such environmental rights in their constitutional laws, for example, the Constitution of the Federal Republic of Brazil (1988) in its Article 225, the Charter of Fundamental Rights of the European Union in its Article 37 and in the Article 24 of the African Charter on Human and Peoples’ Rights.

A human right to a safe environment or environmental protection does not directly address issues such as animal claims or biodiversity, although it can do so indirectly using the idea of ecosystem services for humans. A justification for the human right to a safe environment must demonstrate that environmental problems pose serious threats to fundamental interests, values or standards, that governments can be held responsible for protecting people against these threats and that most governments have the ability to do that. Climate change is currently a major environmental threat to the lives and health of many people, and therefore human rights that have been developed and defended in recent decades are approaching climate change. One approach, advocated by Steve Vanderheiden, accepts the idea of a human right to an environment that is suitable for human life and health derives from that broad right a more specific right to a stable climate (Vanderheiden, 2008). This approach could be expanded by arguing that severe climate change should be reduced and mitigated because it would cause massive human migrations and other crises that would undermine the ability of many governments to defend human rights (Bell, 2013).

Conclusions:
This paper aimed at demonstrating that human rights peace operations training for Latin American police could improve the integrity and well being of region and also could raise the contribution with qualified personnel to peace missions in the world. The main argument is that human rights training mandatory for peace operations police contributed country could improve their levels of conduct according to international standards needed for democratic policing. It could not only to improve national levels of respect, promotion and protection of human rights, rather could raise the number of high qualified personnel to deploy for international missions. The promise of human rights re-
The reports expose the worst cases, but remain frustrated by governments that fail to promise to protect their populations from crimes against humanity, ethnic cleansing, genocide and war crimes. International human rights policies are far from effective action in such crisis situations. Discussions on human rights related to torture, right to life, detention, freedom of expression, food, health, housing, education, labor and non-discrimination, refugees, indigenous people, poverty, peace and environmental degradation.

Human rights are political because States have a seat on the UN Human Rights Council, where governments argue and this is international politics. But human rights are a way to change the world. Through the implementation of its standards by governments, but also by society to generate the culture of human rights where the concept of respect for human dignity could be internalized. Individuals, families and groups will continue to feel empowered by the language of human rights, and their mechanisms build solidarity and respect for human rights. The protection of human rights is a dynamic process of developing demands and changing views on what human rights require.

Human rights today consist of a global conception of justice. They derive from a sense of injustice and a sense of solidarity.
Important to remember, the UDHR is a strategic document and has no philosophical or moral justification. For example, in 2017 Brazil was condemned by the Inter-American Court of Human Rights, with a condemnation that is known as Case Favela Nova Brasilia. The case refers to the failures and delays in the investigation and punishment of those responsible for the extrajudicial executions of 26 people in the context of two police raids made by the Rio de Janeiro State Civil Police on October 18, 1994 and August 8, 1995 in the Favela Nova Brasilia. The killings were justified by law enforcement authorities by drawing up “arrest resistance records”. It is further alleged that, in the context of the police raid of 18.10.1994, three women, two of them minors, were victims of torture and acts of sexual violence by police officers. Finally, it is alleged that the investigation of the facts mentioned was conducted with the aim of stigmatizing and reviving the deceased, as it would have been focused on their culpability and not on the verification of the legitimacy of the use of force. At a public hearing held at the Court, Brazil acknowledged that its police officers were responsible for 26 homicides and 3 crimes of sexual violence against women victims. However, the Brazilian State insisted on the preliminary ruling of incompetence ratione temporis of the Inter-American Court, since the facts occurred between 1994 and 1995, while the acceptance of the contentious jurisdiction occurred in 1998. After processing the case, the Inter-American Court acknowledged partly the merits of the preliminary ruling of incompetence ratione temporis, admitting that it cannot assess the facts that occurred before 1998, but this does not prevent it from knowing and judging the case as regards the State’s failure to prosecute and punish violations of human rights caused by police officers.

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The cooperation between Italian and Republic of Moldova Carabinieri.

By Iuliana Tusca

Arma dei Carabinieri of Italy - a reliable partner in the reform of the Carabinieri in Moldova and a promoter of the interests of the Moldovan Carabinieri within the European institutions. The successful bilateral cooperation between the General Inspectorate of Carabinieri of the Republic of Moldova and the Arma dei Carabinieri in Italy has a history of 3 years. On October 3, 2016, in Rome, the “Technical arrangement of bilateral cooperation” was signed between the Department of Carabinieri Troops (currently General Inspectorate of Carabinieri) and the Arma dei Carabinieri of Italy. Arrangement that would, in the following period, cover the legal framework necessary to provide technical support and donations for the benefit of the Carabinieri Troops of Moldova, as well as the organization and conduct of the activities of exchange of experience, training, equipment donation, participation in meetings and seminars. The next important strategic step in the context of the Moldovan-Italian cooperation was made immediately, at a distance of no more than 4 months. Therefore, “in the desire to contribute to capacity building in the field of public safety, the management of public demonstrations and assemblies, the management of mass conflicts through the respect of human rights, the techniques of combating terrorism and other offenses related to organized crime, to the training of staff and institutional capacity of the General Inspectorate of Carabinieri of the Republic of Moldovai, The Italian Ministry of Defense appoints an Officer of the Arma dei Carabinieri as Advisor to the Commander of the Carabinieri Troops of the Republic of Moldova. Thus, on February 21, 2017, Colonel Mauro Conte, advisor to the Troops of Carabinieri Commander from the Italian Arma dei Carabinieri, began his mandate within the General Carabinieri Inspectorate, where he works until now. Recently, on September 18, 2019, Mr. Anatolie Danila, General Commander of the General Inspectorate of Carabinieri, had a meeting with Colonel Andrea Tiveron, the Defense Attaché of the Italian Embassy in Bucharest. During the dialogue, Mr. Anatolie Danila has mentioned the importance of the Italian support for the Carabinieri of the Republic of Moldova during the institutional reform process. Colonel Andrea Tiveron, on his part, claimed that the General
Inspectorate of Carabinieri will continue to benefit from the support of the Italian partners both in the reform process and in its aspirations to join the FIEP as an observer. The cooperation between the Arma dei Carabinieri and the General Inspectorate of Carabinieri of the Republic of Moldova resulted in a series of professional development programs for the moldovan carabinieri, on various topics in the fields of activity of the both homologous institutions, during the years 2016 - 2019, being trained over 100 carabinieri from Moldova.

Then, only in the last year the following courses were offered:

Between April 2 - May 17, 2019, with the support of the Embassy of Italy in the Republic of Moldova, and in order to raise the level of language training of the personnel, 64 Moldovan carabinieri participate to the Course of studying the Italian language (level A1 / A2).

During the period of February 18-22, 2019, in the city of Vicenza, Italy an GIC employee participated in the 4th edition of the Law Enforcement Training Course within the project “Capacity building - LET4CAP”.

The next training course took place between May 26 and June 15, 2019, in the city of Livorno, Italy, for 12 military officers from the Scorpio special-purpose brigade, in the field of counter-terrorism. Similarly, on June 9-29, 2019, in the city of Rome, 14 Moldovan carabinieri participated in the Training Course with the generic “Crowd Control.

Arma dei Carabinieri from Italy has also contributed to the strengthening of endowment capabilities of the Moldovan carabinieri through grants and donations. Thus, in 2019, during the visit of the canine expert from the Arma dei Carabinieri, Mr. Adriano Carbone, in Moldova on March 25-29, the General Inspectorate of Carabinieri of the Republic of Moldova benefited from the donation of the first dog named Ethan, trained in the detection of explosive
IN DEPTH

substances. It is worth mentioning that this event represented a continuity of the Training Course for the Chinological instructors, attended by two Moldovan carabinieri, held between October 13, 2018 - March 16, 2019, in the city of Florence, Italy. Subsequently, during the second visit of the canine expert, on September 10-13, 2019, the donation of the second dog named Korsa, trained for public order measures, for the benefit of the GIC, took place.

the visit of the canine expert from the Arma dei Carabinieri, Mr. Adriano Carbone
On the same field, in the near future, the General Inspectorate of Carabinieri of the Republic of Moldova will benefit from a mobile control station from the Italian Carabinieri, as a donation.

The General Inspectorate of Carabinieri of the Republic of Moldova highly appreciates the contribution of the Italian partners and the support in the context of the broad reform, as a result of which, the institution will gain dual policing attributions and professional staff. We nourish great hope and we strive for this cooperation remains viable and fruitful in future.

Iuliana Tusca
Main officer of Cooperation and International Missions Department of the General Inspectorate of Carabineers of the MIA
Members of the Vicenza Stability Policing Community during the hosting the colors parade.
Human Trafficking, a gross violation of Human Rights! The phenomenon and the crime.

By Marco Sutto

No one would disagree with this simple but effective definition. Nevertheless, due to different cultures and social backgrounds, even almost 20 years later after the adoption of the Palermo protocols, if we try to dig a little bit further in defining trafficking existing different perception of the phenomenon will emerge. The opinion, about what trafficking in human being is, still remains different in every country, at least for those who are not directly involved in its contrast. In order to find a common ground of definitions and legal terms we have to relate with professionals figures.

Actually, the phenomenon is quite complex, hence the difficulty in defining it in a univocal way. Human trafficking involves different types of criminal and non criminal activities that lead to a situation of exploitation of the victims. Internationally the situation remained very confused until the adoption of the United Nations Convention against Transnational organized Crime and its Additional Protocols. These treaties represent an acknowledgment by the international community of the need to commit into a common endeavor to fight against serious forms of crime. The State Parties, with the adoption of the specific Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, have recognized Trafficking as a phenomenon, in its different forms, and as a serious violation of human rights, that needed to be addressed by a comprehensive common effort supported by an adequate integrated international legislation.

Indeed, Human Trafficking is a world wide industry, incorporating millions of people annually, and generating an annual turnover of billions of dollars. It affects with nefarious effects either countries from which people are trafficked, and the countries to which they are trafficked. Although it is difficult to accurately measure the impact of trafficking,
because of its clandestine nature and the hidden economies in which trafficked people work, several are the implications for the society, including the effects on families and communities left behind, and gender relations in receiving countries in which women are often sold into sexual slavery. From an economic perspective, particularly in contexts where people seeking migration opportunities for employment end up being trafficked, it results in significant remittance losses. Victims trafficked for the purpose of sexual exploitation are at risk of sexually transmitted infections, and of spreading the diseases among wider society. People are trafficked often in dangerous conditions and held, even after they reach their destinations, in circumstances that can have long-term detrimental effects on their mental and physical well-being. It has been verified, that the operations of organized criminal groups responsible of THB, whose illicit activities often extend beyond it, hamper the respect of the “Rule of Law” and have serious implications in relation to national security of the involved States.

Furthermore, in its resolution 2331 (2016), the UN Security Council unanimously condemned all instances of trafficking in persons in areas affected by armed conflicts, as a violation of the victims’ human rights, potentially amounting to war crimes, and as acts that undermine the rule of law, finance and drive the recruitment of terrorist groups, exacerbate conflict and undermine development. The UN Secretary General has expressed grave concerns on the activities of terrorist groups such as the Islamic State of Iraq and the Levant and other armed groups engaging in human trafficking both as a method of warfare and as a way of funding their activities.

In this context, the role of the Anti-trafficking Protocol is of paramount importance in tackling the phenomenon, as it is the first global legally binding instrument with an agreed definition of trafficking in persons.

“Trafficking in persons”, as defined by the Protocol, means the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation includes, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs.

As previously said, trafficking is a complex phenomenon and therefore the result could be anything different from a complex definition of the crime, composed by multiple elements that concur to its realization. We have Activities (recruitment, transportation, transfer, harbouring...), Means (use of force or other forms of coercion, of abduction, of fraud, of deception...) and Purposes (at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour...) and all this factors must concur together to qualify the phenomenon as crime of Trafficking.

The intention behind the definition and the other provisions of the Protocol, is to facilitate convergence in national approaches, with regard to the establishment of domestic criminal offences, and support efficient international cooperation in investigating and prosecuting cases of trafficking in persons. All of which was not possible without a common agreed definition. As a matter of fact, if you are not able to define something you can’t identify it and fight it.

An additional objective that the Protocol is meant to achieve is that to protect and to assist the victims of trafficking in persons in full respect for their human rights. Calling for the adoption of such legislative and other measures as may be necessary to establish the conducts of trafficking as criminal offences, the Protocol asks each State Party to ensure that its domestic legal or administrative system contains measures to take care of victims.

States are requested to protect victims’ privacy and identity, assist during criminal proceedings, provide medical, psychological and material assistance, and assure a proper physical, psychological and social recovery system. Age, gender and special needs of victims, in particular the special needs of children should always be taken into account.

However, once a common ground of terms is set up, when dealing with trafficking as a crime, we have to consider its dynamicity as a phenomenon. It is dynamic because it usually has a place of origin, a place or places of transit and a destination. The geographic area in which it is perpetrated could be, and often is, very wide, transnational or even transcontinental. This aspect often renders the crime a transnational one, with the necessity of international cooperation.
to investigate it and protect the victims. Even when it is perpetrated within the national borders of a single country, it is rarely confined to a single area, thus requiring a strong coordination among national units. Moreover, the period during which the three constitutive elements take form (Activities, Means, Purpose) could last for a long period of time.

From the initial moment of recruitment of victims, to the actual exploitation, months could pass and even years before the crime is detected and the authorities can intervene in favor of the victims. As imaginable, any investigation or evidence gathering process to reconstruct the events and prosecute a trafficking case becomes, with these premises, extremely complicated.

An additional characteristic which deserves to be taken into consideration is the deep influence of external causes on the trafficking phenomenon. Local factors related to the place of origin, transit and destination have a great impact on the phenomenon and to consider them is paramount for an effective trafficking prevention and contrast. These external elements are usually classified in push, pull and facilitating factors. “Push factors” are those which put the victims into the hand of traffickers. Poverty and lack of access to resources, marginalization in society - especially women and children; unemployment and poor education; transition, conflicts and post conflict situations; obstacles to legal migration commonly fall under this category. What we refer to as the “Pull factors” are those that lure the victims to a certain place offering to traffickers exploitative opportunities. Among them, we can mention the huge demand for the services of trafficked victims, the profitability of this illegal activity for traffickers and the related high level of impunity for their crimes.

“Facilitating factors” are those which, somehow, make traffickers’ life easier. Modernization of travel systems and the reduced costs of travelling, the spread of the use of new technologies, corruption; even local cultures and traditions could facilitate the phenomenon.

This, of course, is far from being an exhaustive list of the factors, as many more could be identified. Categorization itself as push/pull/facilitating is everything but a strict one; the majority of the factors could fall under one or another category depending on the situation. During the course of trafficking numerous separate abuses are committed, which in themselves constitute breaches of both national and international law; it is only the peculiar combination of the elements that allows Trafficking to be considered as an overall crime which is distinct from each single violation. These specific features characterize Trafficking in Human Being as a hidden crime. Its composite nature often makes it hard to detect. It can easily be confused or misperceived with some of its constitutive elements and, in fact, security forces are often prone to intervene only investigating the crime appearing on the surface.

Irregular border crossing, harboring of irregular migrants, unregulated work, sexual abuse and violence, prostitution, begging are just examples of crimes that could be considered as an independent violation of criminal laws or as a constitutive element of the more serious crime of trafficking, requiring thus further investigations.

On this matter, quite often, trafficking and migrant smuggling are confused due to their overlap. The distinction may become particularly complicated when an act that begins as smuggling turns into trafficking. Both are crimes that affect human beings and involve criminal networks, nevertheless as clearly stated by the two different Protocols added to the Palermo Convention there are specific differences between them. In addressing the crime, three are the investigating approaches that law enforcement agencies may usually apply: reactive, proactive and disruptive approach. Each approach can successfully lead to victims being identified, protected and assisted but the effectiveness in dismantling the responsible criminal organizations and hamper the phenomenon is different.

The Reactive response usually stems out from a contact with the victim or with a “surface crime”, when the police is not directly looking for a trafficking case. This is a victim-led approach, which is reliant most of all on victim testimony. It consistently utilizes standard, and I would say, quite basic, police criminal investigation methods, such as corroboration, identification parade, photo array identification and so forth.

The Proactive way, differently from the previous, is an intelligence-generated approach more efficient in bringing this kind of crime to light. In these situations, the police is specifically looking for trafficking cases. There are initial elements that suggest the existence of a trafficking case and the investigators try to corroborate the preliminary inferences. It entails the possibility to start a trafficking investigation
even before the identification of any possible victim, even before the existence of a victim is proved. This approach does not depend solely on the victim’s testimony or cooperation; rather, it relies on utilizing a combination of tools to collect evidence and to build circumstances. Technical means, in these situations are very important, and the gathering of information, to prove the existence of the constitutive elements of the crime (actions, means and purpose) can be done through electronic surveillance such as wiretapping, video surveillance, with the screening and the analysis of the open sources (like the internet social media and so forth), economic investigations (follow the money-type).

Even the so-called human-intelligence techniques, sourced through direct contact with associates of specific criminal groups (police informants) represent an important tool. This type of approach is for sure more effective in targeting the single perpetrators and the criminal groups but it requires a bigger effort by the security institutions, professionally skilled personnel, resources in terms of equipment and it can significantly be time consuming.

The Disruptive methodology is a coordinated multiagency approach to the problem. In this respect, the police investigative initiatives only represent a part of a bigger common effort. This strategy is driven by an initial risk assessment and a detailed analysis of the phenomenon in the area of interest. The dynamics and the nature of the crime are taken into account to tailor the intervention of the institutions to the situation of the considered area and to coordinate the necessary actions at a local, national and international level.

The latter approach represents the most effective way in dismantling the organizations behind the trafficking and of addressing the factors (the root causes) which generate and facilitate the crime. It represents a valuable option to protect the victims, to prosecute the crime and to tackle the entire phenomenon. Nevertheless it is not a solely police (or security institutions) business, as it requires a strong political and institutional commitment, even at government level, to set the objectives and to coordinate the multiple involved actors.

3. Article 2 (a) of the Trafficking in Persons Protocol
4. Article 5 of the Trafficking in Persons Protocol
5. Article 6 of the Trafficking in Persons Protocol
In the framework of the 12th Italian Training Mission (MIA-DIT) in Djibouti, some CoESPU trainers were deployed at the Cheik-Moussa Training Center, where a 12-week course took place in favor of the local Mobile Gendarmerie. The aim of the training activity was to shape a Formed Police Unit for its possible deployment in a UN mission. The lessons delivered by the CoESPU instructors covered several crucial topics, such as Tactical Progression, public order management, evacuation techniques, protection of United Nations facilities and personnel, escort of a convoy, driving armored vehicles, professional techniques of interventions, patrols, protection of civilians, handling of weapons and Human Rights, etc. At the end of the training activity, during the graduation ceremony, the Carabinieri General Commander, Lt. General Giovanni Nistri, delivered the completion certificate to the first classified attendee.

Lt. Col. Marco Sutto participated in the five-day Comprehensive Protection of Civilians Training (CPOC) ToT Course held from Monday 9th to Friday 13th December 2019 at the UN Regional Service Center (UN RSCE) in Entebbe (Uganda).

The aim of the ToT course was to train the trainers of Member States who will be able to deliver the same training package to their deploying peacekeepers. The training objectives of the course were:
- To train trainers of Members States to effectively deliver training on CPOC to their peacekeepers;
- To train trainers to build peacekeeper capacities to analyze the specific threats and vulnerabilities affecting civilians during and in the aftermath of armed conflict, and to develop and implement context-sensitive, effective strategies and measures to improve their situation and protect them from harm;
- To assess participants on their delivery skills to be considered as international trainers;
- To enable direct interaction among participants and trainers from ITS.

Djibouti (Somalia)

SEPTEMBER - DECEMBER 2019.

Entebbe (Uganda)
The 25th Annual Conference of the International Association of Peacekeeping Training Centers (IAPTC) took place in Lima (Peru) from the 7th to the 10th of October, 2019. The event provided great opportunities to promote exchange of experiences among different PK training institutions, increasing mutual understanding among different mission components.

Martin A. Vizcarra Cornejo, Constitutional President of the Republic of Peru, took the floor during the Opening Ceremony.

BG Giovanni Pietro Barbano, CoESPU Director and current IAPTC Executive Board Police Chair, delivered his opening speech on the Police Day. On the same occasion, BG Barbano presented the CoESPU Coat of Arm to Lt. Gen. Jose Lavalle, General Commander of the Peruvian National Police. Furthermore, in his participation during the “Training for Leadership” Panel, the Police Chair stressed possible solutions to recurring flaws: Police training for leadership, adult learning techniques, passing through PTC partnerships.

Among several contributions, Carabinieri LTG (ret) Vincenzo Coppola, Civilian Operation Commander of the Civilian Planning and Conduct Capability (CPCC), which is the directorate of the External Action Service (EEAS) of the European Union, informed the audience on the EU approach for the Protection of Civilians.

On the last day Presidency and Secretariat delivered their conclusions, while Functional Chairs delivered back-briefs on achievements & way ahead.
AROUND THE WORLD

Brussels (Belgium)

DECEMBER 5, 2019.
LET4CAP (Law Enforcement Training for Capacity Building) is a project funded by DG HOME (Migration and Internal Affairs) of the European Commission entrusted to a consortium led by CoESPU - in partnership with Scuola Superiore Sant’Anna of Pisa (SSSA), Studiare Sviluppo (in-house agency of the Italian Ministry of Economy and Finance), CEP - Centre for European Perspective, a think-tank based in Menges (Slovenia), and the Polish National Police (Policja).
The main objective of the project is to contribute to the development and harmonization of a training package for police forces engaged in training activities abroad, given the need to increase national capacities in the area of transfer of sector-specific expertise and to promote uniform law enforcement in third countries according to a common European approach.
The primary beneficiaries of the project are represented by the members of EU Law Enforcement Agencies engaged in third countries to carry out training tasks in a bilateral and multilateral contexts, but also by those public officials involved in institution-building activities abroad in the law enforcement sector.
The Brussels meeting, in the presence of the CoESPU Director and staff, was open to all relevant interested institutions involved in activities related to law enforcement capacity building in third countries, in mentoring and advising host country counterparts in processes of reform and rebuilding institutions.

Washington DC and New York City (USA)

DECEMBER 9 – 12, 2019.
In Washington DC, at the Pentagon, a delegation of the Center of Excellence for Stability Police Units (Director and Deputy Director) met US representatives to discuss about sensitive topics, such as Stabilization and Peace Operations, Transregional threats (situation in Africa and in the Middle East), Training Institutes Cooperation, Possible Fields of Cooperation and Gender dimensions of Stability Policing.
In the same Capital, at the “Harry S. Truman” Building, the headquarters of the US Department of State, in the framework of the ritual Semi-Annual Talks, the CoESPU delegation and the GPOI (Global Peace Operations Initiative), represented by PM Assistant Secretary Clark Cooper and Deputy Assistant Secretary Stan Brown, met to discuss the outcomes of their 15-year cooperation and to strategically plan the CoESPU’s training offer for the forthcoming years.
In New York City, following some working meetings in the premises of the UN Italian Permanent Mission, the CoESPU delegation moved to the UN HQs, where the Director had an office call with Lt. Gen. Carlos Humberto Loitey, United Nations Military Adviser at the Office of Military Affairs for Peacekeeping Operations. The main topic of the meeting was the UN DPO’s Guidelines “Combined Military and Police Coordination Mechanisms in Peace Operations”.
CoESPU training
12TH INTERNATIONAL MILITARY POLICE COURSE (IMP12)

12th edition of the Course, attended by 28 students coming from Armenia, Bosnia and Herzegovina, Burkina Faso, Chad, Italy, Mali, Mauritania, Pakistan, Qatar, Senegal South Korea and Ukraine. The aim of the 2-week training activity was to raise the professional skillset of the attendees, for future deployment in International contexts as Military Police officers.

Through the integration of several elements from civilian police and gendarmerie-like forces, melted in a new concept of Military Police “with a small M and a big P”, the students acquired a clearer knowledge of the current role of the MP, while sharing lessons learned and best practices from their individual experiences: this collaboration is the core of CoESPU training procedures.

25TH “CIVIL, POLICE AND MILITARY RELATIONS” COURSE (CPM25)

The “CPM” 4-week Course reached its 25th edition. This type of course is based on the UN Standard Training Modules and on the UN DPO guidelines: senior personnel from police, military and civilian components, who might take part in Peace Support Operations (PSO), were provided with cross sector training aimed at increasing the mutual knowledge, finalizing and sharing co-ordination mechanisms, as well as enhancing the ability of cooperation among the different elements and actors taking part in PSO, with particular regard to deployments in non-stabilized areas.

The 29 students came from 17 different Countries, namely from Bangladesh, Benin, Bhutan, Burkina Faso, Cameroon, Fiji, Gabon, Ghana, Indonesia, Jordan, Malaysia, Mali, Morocco, Nepal, Senegal, Sri Lanka and Sierra Leone.
15TH “FPU PRE-DEPLOYMENT - COMMAND STAFF TRAINING” - (PHASE 1), DEDICATED TO THE BURKINA FASO GENDARMERIE

OCTOBER 2 – OCTOBER 22, 2019.

15th “Formed Police Units Pre-Deployment Training - Command Staff Training” (Phase 1), dedicated to 19 selected instructors - Officers and Warrant Officers - from Burkina Faso Gendarmerie before the deployment of their FPU in Darfur, in the framework of the UNAMID mission.

The training challenge was aimed at shaping and training the command component and instructors of the Burkina Faso FPU, relying on international Human Rights and humanitarian law, according to the standardized criteria of the United Nations.

Other crucial goal of the training activity was to finalize and refine the professional skillset of the attendees: Police techniques on searching, handcuffing, stopping vehicles and clearing procedures are only a part of the subjects they met during the Course.

1ST “COUNTER ASYMMETRIC THREAT” COURSE FOCUSED ON THE WEST AREA OF THE MEDITERRANEAN SEA

OCTOBER 14 – OCTOBER 18, 2019

1st “Counter Asymmetric Threat” Course, specially focused on the west area of the Mediterranean Sea. The training activity has been planned upon a specific request of the Italian Defense General Staff in the framework of the “5+5 Defense College” initiative, which is a cooperation project among west Mediterranean Countries, namely: France, Italy, Malta, Portugal, Spain, Algeria, Libya, Mauritania, Morocco and Tunisia.

The main purpose of the 4-day course, in French language, was to provide the attendees with a comprehensive overview on transnational and complex threats against peace and stability - the so called “asymmetric threats” - in order to fight modern hybrid menaces in multiple ways, combining Military and Police assets.

The students came from Algeria, Italy, Libya, Morocco, Portugal, Spain and Tunisia. The new expertise gained might be crucial for the security and stability of the whole area represented by the attendees, so peculiar and sensitive, exposed, as it is, to old and new threats.
10th edition of the “Gender Protection in Peace Operations” Course, in French language. According to the United Nations’ Doctrine and Guidelines, 32 International students faced a 2-week training program, focusing their attention on the sensitive matters connected with the protection of the civilian component of the population in crisis and post-conflict areas, especially targeting the most vulnerable categories, such as women and children.

Indeed, during the course, a special attention was paid to Human Rights and Humanitarian Law, Child Protection, Protection of Civilians & Women, Peace and Security Agenda (UN Security Council 1325) and fight against Sexual Exploitation and Abuse (SEA), specially thanks to relevant lectures delivered by International and National Subject Matter Experts.

The attendees came from different Countries, namely: Bangladesh, Benin, Burkina Faso, Cameroon, Djibouti, Gabon, Ghana, Indonesia, Jordan, Mali, Mauritania, Morocco, Nepal, Rwanda, Senegal, Sierra Leone, Togo and Ukraine.

19th edition of the “Protection of Civilians” Course, in French language, attended by 30 students coming from 17 different Countries: Bangladesh, Benin, Burkina Faso, Cameroon, Djibouti, Gabon, Ghana, Indonesia, Jordan, Mali, Morocco, Nepal, Rwanda, Senegal, Sierra Leone, Togo and Ukraine.

In accordance with current UN doctrine and guidelines, the main goal of the three-week training activity was to further sensitize the attendees on all the specific topics related to the Protection of Civilians, which is possibly the most challenging mandate in modern, multi-dimensional UN Peace Operations. A special attention was given on the protection of children, Cultural and Environmental Heritage and the implementation of the “zero tolerance” policy against Sexual Exploitation and Abuse (SEA). As long as an increasing number of United Nations Security Council Resolutions have explicitly mentioned the PoC as a key point in the modern struggle for peace, the Course sought to provide the attendees with new professional skillsets in order to deter, prevent, preempt and stop violence against civilians, through coordinated strategies.
9TH “TRAIN THE TRAINERS” COURSE (T3) DEDICATED TO PALESTINIAN SECURITY FORCES

NOVEMBER 25 – DECEMBER 6, 2019
9th edition of the “Train the Trainers” Course (T3) dedicated to Palestinian Security Forces, following the “MIADIT Palestina Project”, carried out by the Carabinieri in Gerico. MIADIT stands for “Missione Addestrativa Italiana” (Italian Training Mission).

The 2-week course aimed at providing the attendees with the necessary knowledge, for they will have, as instructors, to efficiently train other Security Forces Officers in the future.

The final goal of the whole project, powered by the long-lasting institutional friendship between Carabinieri and the local government, is to contribute to the stabilization of the Palestinian area, through the enhancement of participants skills as future instructors.

7TH COURSE ON STABILITY POLICING IN INTERNATIONAL CRISIS MANAGEMENT OPERATIONS (SPU07)

DECEMBER 2 – DECEMBER 13, 2019
7th Course on SP in International Crisis Management Operations (SPU07) for 15 students, coming from 7 different Countries, namely: Albania, Armenia, Italy, Jordan, Pakistan, Senegal and Ukraine.

The goal of the 2-week training activity was to improve the professional skillset of the attendees, relying on the SPU Doctrine (NATO, UE and ONU) integrated by MSU (Multinational Specialized Units), IPU (Integrated Police Units) and FPU (Formed Police Units) standards. The knowledge provided by this course on the growing role played by Stability Police at international level will allow the students to effectively carry out robust policing tasks in challenging scenarios, in their relevant Countries and abroad, with substantial benefits also for their possible future engagement in Peace Support Operations.
The 1st “International Academic Conference on Strategic Advising in Police Capacity Building and Development - Lessons Learnt and Best Practices” took place in the CoESPU Campus on the 4th of November 2019. 67 attendees coming from International Institutions, Academia and peer Doctrinal Centers had the opportunity to share their knowledge and experiences in order to define standardized guidelines, so as to provide coherent guidance and to develop a doctrine for such a delicate task as the advising, eventually shaping a specific job description and tailoring the relevant training curriculum for those who will be selected as Advisers in future Peace Operations.

Mr. Jean-Marc Pisani (EEAS CCPC Head of Conduct of Operations Division) was the Keynote Speaker of the event. International Subject Matter Experts, such as, among the others, Nadia Gerspacher, Karen J. Finkenbinder and Maureen Brown, gave their own contribution to the success of the Conference.

As a follow-up to the event, all the presentations and contributions of Panelists and lecturers, as well as the main outputs of the working groups, were cohesively collected into a dedicated publication to be published in the future. This might stimulate the developing of the relevant research and related training architecture on Strategic Advising.

The intense doctrinal and strategic effort, strengthened by all participants, moderators and lecturers, will finally escalate into a brand new CoESPU Course, the first one totally focused on Strategic Advising, scheduled to debut by the end of next year. Morocco, Nepal, Rwanda, Senegal, Sierra Leone, Togo and Ukraine.
COESPU STATISTICS

In 2019 - since its foundation in 2005 - the Center of Excellence for Stability Police Units reached the remarkable number of 12,000 students, coming from 17 International Organizations and 122 Countries – the last ones were Liberia and Sri-Lanka.

In 2019 the CoESPU hosted about 550 people divided into about 30 training activities, among courses and International Live Exercises carried out in cooperation with our strategic partner, the US Department of State, with OSCE or upon request of the Italian Defense Staff or following bilateral agreements with other Countries or Institutions.

ENTITOLATIONS OF NEW TRAINING AREAS

November the 4th, 2019. During a touching ceremony, in the presence of LTG Riccardo Amato (Carabinieri CUMS Commander), of the Vicenza Mayor and other local and international authorities, 4 CoESPU training areas - where some of the vital activities of the Center of Excellence are carried out - were entitled to 4 Carabinieri, who lost their lives on duty: Col. Valerio Gildoni, Col. Ermanno Fenoglietti, Lt. Enrico Frassanito and Corporal Manuel Braj. Some of the relatives of the victims honored the touching ceremony with their presence.
NEWS FROM THE CoESPU CAMPUS

VICENZA CITY GOLDEN MEDAL

November the 4th, 2019. The Mayor of Vicenza, Francesco Rucco, delivered to the Center of Excellence for Stability Police Units the “Vicenza City Golden Medal”, appointed for its international activity on peace matters, and for having contributed to spread all over the world the name and the beauties of the enchanting town that hosts the Compound, known as the “Pearl of Italian Renaissance”.

LEGION OF MERIT TO THE COESPU DIRECTOR

MG Roger Cloutier, the U.S. Army Africa Commanding General, presented the Legion of Merit to Brig. Gen. Giovanni Pietro Barbano, Director of the Centre of Excellence for Stability Police Units, and the “Meritorious Service Medal” to Col. Pietro Carrozza, Verona Carabinieri Provincial Commander. The high recognition award, approved by the President of the USA, signed by the Secretary of Defense and designed for members of US & allied Army, have been appointed to BG Barbano for “the high spirit of initiative” and for “leadership skills”.

NEXT CoESPU MAGAZINE ISSUE WILL FOCUS ON:

“Strategic Advising in POS”
“UN standards & guidelines for effective Advising”
“UN sustaining Peace Strategy”

Send your contributions to: coespurivista@carabinieri.it

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