

## **MODULE 8 – PEACE SUPPORT OPERATIONS**

### **INTRODUCTION**

1. Module 8 covers the Peace Support Operations (PSO) Package. The module seeks to equip participants with the requisite knowledge and skills as operational commanders and staff officers for successful mandate implementation in PSOs. Considering the increase, diversification and complexity of PSOs, especially regionally led PSOs as well as Nigeria’s national interest, the module will focus on the African Peace and Security Architecture (APSA). It will familiarise participants with the political decision making, mission planning and mission support processes.

2. Module 8 is designed to consolidate on Nigeria’s long-standing reputation, influence and experience in PSOs. The module will provide participants with an insight into the conceptual and institutional frameworks of multi-dimensional PSOs, cross-cutting issues as well as core functional areas. It will articulate Nigeria’s international obligations in PSOs with a view to developing critical skills and competencies that would aid commanders and their staff in planning, conducting and sustaining PSOs. The theoretical aspects of the module will be delivered through the standard interactive lecture format along with a practical approach imbued with rich field experiences. The DS/facilitators are expected to leverage PSO experience of participants and encourage the exchange of ideas based on field experiences. The lessons will begin with a general overview of PSOs on the continent, appreciation of the multi-dimensional and multi-disciplinary nature of PSOs

## RESTRICTED

and culminate in an operational level PSO planning exercise.

### AIM

3. This module handbook provides an outline of the curriculum for Module 8.

### LEARNING OBJECTIVE

4. The Learning Objective of Module 8 (LO 8.0) is to develop competencies to evaluate and formulate strategies to effectively function at the strategic and operational levels in sub-regional, regional and global PSOs.

### ENABLING OBJECTIVES AND KEY LEARNING POINTS

5. The Enabling Objectives (EO) and Key Learning Points (KLP) are as follows:

<b>Enabling Objectives (EOs)</b>	<b>Key Learning Points (KLPs)</b>	<b>Sub-Key Learning Points (SKLPs)</b>
<b>(a)</b>	<b>(b)</b>	<b>(c)</b>
<b>EO 8.1:</b> Discuss global conflicts with emphasis on Africa.	KLP 8.1.1 Discuss the nature of global conflicts.	
	KLP 8.1.2 Discuss the nature, sources, causes, dynamics and impact of conflicts in Africa.	SLKP 8.1.2.1 Apply 4 Causal Modes of Explanation to explain the cause of conflicts in Africa.

**RESTRICTED**

<b>(a)</b>	<b>(b)</b>	<b>(c)</b>
	KLP 8.1.3 Discuss the role and efforts of global and regional organisations in maintaining peace and security in Africa.	
	KLP 8.1.4 Discuss the challenges to peace and security in Africa.	
<b>EO 8.2:</b> Appraise the African Peace and Security Architecture and other global/regional mechanisms for conflict management.	KLP 8.2.1 Discuss the UN peacekeeping model.	SKLP 8.2.1.1 Outline current UN peacekeeping architecture. SKLP 8.2.1.2 Describe the mandates and legal basis for peacekeeping. SKLP 8.2.1.3 Describe current challenges to UN peacekeeping.
	KLP 8.2.2 Describe African Peace and Security Architecture.	
	KLP 8.2.3 Discuss the roles and responsibilities of the AU policy organs.	
	KLP 8.2.4 Appraise the African Standby Force.	SKLP 8.2.3.1 Discuss ASF assessment and validation reports.
	KLP 8.2.5 Describe the ECOWAS Peace and Security Architecture.	
	KLP 8.2.6 Appraise the ECOWAS Standby Force.	SKLP 8.2.5.1 Apply system thinking tools to appraise ASF/ESF.

**RESTRICTED**

<b>(a)</b>	<b>(b)</b>	<b>(c)</b>
<b>EO 8.3:</b> Appraise contemporary concepts and issues in PSOs.	KLP 8.3.1 Discuss contemporary peacekeeping concepts and practice.	
	KLP 8.3.2 Describe the principles of multi-dimensionality, integration, subsidiarity and complementarity as well as key concepts guiding ECOWAS/AU/UN PSOs.	
	KLP 8.3.3 Discuss contemporary peace keeping/PSO models.	
	KLP 8.3.4 Discuss logistics support in PSOs.	
	KLP 8.3.5 Discuss the future of global and regional Peacekeeping.	
<b>EO 8.4:</b> Appraise Nigeria’s Involvement in PSOs.	KLP 8.4.1 Discuss PSO and its relevance to National Security and Interest.	
	KLP 8.4.2 Discuss Nigeria’s Force Generation Process for PSO.	
	KLP 8.4.3 Appraise Nigeria’s participation in PSOs.	

RESTRICTED

(a)	(b)	(c)
<b>EO 8.5:</b> Discuss the AU/ECOWAS Decision Making and Planning Process.	KLP 8.5.1 Outline the AU/ECOWAS decision making process.	
	KLP 8.5.2 Discuss the Integrated Mission Planning Process.	
	KLP 8.5.3 Discuss logistics planning in PSOs.	
	KLP 8.5.4 Discuss the AU/ECOWAS mission planning process.	
	KLP 8.5.5 Discuss the AU/ECOWAS integrated planning matrix.	
<b>EO 8.6:</b> Develop the Concept of Operations (CONOPs) for a PSO.	KLP 8.6.1 Synthesize preceding PSO lessons into the development of a PSO CONOPs. (Exercise)	SKLP 8.6.1.1 Apply the integrated planning matrix. SKLP 8.6.1.2 Develop PSO CONOPs

**SCOPE**

6. The module will cover the following:
  - a. **Overview of Global Conflicts.** The package aims to explain the nature, sources, causes and impact of conflicts globally with emphasis on Africa. It will also briefly cover the complimentary efforts of the UN, AU and other regional organisations in maintaining peace and security on the continent and the dynamics introduced by the multiplicity of actors.

## RESTRICTED

Finally, it will provide insight into the challenges to continental peace and security. The reading lists and websites are as follows:

- (1) ACCORD 2008. Conflict Management for Peacekeepers and Peace builders. Durban.  
<http://www.accord.org.za/publications/book/368-conflict-management-for-peacekeepers-and-peacebuilders.html>
- (2) Understanding Global Conflict Resolution by Peter Wallensten 4<sup>th</sup> Edition, SAGE Publication Ltd London EC1Y 1SP.
- (3) De Coning C, and Ian H2008. Conflict Management for Peacekeepers and Peace builders. Durban: ACCORD.  
<http://www.accord.org.za/publications/books/368-conflict-man-agement-for-peacekeepers-and-peacebuilders.html>.

b. **African Peace and Security Architecture.**  
The package will begin with a summary of the UN peacekeeping architecture and practice. Thereafter, participants will be introduced to the general overview of the APSA framework, its components and their inter-relation. It will discuss the key provisions of the Constitutive Act of the AU and provide an insight into the links between the global, continental and regional peace and security mechanisms. Essentially, it will also look at the ECOWAS Peace and Security Architecture.

## RESTRICTED

Furthermore, it will present a picture of the current state of these peace and security tools, identify challenges as well as prompt discussions on the way forward. The reading lists and websites are as follows:

- (1) AU 2000. Constitutive Act of the African Union. Lome, Togo.  
[http://au.int/en/sites/default/files/ConstitutiveAct\\_en\\_0.htm](http://au.int/en/sites/default/files/ConstitutiveAct_en_0.htm).
- (2) AU 2002. Protocol Establishing the Peace and Security Council of the African Union. [http://www.au.int/en/sites/default/files/Protocol peace and security.pdf](http://www.au.int/en/sites/default/files/Protocol%20peace%20and%20security.pdf).
- (3) AU 2003. Policy Framework Relating to the Establishment of the ASF.  
<http://www.peaceau.org/uploads/as-policy-framework-en.pdf>.
- (4) AU 2003. Policy Framework Relating to the Establishment of the ASF and the Military staff Committee (Part I and II), Exp/ASF-MSC/2 (1) PSD, May.
- (5) AU 2011. APSA 2010 assessment Study Report. <http://www.securityconcilreport.org/atf/cf/%7B65BF9B-6D27-4E9C8CD3CF6E4FF96FF9%7D/RO%20African%20Peace%20and%20Security%20Architecture.pdf>.

## RESTRICTED

c. **The African Standby Force**. As an extension of the lessons on the APSA, lectures on the ASF will apprise participants with the concept, establishment and status of the ASF. It will outline the ASF roles and functions as well as the responsibilities of the AUC, Regional Economic Communities (RECs)/Regional Mechanisms (RMs) and member states. The module will discuss the ASF mission scenarios, the Rapid Deployment Capability (RDC), deployment timelines and the implications at the strategic and operational levels. Participants will also be appraised on the activities of the ECOWAS Standby Force as well as emerging ideas such as the African Capacity for Immediate Response to Crisis (ACRIC) and the Africa Logistics Forum (ALF). The reading lists and websites are as follows:

- (1) AU 2005. Africa Union Non-Aggression and Command Defence Pact. [http://au.int/en/sites/default/files/AFRICAN UNION NON AGGRESSION AND COMMON DEFENCE PACT.pdf](http://au.int/en/sites/default/files/AFRICAN%20UNION%20NON%20AGGRESSION%20AND%20COMMON%20DEFENCE%20PACT.pdf).
- (2) AU 2008. ASF Doctrine (Chapter 8). [http://civilian.peaceau.org/index.php?option=com docman&task=cat view&gid=53&Itemid=61&lang=en](http://civilian.peaceau.org/index.php?option=com_docman&task=catview&gid=53&Itemid=61&lang=en).
- (3) AU 2008. Draft ASF Doctrine, Planning multi-dimensional peace support operations (Chapter 7). PSSDD.



## RESTRICTED

(4) AU 2014. Revised ASF and ACIRC Roadmap III (June 2014 December 2015).

(5) Aboagye, F 2012. A stitch in time would have saved nine. Operationalizing the African Standby Force. Policy Brief No 34. Pretoria: ISS, September.

<http://www.issafrica.org/uploads/No34Sep2012-V2.pdf>. Amnesty International.  
[www.amnesty.org](http://www.amnesty.org).

(6) Cedric de Coning and Yvonne Kasumba (eds) 2010. Civilian Dimension of the African Standby Force. AU PSOD 2010.

d. **Contemporary Concepts and Issues in Peace Support Operations**. The lessons to be covered under contemporary concepts and issues in PSOs will include integrated PSO, multidimensionality, subsidiarity, comparative advantage and complementarity, amongst others. It is expected that these lessons will facilitate robust conversations on current and future PSO models on the continent based on participants' experiences and current realities. The reading lists and websites are as follows:

(1) AU 2008. Draft ASF Doctrine, Planning multi-dimensional peace support operations (Chap 7). PSDD, November.

(2) AU 2014. Revised Strategic Directive for the AU Mission in Somalia (AMISOM), PSD/244/22396, March. Carana Scenario

## RESTRICTED

Handbook, version 1.2, August 2010.  
<http://peacekeepingresourcehub.unlb.org/PBPS/Library/Module%206%20-%20Carana%20Scenario%20-%20Part%202%20of%204.pdf>; and  
<http://www.ipstc.org/media/documents/CaranaLongVersionEnglish.pdf>.

(3) UN 2010. IMPP Guidelines: Roles of the Field. Integrated Planning for UN Field Presences. DPKO, January.

(4) UN 2011. Contribution of UN peacekeeping to early peacebuilding: an DPKO/DFS Strategy, DPKO/DFS.  
<http://www.operationspaix.net/DATA/DOCUMENT/6797~v~TheContributionofUnitedNationsPeacekeepingtoEarlyPeacebuildingaDPKODFSStrategyforPeacekeepers.pdf>.

(5) UN 2011. Report of the Special Committee on Peacekeeping Operations (A/65/19).  
<http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/POC%20A%2065%2019.pdf>.

(6) UN General Assembly. Model Status of Forces Agreement for United Nations Peacekeeping Operations (A/45/592). Refer to Mandates listed under Current Operations.  
<http://www.un.org/Depts/dpko/dpko/index.asp>.

e. **Logistics Support in Peace Support Operations.** The logistics support package will cover the structure and content of an integrated mission support plan with focus on operational (mission) level support. It will highlight the staffing structure, human resources plan, finance plan and logistics plan. The package will focus on acquainting participants with the logistics, supply chain and related administrative issues involved in sustaining a PSO mission. The reading lists and websites is UN OCHA 2003. Guidelines on The Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies. March: <http://www.refworld.org/pdfid/3f13f73b4.pdf>

f. **Nigeria's Involvement in Peace Support Operations.** The lectures in this series are aimed at discussing the relevance of Nigeria's past, present and future participation in PSOs. It will seek to establish link between Nigeria's PSO engagements and her national interests. Lectures on the force generation process will also be delivered along with an appraisal of Nigeria's PSO activities.

g. **The AU/ECOWAS Decision Making and Planning Process.** The AU/ECOWAS DMPP package is aimed at introducing participants to the various phases and elements of the AU/ECOWAS DMPP as a framework for PSO planning. It will provide an insight on key planning terms, planning principles, functional lines of operation as well as the planning products and outcomes. It will focus on the

## RESTRICTED

operational level aspects of the decision-making process. The reading list and websites include:

(1) AU 2010. Draft (Approved) Aide Memoire on the African Union's Decision Making and Planning Process. PSOD, February.

(2) ECOWAS Commission.  
[www.ecowas.int](http://www.ecowas.int).

h. **Integrated Mission Planning**. The lessons on integrated mission planning will equip participants with the knowledge and skills to undertake the mission planning process. It will create understanding on the development and issuance of planning directives and guidance as well as key elements of the strategic and operational level planning phases with emphasis on CONOPs development. The package will climax in the development of integrated mission plan, operational plans (military, police and civilian) as well as an exit strategy. The reading list and websites are:

(1) UN General Assembly. Revised draft model Memorandum of Understanding between the United Nations and Troop Contributing Countries, including annex containing 'We are the United Nations Peacekeepers' from the UN General Assembly.

<http://www.un.org/News/Press/docs/2007/gaspd368.doc.htm>.

(2) UN 2000. Brahimi Report, A/55/505 and S/2000/809. <http://unrol.org/files/brahimi%20report%20peacekeeping.pdf>.

(3) UN 2010. Overview: Integrated missions Planning Process.

(4) UN 2013. Policy on Integrated Assessment and Planning.

i. **Hands on Integrated Mission Planning Exercise.**

The Integrated Mission Planning Exercise will be based on the fictitious ‘CARANA Exercise Scenario’ template. It will give participants an opportunity to work in teams practising the multi-disciplinary and multi-dimensional nature of PSOs. The exercise will be preceded by a mission planning tutorial exercise to be guided by the DS. Participants will be expected to present and discuss their outputs which will culminate in the operational level mission plan (including military CONOPS) utilising the relevant templates. The reading material and website is AU 2014. Revised Strategic Directive for the AU Mission in Somalia (AMISOM), PSD/244/22396, March. Carana Scenario Handbook, version 1.2, August 2010. <http://peacekeepingresourcehub.unlb.org/PBPS/Library/Module%206%20-%20Carana%20Scenario%20-%20Part%202%20of%204.pdf>; and

[http://www.ipstc.org/media/documents/Carana Long Version English.pdf](http://www.ipstc.org/media/documents/Carana%20Long%20Version%20English.pdf).

## **ASSESSMENT**

8. The exercises for this module will include a tutorial on AU/ECOWAS integrated planning and a final hands-on planning exercise. The final exercise will test participants' grasp of operational planning for PSOs on the continent as well as their communication and briefing skills. The exercise requirements will be communicated through 'Whites' to be issued to participants.

## **LEARNING OUTCOMES**

9. Participants will be able to:
- a. Appraise the African Peace and Security Architecture for Conflict Management.
  - b. Appraise contemporary concepts and issues in PSOs.
  - c. Evaluate Nigerian involvement in PSO.
  - d. Analyse the AU/ECOWAS Decision Making and Planning Process at Operational Level.
  - e. Develop the Concept of Operation (CONOPs) for PSO.

## **READING LIST**

10. Participants will be required to familiarise themselves with the key policy documents of the UN, AU and ECOWAS on PSOs to ensure a robust exchange of ideas in a ‘Socratic’ setting. To this end, participants are required to consult widely and take advantage of the reading list attach to the various topics.

## **LECTURES AND EXERCISES FOR MODULE 8**

11. The lectures and exercises for Module 8 are as follows:

a. **9 Sep 24.**

- (1) Introduction to Module 8.
- (2) Managing Global Conflicts.
- (3) Contemporary UN Peacekeeping Concepts and Practice.
- (4) Logistics in PSOs.

b. **10 Sep 24.**

- (1) An Appraisal of Nigeria’s Involvement in PSOs.
- (2) AU/ECOWAS Peace and Security Architecture/African Standby Force/ECOWAS Standby Force.

RESTRICTED

c. **11 Sep 24.**

- (1) AU/ECOWAS Decision Making in Planning Process
- (2) Integrated Mission Planning/ASF Integrated Planning Matrix.

d. **12 Sep 24.**

- (1) Integrated Mission Planning/ASF Integrated Planning Matrix/ Integrated Mission CONOPs Development
- (2) Introduction to Exercise CARANA.

e. **13 Sep 24.** Exercise CARANA.

f. **17 Sep 24.** Exercise CARANA.