

HOW TO INCREASE THE EFFECTIVENESS OF THE NEPALI
ARMY'S INFANTRY BATTALION IN THE UNITED
NATIONS PEACEKEEPING MISSIONS?

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ABSTRACT

HOW TO INCREASE THE EFFECTIVENESS OF THE NEPALI ARMY'S INFANTRY BATTALION IN THE UNITED NATIONS PEACEKEEPING MISSIONS? by Major Suman Thapa, 121 pages.

Peacekeeping missions are one of the key elements of the United Nations' efforts to restore peace and security in the world. The Nepali Army is one of the major troops contributing countries supporting the UN in global peace operations. Due to the changing nature of the operational environment, increased security challenges to the peacekeepers, the dynamic nature of the tasks to be performed and the complexities of policy and training, it is necessary for Nepali Infantry Units deployed in support of a UN mission to be more professional and effective to implement mission mandates. Clear mission policy, doctrinally trained peacekeepers by mission-specific training, sufficiently supplied sustainment, and motivated personnel are critical to increase the effectiveness of mission execution. Both the Nepali Army and the United Nations have to work together to enhance overall effectiveness with the proper memorandum of understanding and integrated policies. A better working environment created by Battalion Commanders and staffs supports these efforts to enhance mission effectiveness.

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ACRONYMS

BN	Battalion
BPOTC	Birendra Peace Operations Training Centre
CBA	Capability Based Assessment
CO	Commanding Officer
COE	Contingent Own Equipment
COY	Company
DGMO	Director/Directorate General of Military Operations
DGMT	Director/Directorate General of Military
DPKO	Department of Peacekeeping Operation
FHQs	Force Headquarters
FTX	Field Training Exercise
GoN	Government of Nepal
ME	Major Equipment
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MOU	Memorandum of Understanding
MPV	Mine Protected Vehicle
NA	Nepali Army/ (Also Known as Nepalese Army but Government of Nepal decided to use Nepali Army as official term)
NEPBATT	Nepali Battalion

ORI	Operational Readiness Inspection
PDT	Pre-Deployment Training
TCC	Troops Contributing Country
UN	United Nations
UN PKOs	United Nations Peace Keeping Operations
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	United Nations -African Union Mission in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDPKO	United Nations Department of Peacekeeping Operations
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMISS	United Nations Mission in the Republic of South Sudan
UNNUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
UNPKO	United Nations Peacekeeping Operation
UNSMIL	United Nations Support Mission in Libya
UNTSO	United Nations Truce Supervision Organization

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CHAPTER 1

INTRODUCTION

Peacekeeping is not a job for soldiers, but only soldiers can do it.

—Dag Hjalmar Agne Carl Hammarskjöld, “As Peacekeeping Becomes more Complex, Progress Needed on Training”

UN peacekeeping is a remarkable enterprise of multilateralism and international solidarity. Action by the Secretariat alone is not enough to meet the challenges we face.

—Secretary-General António Guterres
UN Peacekeeping: A Year in Review (2018)

The United Nations and Peacekeeping Missions

The United Nations (UN) is an organization that was established after World War II driven with the intent to maintain peace and security in the world. With the power vested in its charter and international character, the UN can take actions for humanity and the protection of civilians under threats of armed conflict. UN peacekeeping missions have been a strength in UN operations to maintain peace and security in the world.¹ These missions are multi-dimensional under the umbrella of the UN, which are organized to sustain the peace and to build an environment for achieving peace among conflicting parties. The present Secretary General Antonio Gutiérrez, in his opening remarks during a high-level meeting on peacekeeping said, “Peacekeeping’s achievements go far beyond keeping the peace. Blue helmets² are protecting millions of displaced people and

¹ United Nations (UN), “Overview,” 2019, accessed 10 January 2019, <http://www.un.org/en/sections/about-un/overview/index.html>.

² Charles P. Henry, *Ralph Bunche: Model Negro or American Other?* (New York: New York University, 1999) “Every effort was made to distinguish them as UN

supporting the delivery of life-saving humanitarian aid.”³ The world has witnessed a considerable increase in the number of armed conflicts which has caused more suffering to many civilians. It is vital for UN peacekeeping missions to be more effective to maintain peace during intra-state conflict and civil wars. Professionally trained and operational proficiently peacekeepers are crucial to make these peacekeeping operations successful in order to maintain peace and security.

Nepali Army and Peacekeeping Missions

Since 1958, the NA has contributed troops to various UN missions in different parts of the world. Currently, Nepal ranks sixth in terms of number of troops contributed by the member nations.⁴ The Complex security environment, harsh and dangerous conditions on the ground and the extensive range and number of operational tasking demand professional, and effective peacekeepers to help to bring peace and stability. More than 125,400 troops have already served in UN peacekeeping operations covering 42 missions.⁵ During the NA’s peacekeeping deployments, 63 elite troops have died for

personnel with whatever material was available- armbands, flags, helmets, and so on” In 1947, General Assembly resolution 167 (II) approved light blue for the UN. flag. This distinctive color came to represent the UN.

³ Antonio Guterres, “Remarks to High-Level Meeting on Peacekeeping,” United Nations Secretary-General, 25 September 2018, United Nations, accessed 02 March 2019, <https://www.un.org/sg/en/content/sg/speeches/2018-09-25/remarks-high-level-meeting-peacekeeping>.

⁴ United Nations (UN) Peacekeeping, “Troop and Police Contributors,” United Nations, accessed 05 March 2019, <https://peacekeeping.un.org/en/troop-and-police-contributors>.

⁵ Nepali Army, “The Nepalese Army in UN Peace Support Operations,” accessed 18 December 2018, http://www.nepalarmy.mil.np/na_un.php.

the noble cause of peace.⁶ This praiseworthy sacrifice of the Nepali Army has been acknowledged and appreciated by the UN and the international community. The former UN Secretary General Ban Ki Moon addressing the Constituency Assembly⁷ of Nepal via written speech on 1 November 2008 said, “You have given us your best resources –your men and women. Some have sacrificed their very lives for the cause of peace under the United Nations flag.”⁸

If the number of Nepali Army (NA) troops deployed in UN missions is tallied according to service, nearly, 80 percentage of the troops deployed in UN missions are infantry. Infantry troops are fighting units that can conduct security operations to improve the situation in conflict areas. Hence, the effectiveness of missions largely depends upon the effectiveness and professionalism of infantry units deployed in UN missions. As one of the major Troop Contributing Countries (TCC), it is critical for Nepali Army Infantry troops to be more proficient and professional to address the challenging situations of the conflict environment in various missions where they are deployed. Infantry battalions are essential components of the peace operation to maintain peace in the most arduous conflicts. Many members of Nepali Infantry units have easily sacrificed their lives for the cause of peace.

⁶ Nepali Army, “The Nepalese Army in UN Peace Support Operations.”

⁷ Constituency Assembly was the unicameral legislature of Nepal elected by Nepali people to promulgate a new constitution after People Revolution in 2013. It was converted to parliament after the promulgation of constitution.

⁸ Ban K. Moon, “Address to the Constituent Assembly of Nepal [as prepared for delivery],” United Nations Secretary-General, 1 November 2008, accessed 10 January 2019, <https://www.un.org/sg/en/content/sg/statement/2008-11-01/address-constituent-assembly-nepal-prepared-delivery>.

In June 2005, Major Kabindra Jung Thapa was helping to escort a human rights team to a dangerous part of the Democratic Republic of the Congo. They were investigating mass rapes –one of the worst atrocities of the war there. When the team was leaving, hundreds of armed militiamen surrounded the helicopters and started firing. Major Thapa made sure that every person got on safely. He was the last to board. Just as he got inside the helicopter, he was shot and killed. Major Thapa died protecting his comrades. He died for protecting the cause of peace and human rights. He died protecting the United Nations.⁹

Historical Background

Nepal became a member nation of the UN in 1955, and since then Nepal has been an active participant in most of the UN peace operations. The NA's long association with UN peace support operations began with a modest deployment of five military observers in the United Nations Observer Group in Lebanon in 1958. The first Nepali contingent, Purano Gorakh Battalion¹⁰ was deployed in Egypt in 1974.¹¹ The NA has contributed to a few senior appointments at UN Peace Operations and Force Headquarters. However, the majority of the NA deployments are as military contingents, military observers, and staff officers in various missions.

The NA has also contributed significantly through the provision of niche capabilities such as engineers, medical teams, and Special Forces contingents. Their devotion to duty and excellent performance have been widely acclaimed. The NA has always accepted and participated in the most challenging operations which has had a heavy toll on its personnel. To date, 63 personnel have made the ultimate sacrifice at the

⁹ Moon, "Address to the Constituent Assembly of Nepal."

¹⁰ "Purano Gorakh Battalion" is one of the oldest infantry battalion of Nepali Army established in 1816.

¹¹ Nepali Army, "The Nepalese Army in UN Peace Support Operations."

altar of world peace and another 66 have been disabled.¹² The Figure 1. shows various peacekeeping mission in the world where the NA troops have participated in respective years.



Figure 1. Showing the Nepali Army Deployment in Various Peacekeeping Mission in the World

Source: Nepali Army, Department of Peacekeeping Operations, *Nepali Army Department of Peacekeeping Operations* (Bhadrakali, Kathmandu: Department of Public Relations, December 2018), 12.

¹² Nepali Army, “The Nepalese Army in UN Peace Support Operations.”

Current Participation of the Nepali Army in Peacekeeping Missions

Currently, the NA is deployed supporting 12 missions around the world. The total number of 5,111 soldiers including 161 female soldiers are serving in different missions around the globe.¹³ The government of Nepal has pledged to commit up to 10,000 peacekeepers to the UN, if the UN requests support. Troop formations deployed by the NA include: Infantry Battalions, Engineer Companies, Military Police Units, Special Forces and Guard Units. The majority of the troops belong to infantry units. Currently, there are four infantry battalions and one infantry company deployed in supporting UN missions.

All units deployed are guided by the memorandum of understanding (MOU) between the government of Nepal and the UN. The MOU is a legal agreement outlining legal provisions for the deployment of troops. The MOU provides specific details on the obligations of TCC regarding the quality of those personnel and equipment. The MOU further provides the detailed obligations of contingent commanders, and the troops in UN peace operations. Currently, infantry units deployed in missions focus on force protection, protection of civilians, monitoring and reporting, and implementation of mission mandated tasks. The Figure 2 shows number of troops currently participating in UN mission. This figure also differentiates the types of troops supporting missions as part as contingent or in an individual staffs or observer appointment.

¹³ Nepali Army, Department of Peacekeeping Operations, “Nepali Army in UN Peacekeeping Mission,” accessed 25 January 2019, https://www.nepalarmy.mil.np/page/na_in_un.

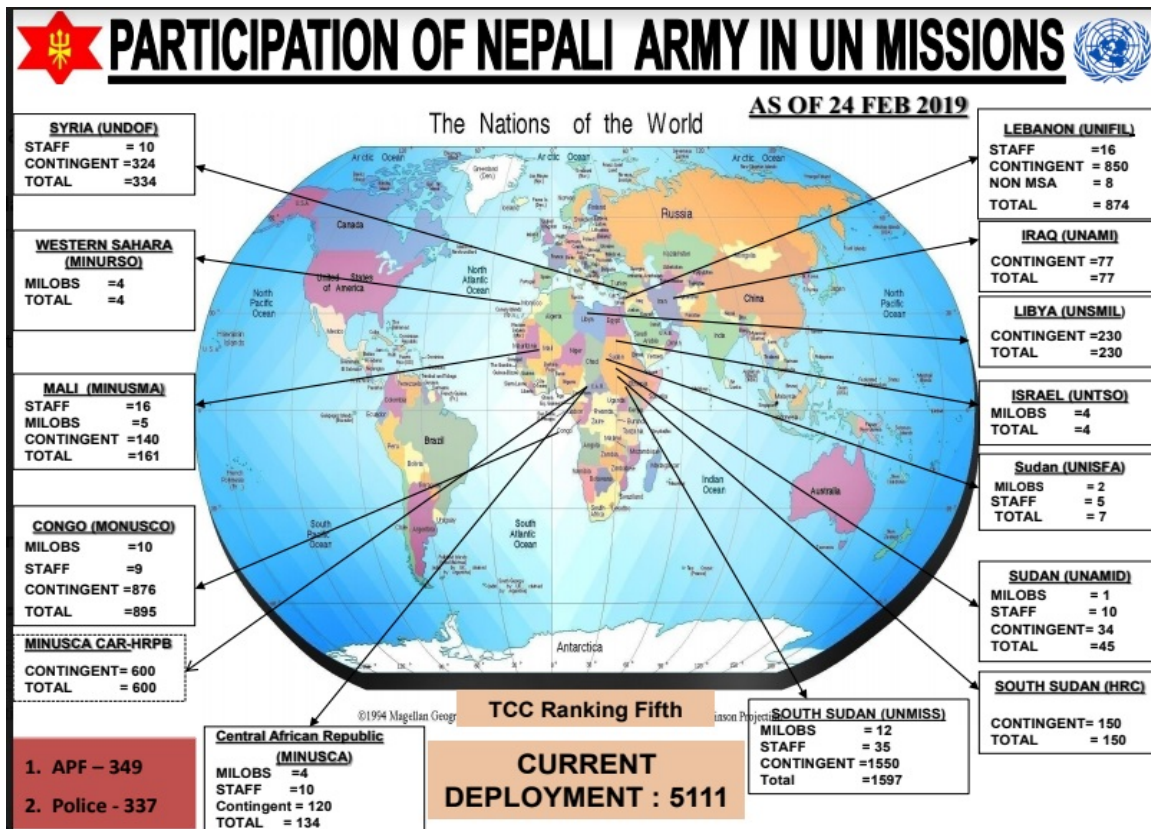


Figure 2. Current Participation of Nepali Army Deployment in Various Peacekeeping Mission in the World

Source: Nepali Army, Department of Peacekeeping Operations, “Nepal Army in UN,” 2019, accessed 30 February 2019, https://www.nepalarmy.mil.np/page/na_in_un.

The complexities of UN missions have increased as the nature of conflict continues to change. To address these complexities, the troops deployed must be trained and organized effectively. There is a wide range of units from the NA being deployed to missions like infantry units, engineering units, special forces units, medical units. However, this research will focus only on infantry units, and their effectiveness. This research examines the ways and means to make infantry troops from the NA more professional and effective in implementing UN mission mandates based upon their

operational tasking. Much literature is available concerning UN peacekeeping missions, UN systems, reports to make the UN system more effective, lessons learned from various UN missions. However, there are no specific papers, studies, or panel formed to examine ways to increase the effectiveness of infantry units of the NA in UN missions. Therefore, the purpose of this research is to investigate ways to increase the effectiveness of infantry battalions deployed in UN mission from the Nepali Army.

Problem Statement

Peacekeeping is not mentioned specially in the Charter for the creation of UN. However, peacekeeping has emerged as a vital tool for implementing resolutions from the UN Security Council to attain peace and security.¹⁴ Since the UNs creation in 1945, the world has witnessed a huge increase in the numbers of armed conflicts and in human suffering of civilians. To meet the requirements of contemporary conflict environments, it is vital for UN peace operations to be more effective in dealing with these post conflict activities. With an increasing number of intra-state conflicts and suffering due to civil war, there is an essential need for UN peacekeepers to maintain peace and security. The UN requires more effective and professional soldiers to make these operations more successful in maintaining peace and security. Nepal has been one of the key contributors of peacekeeping forces to the UN supporting a multitude of global peace and security missions.

¹⁴ Stanley Meisler, *United Nations: A History* (New York: Grove Press, 2011), 4-7.

The nature of the security environment in which the UN conducts peacekeeping is becoming more complex and multifaceted, requiring a variety of critical tasks to be performed in these missions. The demand for “Blue Helmet”¹⁵ to support peacekeeping operations continues to increase. As a result, the NA troops participating in UN missions must be more effective and professional while performing its various operational tasks. Data compiled by the NA, Department of Peacekeeping Operation (DPKO) shows that the number of infantry battalions participating in UN peace operations from the NA is increasing yearly. As a result, it is vital to understand and examine the performance the NA Infantry Battalion’s measures of performance in those missions, challenges faced by these battalions, and ways to enhance the effectiveness of those units in missions.

Research Questions

The thesis of this MMAS will endeavor to find the answer to the primary question: How to increase the effectiveness of the Nepali Army’s Infantry Battalion in the United Nations peacekeeping missions? In order to answer the primary question, the research will find the answer to the following secondary questions:

What is the current status of performance of Nepali Infantry Battalions in the UN peacekeeping?

What are the areas requiring improvement and reform to make NA infantry Battalion UN missions more effective?

¹⁵ United Nations Peacekeepers are also known as Blue Helmets as they are authorized to wear blue helmets, caps, and arm bands as per General Assembly resolution 167 (II) which approved light blue for the United Nations flag. This distinctive color came to represent the UN.

What policies and strategies are necessary for both the UN and Troops Contribution Countries (TCCs) to make Infantry Battalions in UN missions more effective?

Assumptions

The thesis assumes that the number of UN peacekeeping missions will increase and troops participating from the NA will continue to provide support to these missions. The number of infantry units from Nepal will also continue to serve in those missions. The thesis also ascertains that peacekeeping will continue to be more complex due to the emergence of new threats to UN missions. The research assumes that the mechanism of troop requests by the UN will remain unchanged. The mechanism of evaluating performance will also remain the same. It is further assumed that the current selection process of infantry battalions by the NA to be deployed in various UN peacekeeping operation will remain the same as it is now.

Scope

Nepal, as a member of the UN, has been contributing to participating in peacekeeping missions as one of the non-traditional roles of the NA. It is vital for the NA to train, prepare, and build capabilities of troops to perform effectively in those missions. This non-traditional role demands more experiences and implementations of lessons learned to make it more effective.¹⁶ The majority of troops deployed for peacekeeping

¹⁶ Sharma N. Bala, “International Peace and Security and United Nations” (PowerPoint presentation, Army Command and Staff College, Shivapuri, Kathmandu, 15 January 2009).

missions are infantry. Hence, it is essential to study how to enhance the effectiveness of those infantry units deployed to support peacekeeping missions. It is essential for the NA to understand the factors that impede the operational capabilities of these infantry units during their tour of duty.

Policies, doctrine, and regulations formulated and implemented by the GoN, the UN, and the NA play critical roles for enhancement of their capabilities. The scope of this study focuses on operational deployment of the infantry battalions in peacekeeping missions, their effectiveness, policies, and factors that enhances their ability to operate proficiently and professionally while supporting peacekeeping missions. The research attempts to link the planning horizon of UN peacekeeping mission, international conflict situation, UN mandate and other factors effecting the operational output of the infantry battalion. This research focuses to analyze on the various operational tasks that NA infantry units perform and their measure of performance. The thesis assesses the critical factors that demands improvement and enhancement while conducting various operational tasks in the UN mission environment based on tasks that were performed in past missions.

Limitations

A primary constraint for this research was the collection of information from primary sources deployed in UN missions through a questionnaire due to geographical restrictions. It would have been more inclusive if ongoing mission's direct interaction could have been included during research. However, after action reports from last year and current missions were used as secondary sources. Certain classified information from the DPKO, Nepali Army have been removed due to limitation for public use by the GoN

and the NA. Despite this restriction and gaps in the current information, the researcher proceeded fulfilling this gaps through providing personal experiences as part of infantry battalion in one of the peacekeeping missions.

Delimitations

There are other units such as engineer companies, special forces companies, medical units, and military police units deployed on peacekeeping missions from the NA. However, this research focuses only on the infantry units as part of a larger number of troops deployed from the NA. For nearly 70 years the NA has deployed its troops to support peacekeeping. In order to evaluate the effectiveness of the infantry units, the research has limited its study to the units deployed after 2015. There are a number of factors that are linked with the effectiveness of the units, however the research has focused more on training, operational capabilities, sustainment issues, and policies. Policies and regulations have an operational effect on the infantry battalion deployed in peacekeeping mission are considered for the study. The research has not included the issues related to force generation at the UN HQ for peacekeeping missions.

Significance

This thesis examines issues and factors related to peacekeeping missions supported by Nepali Infantry Battalions. The research analyzes the status of the effectiveness of Nepali Infantry Battalion in UN peacekeeping. The research focuses on the factors that require improvement and reform to make Nepali Infantry Battalions missions more effective. Reviewing the various policies and strategies adopted by the UN and the NA, the research determines ways and means to increase the effectiveness of

Infantry units in UN peace operations. This research draws the situational understanding of the current status of the NA infantry battalions and link current situation with the required end state of those battalions in peacekeeping missions. The research devises the approach to enhance operational capabilities. It guides troops to implementing mission mandates in more effective ways.

CHAPTER 2

LITERATURE REVIEW

Consulting existing literature that provides context, helps to frame the problem, and offers insight is a critical step in finding potential answers to the primary and secondary research questions. This chapter evaluates various open source documents including official documents, books, articles, journals, and reports related to UN organization and policy, Government of Nepal (GoN) policy, Nepali Army directives and policy, Peace Operations doctrine, training, mission execution lessons learned, and UN Peacekeeping Mission After Action Reviews. The review focused on the UN's operational requirements, finding policy, doctrinal, and training gaps regarding Peacekeeping, challenges faced by infantry units executing Peacekeeping missions, operational tasks given to NA infantry battalions in support of Peacekeeping, and various other factors affecting the effectiveness of infantry units supporting PKOs.

This chapter has five subsections. The first section presents information and examine the UN Charter and UN documents on peacekeeping missions. The second section explores and studies GoN's policy and the NA's commitments to UN peacekeeping mission. The third section looks into peace operations doctrine along with UN, Joint, US, and NA Doctrine and Policies and attempts to identify gaps. The fourth section explores primary and secondary articles, books, journals on peacekeeping to identify the latest trends and the challenges of UN missions. The fifth section identifies and analyzes contemporary lessons learned from various UN peacekeeping missions conducted by the NA and other units.

UN Charter and Documents on Peacekeeping Missions

The UN Charter guides the actions of the UN in executing its roles and responsibilities. The Charter, official documents, guidelines, and policy papers produced by the UN are the guiding tools for each TCC to prepare, train, and organize their units to support UN mission wherever deployed¹⁷. The review of these documents helps to determine the mandate and tasks of every infantry battalion supporting UNPKOs. Based upon the Charter and guidelines of the Security Council, the Department of Peace Operations provides all necessary political and executive direction to the UN peacekeeping operations.¹⁸ Whereas for the activities related to military, the Office of Military Affairs (OMA) works to deploy the most appropriate and effective military capability in peacekeeping missions.¹⁹ OMA's core task is to provide the military expertise (capabilities) to support the peacekeeping operations. In addition, the Policy, Evaluation, and Training Division is responsible to develop and disseminate the policies and doctrine guiding the task and work of peacekeeping forces.²⁰

¹⁷ Jussi M. Hanhimäki, *The United Nations: A Very Short Introduction* (London: Oxford University Press, 2015).

¹⁸ United Nations (UN) Peacekeeping, "Department of Peace Operations," United Nations, accessed 10 January 2019, <https://peacekeeping.un.org/en/department-of-peace-operations>.

¹⁹ United Nations (UN) Peacekeeping, "Office of Military Affairs," United Nations, accessed 07 January 2019, <https://peacekeeping.un.org/en/office-of-military-affairs>.

²⁰ United Nations, Department of Peacekeeping Operations, Department of Field Support (UN-DFS), *Mission Evaluation Policy*, United Nations, March 2015, accessed 20 March 2019, <http://dag.un.org/handle/11176/89551>.

The “*Charter of the United Nations and Statute of the International Court of Justice, San Francisco 1945*,” is a document of the UN which describes the role, principles, tasks, and principal organs of the UN. This document, the guiding mandate for the UN, covers every aspect of the UN and deals with each and every task for organizations. This document is a guiding mandate for the UN. This charter clearly explains that the purpose of the UN is to maintain international peace and security through effective collective measures for the prevention and removal of threats to the peace and develop friendly relations to achieve international cooperation.²¹ This charter explains explicitly that the roles and responsibilities of the Security Council for the maintenance of international peace and security, and agreement that the Security Council can take responsibility on behalf of member nations. The charter specifically explains that the role of the Security Council is to implement his duties based on Chapters VI, VII, VIII. The UN Charter explains that Chapter VI means Pacific Settlement of disputes, Chapter VII elaborates that action with respect to threats to the peace, breach of peace, and acts of aggression and Chapter VIII explains that regional arrangements are based on regional cooperation.²² Although, the Charter does not specifically mention peacekeeping missions or the processes and mechanisms that support these operations, it serves as the foundational guide for every task that the UN performs.

²¹ United Nations (UN), *Charter of the United Nations and Statute of the International Court of Justice, San Francisco 1945*, accessed 5 February 2019, <http://www.un.org/en/charter-united-nations/index.html>.

²² *Ibid.*, ch. 6, ch. 7, ch. 8.

Ian Hurd, in his article published in the *Chinese Journal of International Politics* published in 2014, he mentions that, “there remain several long-running debates about the Council’s relationship to the law which are worth considering. These arise at points where there is ambiguity in the Charter or a conflict among legal traditions, and where states or other actors are motivated to use those gaps to advance their preferences.”²³ The complexities in the security environment and challenges have increased compared to the era when the Charter was written. Nevertheless, peacekeeping has become more and more complex and has evolved to meet the requirements of various operations. As practice has developed, essential characteristics of peacekeeping operations have been recognized.²⁴ “The Security Council’s responsibility in this area confirmed. Should the Charter be amended to reflect the international consensus by drafting specific formulations or is the flexibility of the present approach, based on a broad interpretation of the Charter, preferable?”²⁵ This statement indicates that the idea of proposing a potential Charter amendment in the future may be part of a larger effort to increase the effectiveness of peacekeeping missions.

The “*United Nations Peacekeeping Operations Principles and Guidelines*,” explains the process of where proposed UN-led peacekeeping operations originate under

²³ Ian Hurd, “The UN Security Council and the International Rule of Law,” *The Chinese Journal of International Politics* (2014): 1–19, accessed 20 December 2018, doi: 10.1093/cjip/pot015 Article.

²⁴ United Nations (UN), *The Blue Helmets: A Review of United Nations Peacekeeping* (New York: United Nations Publications, 1 December 1996).

²⁵ Carolyn L. Willison, “Changing the Charter: The United Nations Prepares for the Twenty-first Century,” *The American Journal of International Law* 90, no. 1 (January 1996): 115-126, accessed 5 March 2019, <https://www.jstor.org/stable/2203759>.

the direction of the Security General. This publication explains the mechanisms associated with conducting peacekeeping missions under Department of Peace Operation (DPO) and the Department of Field Support (DFS). The key focus and concept of this publication recognize the requirement for a doctrinal foundation for peacekeeping operations. This also highlights upon new challenges that peacekeeping operations are facing due to the shifting nature of conflicts²⁶. It further presents the nature, scope, and core business of peace operations and provides the comparative advantages and limitations of UN Peace Operation as a conflict management tool. It provides basic guidelines for planning and conducting missions. However, this publication fails to narrow down how each individual unit or element that deploys to support UN missions can enhance effectiveness based upon their training, doctrine, and organization. Even though it reflects primary lessons learned over the past six decades, the publication focuses more at the strategic level and fails to explain tactical and operational challenges that units and elements face during planning, preparation, and execution of their missions. It is true that the UN should not override the military doctrine of individual TCC; however, principles and guidelines should be given to integrate military tactics, techniques, and procedures in such a way in order to establish a common ground to increase the effectiveness of UN missions.

“The report presented to the Secretary-General on 16 June 2015 by the High-Level Independent Panel on Peace Operations” is another important document which summarizes findings on how to make peace operations more effective. This

²⁶ United Nations (UN), *United Nations Peacekeeping Operations Principles and Guidelines* (New York: United Nations, 2008), 31-36.

comprehensive document presents in-depth problems related to peace operations. Some of the suggestions presented in the report are linked with units deployed in UN missions and methods they used to address issue or solve the problem. The panel identifies that various UN missions lack an adequate number of infantry troops and enhanced mobility assets for units supporting UN missions. The report suggests that it is essential to increase the mobility of those infantry units by supplying highly mobile vehicles and helicopters. This key suggestion about the infantry battalion is an attempt to make them resourceful in terms of speed, capability, and performance.²⁷ It is easily to identify that infantry units lack resources to enhance their operational capabilities.

“Since the mandate of a mission is the logical basis for setting key performance indicators, the mandate can no longer be a Christmas tree,... it must be clear, focused, realistic; achievable mandates must be backed up by required resources.”²⁸ One way to accomplish this, articulated by the representative in the General Assembly Special Committee on Peacekeeping Operations 260th Meeting (AM), GA/PK/235 on 12 February 2019, is by making better recommendations in the Secretary-General’s report for each mission and whenever the Security Council discusses opening a new operation. The other problem faced by the units are complexities in the mandate. The report describes the complexities in mission mandate and its translation into tasks by units. A

²⁷ United Nations (UN), *Uniting Our Strengths for Peace - Politics, Partnership and People*, Report of the High-Level Independent Panel on Peace Operations, 16 June 2015, accessed 25 December 2019, https://peaceoperationsreview.org/wp-content/uploads/2015/08/HIPPO_Report_1_June_2015.pdf, ch. 3.

²⁸ General Assembly, Special Committee on Peacekeeping Operations, *Clear Mandates, Viable Recommendations Key for Improving Peacekeeping Performance, Security* (New York: United Nations, General Assembly, February 2019).

major problem which increases the complexities for a unit performing their normal and/or standard mission tasks. To solve this problem, this report suggests a simplification of mission mandates into military terms and tasks. The commitment of mission leadership, an effective chain of command and the readiness of mission personnel are other areas that demand reforms according to this report.²⁹

The “*Mission Evaluation Policy*,” is a policy document of the UN DPO and DFS. This document gives guidelines regarding the factors that are essential for mission effectiveness and outlines the approach for evaluation of mission. “Evaluations do this by providing an objective assessment of performance, resource utilization and related effects, policy effectiveness, and managerial and structural issues at the mission level, as well as within mission components and formed units.”³⁰ Objective Assessment is a key methodology to assess the effectiveness of mission and formed units. As a formed unit, Nepali Infantry Battalions can be assessed on resource utilization, performance in operation activities, structural issues, and operational readiness. This policy has given specific criteria to evaluate units. However, the policy document does not link the capabilities and training to the assessment approach which are key factors to enhance effectiveness.

“*Military Capability Study*,” is one of the major policy documents of the UN DPO/DFS, which provides guidelines for assessment, and evaluation of capabilities of each military units. This policy document helps to frame the capabilities requirement of

²⁹ UN, *Uniting Our Strengths for Peace - Politics, Partnership and People*.

³⁰ UN-DFS, *Mission Evaluation Policy*.

Nepali Infantry Battalions and compares the present status with mission requirements. It also forms the framework for the conduct of a Military Capability Study in a UN peacekeeping operation. It outlines principles and clarifies roles and responsibilities that apply to all military capability study process. This policy has made efforts and determined the overall capabilities assessment of Nepali Infantry Battalions in correlation with the effectiveness. “The assessment of the force and its units covers the configuration, its posture, the ability to function in relation to the operational environment and the ability to plan and execute all types of military operations are the basis to evaluate the units deployed.”³¹ Hence, this capability study outline of this policy has been a valuable resources for this research.

“A capability is defined as the ability to deliver against an accepted standard. It encompasses the combination of capacity (personnel and equipment), preparedness (organization, process and training), and sustainment (support and logistics) required to accomplish the assigned tasks.”³² Hence, a capabilities assessment demands more study beyond this demand to bring the overall picture of effectiveness. There is a need for the examination and study of policy, doctrine and training to fully develop an overall of effectiveness pictures.

³¹ United Nations, Department of Peacekeeping Operations, Department of Field Support (UN-DFS), *Military Capability Study*, United Nations, July 2015, accessed 20 March 2019, <http://dag.un.org/handle/11176/89558>.

³² The definition of a capability is taken from the DPKO/DFS Pilot Project on Capability Development and is stated in the *UN Infantry Battalion Manual*, 2012.

The Government of Nepal and Nepali Army's Policy

The “*National Security Policy of Nepal 2016*,” clearly states that Charter of the UN also guides Nepal’s foreign policy. The policy further asserts guides that military diplomacy is one of the crucial elements that complements Nepal’s foreign policy. This policy states that the NA will take part in UN peacekeeping missions under the UN Charter as part of military diplomacy. The policy also states that UN peacekeeping missions are the secondary tasks for the Nepali Army. “The NA is to contribute to maintaining the world peace under the aegis of the UN and to assist in the foreign policy of Government of Nepal.”³³ Hence, the policy clearly states that participation in the UN peacekeeping mission is one of the secondary roles for Nepali Army as military diplomacy. The GoN and the NA need to focus on efforts to increase the effectiveness of peacekeeping forces by enhancing the capabilities and making notable policies changes. Current policies require reexamination so that gaps within these policies can be narrowed or eliminated in the future. The procedure for “how” to enhance effectiveness is missing in current national policy and foreign policies. Furthermore, this current policy does not provide guidelines to the Army Headquarters with mechanism or means of increasing capabilities, enhancing effectiveness, and improving the presence of the NA troops in peacekeeping missions.

The “*Nepali Army Vision 2030*,” asserts that timely resources and training are essential requirements for the Nepali peacekeepers in various missions. This vision identifies that there is a need for a continuous review of the doctrine, training,

³³ Government of Nepal, Ministry of Defense, *National Security Policy-2016* (SinghaDarbar, Kathmandu: Nepal Kitabkhana, 2016), 49-50.

organization, and resources required for those units participating in peacekeeping missions.” It is essential to make them resourceful in terms of training, doctrine and logistics.”³⁴ This document also mentions that secondary tasks and non-traditional roles for peacekeepers are becoming more complex day-by-day increasing serious security concerns. Vision 2030 further expresses and identifies national caveats that Nepal must present to UN HQs for the effective functioning of the troops. Professional troops are key for success in every operational tasking. At present, there is a lack of mobility in troops which need to be fulfilled by proper vision.³⁵ The document acknowledges that the number of troops participating in these missions will continue to increase; however, the total number of troops is limited to 10 percent of Nepal’s contribution, so that supporting non-traditional roles do not affect NA conventional capabilities. This indicates that a review of Nepal’s policy for contributing troops to support UN peacekeeping operations requires review to ensure NA unit readiness and effectiveness. This document has two significant shortfalls. First, it does not explore the impact on troops deployed in international areas suffering due to a lack of operational capabilities, the complexities of geography and distance from home. Second, it does not identify the resource requirements and shortfalls to make peacekeeping troops more sustainable and professional.

The “*COAS Command Directive 2018*” is the latest command policy issued by Chief of Army Staff of Nepali Army. This command directive highlights that the UN

³⁴ Office of the Chief of Army Staff, Nepali Army, *Nepali Army Vision 2030* (Bhadrakali: Army Headquarters, 2018), 12.

³⁵ *Ibid.*, 1-10.

peacekeeping missions are an integral part of the non-traditional roles of NA troops. The directive envisions that the number of NA troops participating in UN missions may increase based on national policy of GoN and the UN requirements. This directive reinforces GoN policy regarding the maximum number of troops that can support UN missions authorized by the Constitution. The directive also highlights the fact that international operational duties are key components of national policy and places additional professional responsibilities upon the NA across all ranks and units. “Judicious participation of all ranks and files is key to enhance the professionalism of troops. Units deployed must be well trained and capable to meet mission requirements.” Currently, the highest number of troops participating in UN missions comes from infantry units. Hence, these units must understand and train under similar conditions expected in the operational environment and mandate requirements for the specific UN mission. This directive further explains the recent change in the nature of conflict has increased the risk to the troops. Therefore, it is vital for troops to train according to the nature of conflict and execute operational tasks required on the ground. So, the command directive highlights the unit training requirements based on the threats and operational conditions of the environment in which the unit has been tasked to support UN missions.

Peace Operation Doctrine

The “*Nepalese Army Doctrine 2070 BS*,”³⁶ is one of the major doctrinal documents published to guide the troops taking part in UN PKOs. This doctrine reviews

³⁶ The date mentioned here, 2070, is the Nepali date, which is nearly 56 years ahead of the English date.

the history of the Nepali Army in UN peacekeeping, present state of its contribution to missions, some success criteria for effective participation, and provides potential the ways to increase credible presence in peacekeeping jobs. The doctrine provides useful guidelines and tools for the peacekeepers rather than doctrinal concepts that define various working mechanisms. Additionally, it defines various operational roles, responsibilities, and types of missions that the troops may perform. The document also includes many lessons learned and describes a way forward for better performance of the NA in UN peacekeeping. The document has given certain success criteria that can help to devise new ways to enhance the performance of our peacekeepers.³⁷ Although this document provides useful information, it does not establish specific measures of effectiveness that defines success for troop supporting UN missions but focuses more on training aspects and defining various UN peacekeeping terminology.

This doctrine, published nearly two decades ago, does not account for current multi-dimensional mission tasks. Because the dynamics of frequent mission changes in the current operational environment, the doctrine appears to be absolute based on the changing nature of mission requirements. In addition, the doctrine prescribes a set mechanism for all troops supporting UN missions. Currently, troops deployed from the NA organized differently. There are no separate guidelines or doctrinal mechanism for infantry troops.

The “*Army Command and Staff College- United Nations* percent one of the books used by the Nepali Army’s training schools, provides doctrinal guidelines for the troops

³⁷ Nepali Army, *Doctrine, Nepali Army* (Kathmandu: Tripureshor, DPR Press Branch, 2014).

participating in UN peacekeeping operations. This comprehensive document defines the fundamental principles of UN Peace operations and the various types of UN peacekeeping operations. The document describes the authorities, legal framework, and command and control structure for troops supporting UN peacekeeping missions. This book provides troops supporting peacekeeping operations the basis of UN missions and its support mechanisms. This book focuses on understanding the UN missions and its principles and is incomplete because it does not offer potential ways enhance the operational tasking of troops.

The “*United Nations Infantry Battalion Manual Volume I*” (2012), published by the Department of Peace Keeping Operation (DPKO), examines the duties and responsibilities of peacekeepers performing various roles including TCC troops, Military observers, and Contingents from different nations. This manual serves as a basic guide for infantry units, peacekeeping battalion commanders, their staffs, company commanders, and sub-unit leaders planning and conducting operations in support of UN mandates. This manual also focuses on capabilities, standards, requirements, and other tasks that peacekeepers may perform. This manual also serves as a reference to measure the effectiveness of each unit supporting a UN missions. This helps deploying unit supporting UN missions to understand their training and mission requirements. The manual tries to cover all missions with a single spectrum rather than individual mission requirements. This manual does not provide specific guidance to units but provides a framework for TCC and the UN.

The “*United Nations Infantry Battalion Manual Volume II*,” published by Department of Peace Keeping Operation (DPKO), a stand-alone, comprehensive and

capability-based manual, that provides battalion commanders, staffs, and company commanders with best practice information normally required to plan, lead, and manage battalion level peacekeeping operations. The manual is based on the UN official guidance including lessons learned, feedback from field missions and former battalion commanders, input from peacekeeping practitioners who have supported or operated with UN peacekeeping battalions and active consultation with the TCCs. It is a body of thought on how UN peacekeeping battalions could operate as an integral part of a UN Sector or Force Command. It does not attempt to impose or offer solutions on TCC training programs, operations, force structures or troop selection.

The “*Joint Publication 3-07.3 – Peace Operations*,” published in 1 March 2018, basically describes the various elements related to peace operations, planning considerations and challenges. This joint publication particularly highlights complex environments, mandates, and tasks that make peace operations inherently challenging, especially since gaps usually exist between mission requirements and available resources. This document also explains that each peacekeeping mission differs based upon mandates and operational environments providing joint doctrine to plan, execute, and assess peace operations. “Peacekeeping tasks usually involve observing and monitoring compliance with a peace agreement. Depending on the mandate, a peacekeeping mission may also be tasked to protect civilians, support the provision of HA, and support nation-building efforts.” The assessment metrics this joint publication provides can assist with outcomes, Measures of Performance, Measures of Effectiveness and indicators are basically key ideas to measure the effectiveness of infantry units as well.

The “*ATP 3-07.31*,” published in 2019 by the Air Land Sea Application Center (ALSC), provides a single source manual for multi-Service tactics, techniques, and procedures (MTTP) manual for peace operations (PO) at at the operational and tactical levels. It addresses the environment of peace operations, related concepts, principles, and fundamentals, to include planning, operational considerations, training, and supporting functions. This manual, designed for commanders and staffs charged with the responsibility of peace operations, serves as a guide to planning and conducting operations. Since infantry battalions operate at the tactical level, this manual includes the majority of tasks that troops will perform. It is also useful to nonmilitary agencies and foreign military units conducting related operations. This manual supports soldiers and leaders who execute peace operations. It serves as the foundation for further development of US Army tactics, techniques, and procedures (TTP) manuals and refinement of existing training support packages (TSPs), mission training plans (MTPs), training center and unit exercises, and service school curricula.

“Technologically advanced equipment can improve the ability of the force to perform its mission. This includes the probability of detecting agreement violations, enhancing weapons verifications, supporting weapons destruction, and enhancing FP. Special equipment may be required to support zones of separation, checkpoints (CPs), and observation posts (OPs).”³⁸ It drives the examination of organizations and materiel

³⁸ Air Land Sea Application Center, *Peace Ops Multi-Service Tactics, Techniques, and Procedures for Peace Operations* (Langley AFB: Air Land Sea Application Center, November 2014), accessed 10 February 2018 https://intelshare.intelink.gov/sites/alsacenter/SiteCollectionDocuments/peace_ops_C1_2014.pdf.

developments applicable to peace operations. Technology is going to play a very critical role in upcoming days. This manual is more focused on the multinational and joint operation. This manual provides a means to compare US Army TTP to the NA mission tactics and can serve as a guiding tool to identify gaps between training, resources, and organizational structure and capabilities.

The “*ADRP 1-03 The Army Universal Task List*,” includes peacekeeping operations as one of the key tasks for the Army. This document further defines the broad categories of peace operations into peacekeeping, peace enforcement, peacemaking, peace building, and conflict prevention efforts in line with the UN division of peacekeeping mission. This manual, designed for echelons above brigade, provides essential task requirements for Army units and does not cover particular tasks lists for the infantry units. Chapter 7 of this manual provides a menu of possible peacekeeping tasks. Tasks include supervise disengagement of belligerent forces, develop confidence-building measures between host-nation belligerents, investigate alleged breaches of agreements, support and sustain confidence-building measures among belligerents., identify the UN mandate and the Security Council resolution requirements, coordinate with nongovernmental organizations as required, and identify responsibility to protect requirements. These tasks are applicable to infantry units in peacekeeping operations so this manual can serve as a guide to narrow down the list of tasks to train and assist in creating the conditions for training scenarios for the operational environment of specific UN missions.

Articles, Books and Journals On Peacekeeping

The book “*Twenty-First Century Peace Operations*,” edited by William J. Durch focuses on how peace operations work and why they succeed, fail, drift, or recover. The editor and case authors provide constructive and practical guidance for future operations, anticipating how international peace support, its objectives, and its participants may change in the years ahead. It is a clear and hard hitting with analysis of recent UN missions and describes various operational tasks performed by UN peacekeepers on missions. “Peacekeeping operations need coherent military leadership and good core troops most provided by a single lead nation.”³⁹ This indicates how complex the leadership and troop management is in present operations. The book also provides various case studies of contemporary peace operations where NA units deployed including the Democratic Republic of the Congo, East Timor, and Serra Leone. This is the third book by Durch, which clearly explains the developments and complexities in recent mission environments. The book presents best practices for different UN peacekeeping missions, which have been effective for successful mission completion. This book also compares the operational environment with action taken by the UN to make these missions successful. This book with its emphasis on understanding the operational environment for each UN mission and requisite unit action and adjustments to meet mission mandates, provides a framework to understand the challenges faced by infantry battalions and ways to mitigate those challenges.

³⁹ William J. Durch, *Twenty-First –Century Peace Operations* (Washington, DC: United State Institute of Peace and The Henry L. Stimson Center, 2006), 24.

The book, *“Unintended Consequences of Peacekeeping Operations,”* by Chiyuki Aoi, Cedric de Coning and Ramesh Thakur presents numerous points of view from practitioners and researchers. The book, a compilation of works by academic researchers, focuses on understanding the unintended consequences of peacekeeping operations and the stresses and effects that deployments of large number of soldiers have on the society of the host nations. The best part of this book is the chapter titled, “Unintended consequences of peace operations for troop contributing countries from South Asia,” by C. S. R. Murthy. Murthy definitely highlights the experiences India, Pakistan, and Bangladesh. Many of the issues he discusses are pertinent to Nepali peacekeepers. Issues such as peacekeepers involved in sexual misconduct in various peace operations, soldier disciplinary cases, a level of specialized training required for peace operations, and resource constraints. All are negative consequences and challenges that can lead to the failure of peacekeeping missions.

The approach of South Asian countries to UN peacekeeping is an integral part of these countries’ outlook towards this world organization... in the pursuit of world peace and development as interlinked missions . . . for instance has favored a multilateral approach in preference to unilateral actions. UN mechanism should be strengthened to serve the cause of world peace effectively.⁴⁰

Murthy mentions the efforts of countries like Nepal which are focusing more on multi-lateral approaches to peacekeeping as part of their national policy. However, they understand there is a need for improvement in UN mechanisms. “Policy inconsistency and national benefit are factors affecting peacekeeping missions. South Asian countries

⁴⁰ C.S.R. Murthy, *Unintended Consequences of Peace Operations for Troops Contributing Countries for South Asia*, ed. Chiyuki Aoi, Cedric De Coning, and Thakur Ramesh (New York: United Nations University Press, 2006), 157.

are considering peacekeeping deployments as motivating factors and financial benefit for the troops.”⁴¹ This line of thinking or consideration is impacting the effectiveness of the mission. Policy must support increasing the effectiveness of the troops maintaining peace. Motivation and financial benefits cannot be the first consideration for peacekeeping deployments.

The journal, “*The Role of United Nations Peacekeeping Operation in Maintaining International Peace and Security – The Challenges Ahead*,” written by Ahmed Mohammad Bulbul (2009), published by Bangladesh focuses on the involvement of the UN in different types of UN missions after the end of the Cold War. This document examines how the UN is involved in maintaining global peace and security by highlighting the importance of peacekeeping missions and the increased challenges faced in executing these missions. It further links and examines the roles played by the peacekeeper in operations in solving various intra-state and interstate conflicts. This journal tries to give operational tasks and associated challenges faced while performing these tasks by the majority of units. However, the book does not justify why the unit has been ineffective to solve those challenges. In addition, this journal does not specifically examine infantry unit performance separately from other units.

In the article “*Peacekeeping Contributor Profile: Nepal*” written by Rajan Bhattarai describes the contribution of the NA to the UN, barriers to contributing troops, and current issues and challenges faced by the NA in maintaining global peace and security. This article also illustrates the number and types of troops participating and the

⁴¹ Murthy, *Unintended Consequences of Peace Operations for Troops Contributing Countries for South Asia*, 157-158.

years of their deployment in different missions in a detailed chart and focuses on the decision making process for the participation in UN peace operations. The article expresses concern that the NA has to reconsider its decision to increase its troop contribution to peacekeeping missions. The writer thinks that challenges and resources are affecting the capabilities of the mission.

A robust military presence is considered essential during the initial stages of a peacekeeping operation in order to deter potential spoilers and establish the mission's credibility. Finding troops with the necessary training, equipment and logistical support to effectively undertake the complex and often dangerous tasks required of UN peacekeepers remains a key determinant of an operation's success.⁴²

The views expressed by the writer and the UN DPO match to some extent. Hence, training, equipment and logistics are always key components of effective implementation and support to peacekeeping missions. The profile shows NA troops and units conducting missions are disciplined and professional peace partners of the UN which maintaining international standards and qualifications. However, areas always exist that require improvement to improve the effectiveness. It has also highlighted the role of NA DPO, as managing the contribution of the NA which includes selection, pre-mission training, and operational environment familiarization for complex peacekeeping situations. This article examines areas of operation where Nepali units are performing. This helps to identify gaps between the operational task and training conditions replicated during pre-deployed training.

⁴² United Nations, Department of Peacekeeping Operations (UN DPKO), *The Challenges of Peacekeeping in the 21st Century* (New York: Parliamentary Hearing at The United Nations, 2004), 2-10.

The book, *“Nepal and the UN,”* edited by Dr. Mohan Prasad Lohoni and Damber Bir Thapa (1996) and published by the UN Association of Nepal highlights the various speeches made by Nepali representatives; Kings, Prime ministers, and other ministers in different conferences, assemblies, summits during different times. This book helps to identify the official policies of Nepal regarding its foreign policy. The book helps to identify policy gaps and potential changes in policy regarding the UN mission by the government of Nepal. This book also focuses on the UN and Nepal, the foreign policy of Nepal with reference to its role in the UN, the concept of peacekeeping and position of Nepal, problems related to the UN, the role of the UN for the development of Nepal, and other aspects related to the UN and Nepal. However, the fluctuation of policy can be easily identified through this book. However, this book is not an exact official representation of Nepal’s policy regarding UN peacekeeping mission since it is just compilation of the speeches by the various government official. It is not a policy paper of GoN.

“Nepal’s Foreign Policy,” an article by the Ministry of Foreign Affairs (MOFA) of Nepal on its official website, provides the broad range of studies of the history of foreign policy and affairs, objective, and guiding principles of foreign policy of Nepal. It also deals with a series of historical events in the field of foreign policy. This is a policy which defines Nepal’s UN participation as a core component of its foreign policy. This indicates deployments by the Nepali Army to support peacekeeping missions will continue in the future until Nepal officially changes its national foreign policy. “Nepal’s

delegate said Nepal upheld the Kigali Principles⁴³ in all circumstances. As the sixth-largest troop- and police-contributor, Nepal deployed its personnel with utmost flexibility, even in fragile political and asymmetric threat environments.”⁴⁴ This shows how committed Nepal is to support UN peacekeeping missions. This does not mean that Nepal will accept all UN mission requests in any threat environment. This is a guiding document that dictates how military diplomacy is utilized by the Nepali Army and its troops in UN missions. Military diplomacy will be a key part of the foreign policy to engage global partners according to this document.

“*The United Nations, An Inside View* percent published in 1988 by CV Narasimhan, analyses the UN system. The book examines various aspects of the multi-faceted UN system with its achievements and shortcomings. As a diplomat, Narasimhan shares his experiences and understanding of the UN system and various complications associated with it. “We should not forget that the Charter clearly mandates an active, leadership role for the UN in building a better world. To quibble out of its with alibis or rationalizations, however sophisticated, would be tantamount to a grave negligence of its

⁴³ The Kigali Principles on the Protection of Civilians are a non-binding set of eighteen (18) pledges for the effective and thorough implementation of the protection of civilians in UN peacekeeping. The principles on the Protection of Civilians emanated from the High-level International Conference on the Protection of Civilians held in Rwanda on 28-29 May 2015.

⁴⁴ United Nations (UN), “Peacekeeping Missions Need More Flexible Approach, Resources to Better Foresee, Tackle New Threats, Speakers Say as Special Committee Concludes General Debate,” General Assembly, Special Committee on Peacekeeping Operations, 256th Meeting, 18 February 2018, accessed 12 February 2019, <https://www.un.org/press/en/2018/gapk232.doc.htm>. View presented by Nepali Delegates.

central mission.”⁴⁵ This sentiment illustrates how complex the working mechanism of a mandated organization like the UN can be at times. The book is more oriented towards the basic functioning of the UN system. However, the book does identify challenges faced by the UN and how complicated the UN system can be in terms of improving the working mechanism of a large bureaucracy. Although the writer does not directly express the complexities associated with troops on the ground he does describe the complexities of the system that have second-order effect on the mission and units deployed. This book has been helpful in understanding the basic functioning of the UN and various ways ahead in improving the work of the organization.

“*The United Nations, Retrospect and Prospects*” a research article by Mukesh Kumar Kayathwal published in 1997, attempts to highlight the governance system of the UN and implications on the achievements of the UN. The article tries to link and analyzes the shortcomings and failures of the UN within the broad concept of global governance. This book has been helpful in providing out some recommendations for this thesis regarding certain failures of the UN troops in terms associated with global impacts created by the UN system. “Looking at the historical perspective, there are still unanswered questions when it comes to evaluating the Global Compact in light of the UN’s failed attempts to establish a more binding code of conduct.”⁴⁶ Even though the

⁴⁵ C. V. Narasimhan, *The United Nations, An Inside View* (New Delhi: Vikas Publishing House, 1988), 167.

⁴⁶ Mukesh Kumar Kayathwal, ed., *The United Nations, Retrospect and Prospects* (Jaipur: Pointer Publishers, 1997), accessed 9 February 2019, https://www.researchgate.net/publication/258126558_The_United_Nations_Global_Compact_Retrospect_and_Prospect/download doi: 10.1177/0007650312459999.

writer does not express direct examples linked with troops, but he brings overall cases related to the certain missions in terms of global governances in the UN system is not effective. The article describes the challenges in governance for UN missions due to the multi-actor nature and responses within the UN system. This requires improvement in the effectiveness of the UN system and its peacekeepers supporting missions.

“The United Nations, Confronting the Challenges of a Global Society,” by Jean E. Krasno published in 2005, highlights the complex history, evolution, and working of the UN. The discussions related to implementing reforms and reducing the complexity of multilateral interaction by involving various actors has been helpful in understanding the environment of peacekeeping. This article basically explores the UN systems and its working mechanism. Peacekeeping missions are one of the key implementation mechanisms under the Security Council. The council has “the most complex system of voting among the UN bodies because its operating procedures include a mixture of the four elements: egalitarian practice of one country, one vote, great power elite privilege, majoritarianism or an affirmative vote of the Council must have a supermajority of nine votes in favor to pass, and unanimity: affirmative consensus of the five permanent members are key to any peace resolution.”⁴⁷ This process has a grave effect on peace implantation in many cases leading to failure or ineffectiveness of UN peacekeeping missions. Hence, in many cases, it is not the only unit supporting the mission, but also the guiding policy of the Security Council and diplomatic complications in resolutions that lead to ineffective missions. To make the peacekeeping mission more effective in the

⁴⁷ Jean E. Krasno, ed., *The United Nations, Confronting the Challenges of a Global Society* (Boulder, CO: Lynne Rienner Publishers, 2005).

contemporary complex security environment it requires more concrete and actionable resolution on the ground.

Contemporary Lessons Learned

The “*Nepali Army Department of Peacekeeping Operation*” is an important annual document, published by Department of Peacekeeping Operation (DPKO). This report focuses on the Nepali Army’s role supporting UN PKOs and outlines key successes, issues, challenges, and policy changes that occurred during the year for various missions in maintaining global peace and security. The review of this document revealed contemporary issues related to peacekeeping in the areas of doctrine, training, leadership, and policy. The report highlights certain areas essential to assessing the Nepali Army mission’s effectiveness. “Security challenges have been increased especially in mission that are deployed with the mandate of Chapter VII. There is need of doctrinal shift on the foundation to utilize weapons in a robust manner for self-protection, protection of UN personnel and installation, and implantation of UN mandate.”⁴⁸ This report further mentions that late responses to the conflicts have contributed to the ineffectiveness of missions. “The delay in response by the peacekeepers may lead to worse situation and even loss of life during the deployments in the UN mission.”⁴⁹ It is true that the mission environment has been more threatening in recent years demanding more

⁴⁸ Nepali Army, Department of Peacekeeping Operations, *Nepali Army Department of Peacekeeping Operations* (Bhadrakali: Department of Peacekeeping Operations, December 2018).

⁴⁹ United Nations, Department of Peacekeeping Operations, Department of Field Support (UN-DFS), *The Protection of Civilians in United Nations Peacekeeping* (New York: United Nations University Press, 1 April 2015).

robust action to protect troops and implementing mission. “Overall, the UN and Troop- and Police-Contributing Countries need to adapt to a new reality: The blue helmet and the UN flag no longer offer “natural” protection.”⁵⁰ This suggests that the units must understand that the threat to peacekeepers is increasing. The peacekeepers face new threats from armed groups, transnational threats, terrorists, criminal, and gangs, and other political threats. Hence, units like infantry battalion to deal directly with those threat to implement mission mandate must be more aggressive while implementing ROE and robust in using arms against those threats. “Unfortunately, hostile forces do not understand a language other than force. To deter and repel attacks and to defeat attackers, the United Nations needs to be strong and not fear to use force when necessary. Some T/PCCs and their leaders remain risk averse when it comes to using force, but they have failed to understand projecting strength is more secure for uniformed and civilian personnel.”⁵¹ This report of UN also matches with the report of the NA indicating that there is need for an improved posture to deter the threats.

According to this report, the leadership, training including pre-deployment and on-mission training, selection of infantry units for the mission, memorandum of understanding between the UN and the Nepali Army have been the key areas that demands improvements. The reports further highlights that units deployed in UN mission are a key implementer of the UN mandate, their organization structure must match the

⁵⁰ United Nations (UN) Peacekeeping, *Improving Security of United Nations Peacekeepers: We Need to Change the Way We Are Doing Business* (New York: United Nations University Press, December 2017).

⁵¹ *Ibid.*, 2.

unit requirement. Hence, the report has brought overall yearly background that identifies critical areas that demands improvement.

The “*Mission Completion Report of Arjun Ban Battalion from UNMISS-2016,*” a post mission report from an Infantry Battalions deployed for 17 months in South Sudan (UNMISS). This infantry battalion deployed on mission to support efforts to deal with the humanitarian crisis in South Sudan. As the first deployed battalion in this mission area, this battalion faced numerous challenges that impeded effectiveness and optimum output. These challenges included a delay in marshalling troops for training, the duration of the training, frequent changes in the mission mandate, assigning new tasks outside the initial mission mandate, changes in roles of the unit, and worsening mission environmental conditions. The report highlights numerous challenges but it fails to recommend methods to mitigate these challenges. Although this report only focuses on one mission it highlights the need to implement processes to solve challenges in mission areas as well as during mission preparation in Nepal.

The “*Mission Completion Report of Barakha Battalion from UNIFIL 2017-2018,*” a post mission report of Barakha Battalion. The Barakha Battalion deployed to support UNIFIL on 15 October 2017 and completed its tour of duty on 25 October 2018. The UNIFIL mission is one of the longest-running mission supported by a Nepali Army’s unit. This After Action Report (AAR) describes the various challenges and complexities that affected the unit during their tour of duty. The unit was well trained in various operational tasks and they were able to perform remarkably to implement a mission mandates. However, Barakha Battalion identified a lack of knowledge on key crosscutting issues within the operational environment including gender, Sexual

Exploitation and Abuse (SEA), environment protection, and Protection of Civilians (PoC). The Barakha Battalion further emphasized that a percent of troops considered that UN mission a welfare scheme. This mindset within the ranks coupled with the very serious threats in the environment made effective implementation of the UN mission mandate problematic for the unit.

In addition, the report expressed the concern about the lack of certain issues related to sustainment which includes size and number of major sustainment items, size of Armor Protection Vehicles, level 1 field hospital and the length of duration of deployment and sustainment items. However, when the issue of the measure of performance emerges, the AAR underlines some issues that requires attention in order to make infantry units deployed to support UN mission more effective.

The “*Mission Completion Report of Siddhi Box Battalion from UNMISS-2017-2018,*” a post mission report from the Siddhi Box Battalion. The Siddhi Box was one of the two battalion deployed to support the United Nations Mission in South Sudan (UNMISS) as a force reserve battalion. This was the sixth battalion deployed in support of this mission. The battalion was deployed on 25 July 2017 and completed its mission on 6 Aug 2018. The AAR of the units presents certain concerns and challenges regarding issues with the chain of command structure of the operational tasking, the conduct of mission specific training for troops and national caveats.

The “*Mission Completion Report of Shree Mehar Battalion from MONUSCO(United Nations Organization Stabilization Mission in the Democratic Republic of the Congo) 2017-2018,*” a post mission report from the Shree Mehar Battalion. The Shree Mehar Infantry Battalion was deployed to MONUSCO (United

Nations Organization Stabilization Mission in the Democratic Republic of the Congo) mission on 12 July 2017 and completed its mission on 31 July 2018. This mission completion report underscores challenges such as conflicting operational MOUs, a lack of enhanced mission specialized training, recreational and motivation factors that require improvement to increase the operational output for battalions supporting the mission. The report further brings out certain issues related to sustainment based on MOUs, Major Sustainment Equipment (MSE) repair requirements, issues related to new technologies like Small UAV/Drones, and the number of track vehicles. The report demands a review of the organizational structure of deploying units IAW the 2002 MOU.

Summary of Review of the Literature

It is important to understand the current situation within the operational environment where NA Infantry Battalions deploy as well as key elements and challenges that impact the effectiveness of the infantry battalions supporting UN missions. The review of literature has revealed certain areas, gaps and challenges that impede the operational effectiveness of the Nepali infantry battalions. The key areas identified include pre-deployment trainings, a lack of training in mission areas, fluctuation in operational tasking, national caveats, sustainment issues, the translation of mission mandates into operational tasks, increasing security awareness during missions, moral and motivation of troops, leadership issues, and battalion level organizational structure. The main issues identified in the literature fails to provide systematic, integrated and logical approaches to address these issues. These issues require examination on multiple levels involving various organizational perspective. At the strategic and operational level, the UN and Troop Contributing Countries (TCC) that includes Nepal, must address issues

related to policy and UN systems and processes designed to support Peacekeeping Operations. At the operational and tactical level, the NA and Infantry Battalions must address issues relating to effective training under operational environmental conditions, organizational and command and control structure, equipment requirements, and Rule of Engagement. The following chapters examine these and other areas providing analysis and recommendations for improving the effectiveness of NA Infantry Battalions supporting UN PKO around the world.

CHAPTER 3

RESEARCH METHODOLOGY

Research Design

This chapter describes the research design for the thesis. It outlines the outlines the methodology, techniques, and tools applied in order to answer the primary and secondary research questions. The research design of this study is descriptive and explanatory. The nature of the problem restricts the methodology to the descriptive and analytical methods because the research focuses on creating a methodology on how to increase the effectiveness of UN peacekeeping mission of Nepali Army's Infantry Battalions by describing and analyzing documents, concepts, and views that are already available. The analysis, based on theoretical and conceptual framework, draws on studies of various secondary sources available.

The primary research question is how to increase the effectiveness of Nepali Army's Infantry Battalion in the UN peacekeeping missions? Based on this primary question several secondary research questions were developed. What is the situation of the status of performances of Nepali Infantry Battalion in the UN peacekeeping? What are the areas requiring improvement and reform to make NA infantry Battalion UN mission more effective? What policies and strategies are necessary both in the part of the UN and Troops Contribution countries to make those UN missions more effective?

The research process started with the collection of relevant data; an assessment and analysis of the data to compose a coherent picture of the problem; and finally a comparison of the views and findings of other researchers in order to draw conclusions about possible ways and means to increase the effectiveness of implementing UN mission

mandates and performing various operations tasks by infantry units of NA supporting UN peacekeeping missions.

The researcher, in order to relate the UN peacekeeping mandates and operational duties, examines various UN missions that the NA has supported. The aim of conducting research in such a manner is to examine the status of effectiveness for these missions and identify the probable tasks that units have been performing. The research relies on a conceptual framework to draw various information and identify gaps. The theoretical framework drives the overall analysis to complete the research. The research does not involve direct engagement with living persons through interviews or surveys of troops participating in UN missions as part of infantry battalion. However, the research does use lessons learned reports of units supporting UN PKOs to collect information for analysis. The individual operational experience of the researcher is also used as part of the analysis

Conceptual Framework

The conceptual framework of this research is based on the information gathered from various missions that the NA infantry units has supported in recent years. The study of the UN system, various mission mandates, guiding principles of peacekeeping, policy of the UN, government of Nepal and NA, and mission environment in which the NA infantry units are operating have been utilized to create this framework. The framework also analyzes mission mandates that guide to derive the operational tasking to those infantry units. The framework visualizes the organizational structure of UN missions that directly or indirectly affect or supplement the operational outputs of those infantry units. The framework is used to identify the major factors, policies, strategies and areas that

demands improvement. This framework is utilized to integrate with the conceptual thoughts during analysis. The framework is as shown in Figure 3, Research Framework.

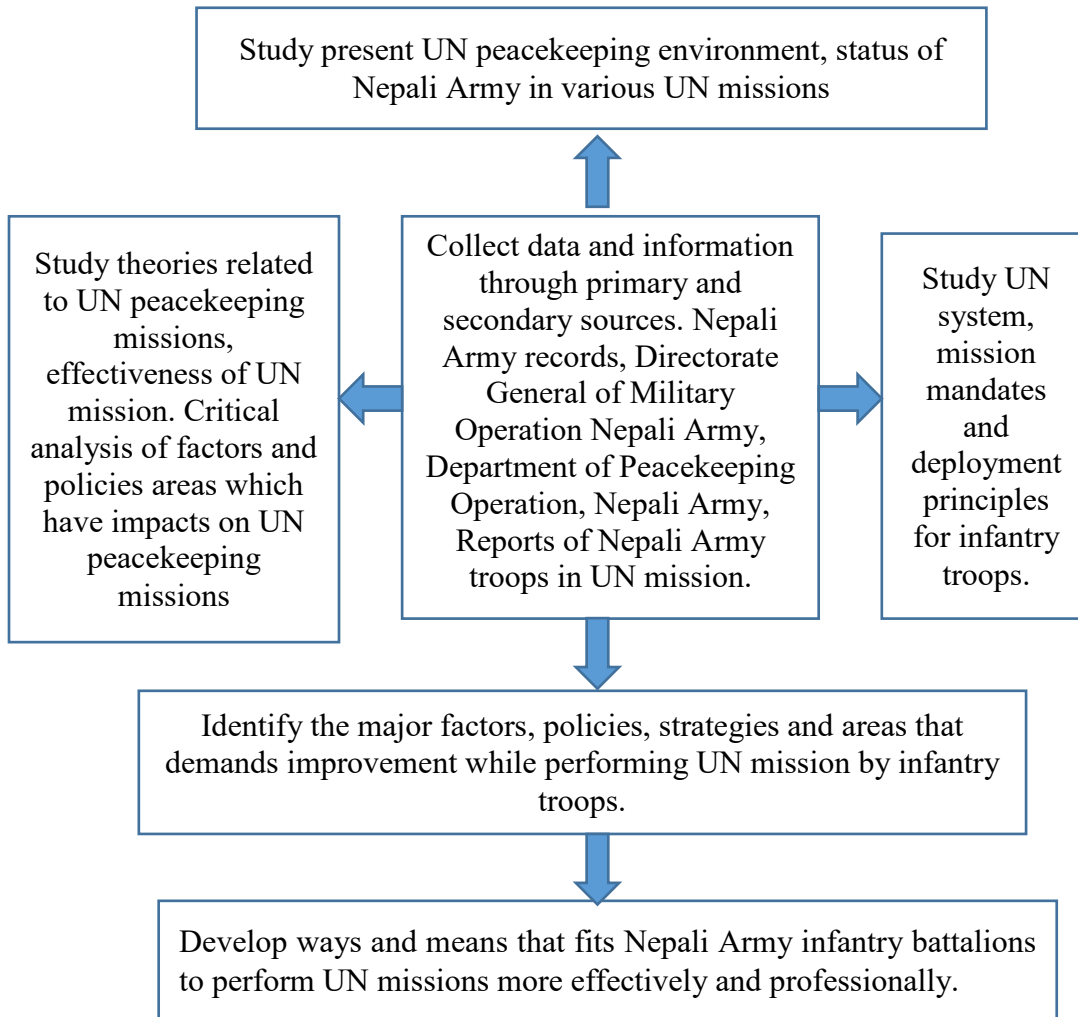


Figure 3. Research Framework

Source: Created by author.

Theoretical Framework

The research has focused on the theoretical framework designed a with capabilities based analysis (CBA) that includes DOTMLPF Analysis to identify the gaps in operational performance. This research framework uses Functional Area Analysis, Functional Need Analysis, and Functional Solution Analysis to identify ways to enhance the effectiveness. Figure 1, Framework of Capability Based Assessment for Infantry Battalion in Peacekeeping mission shows theoretical framework.

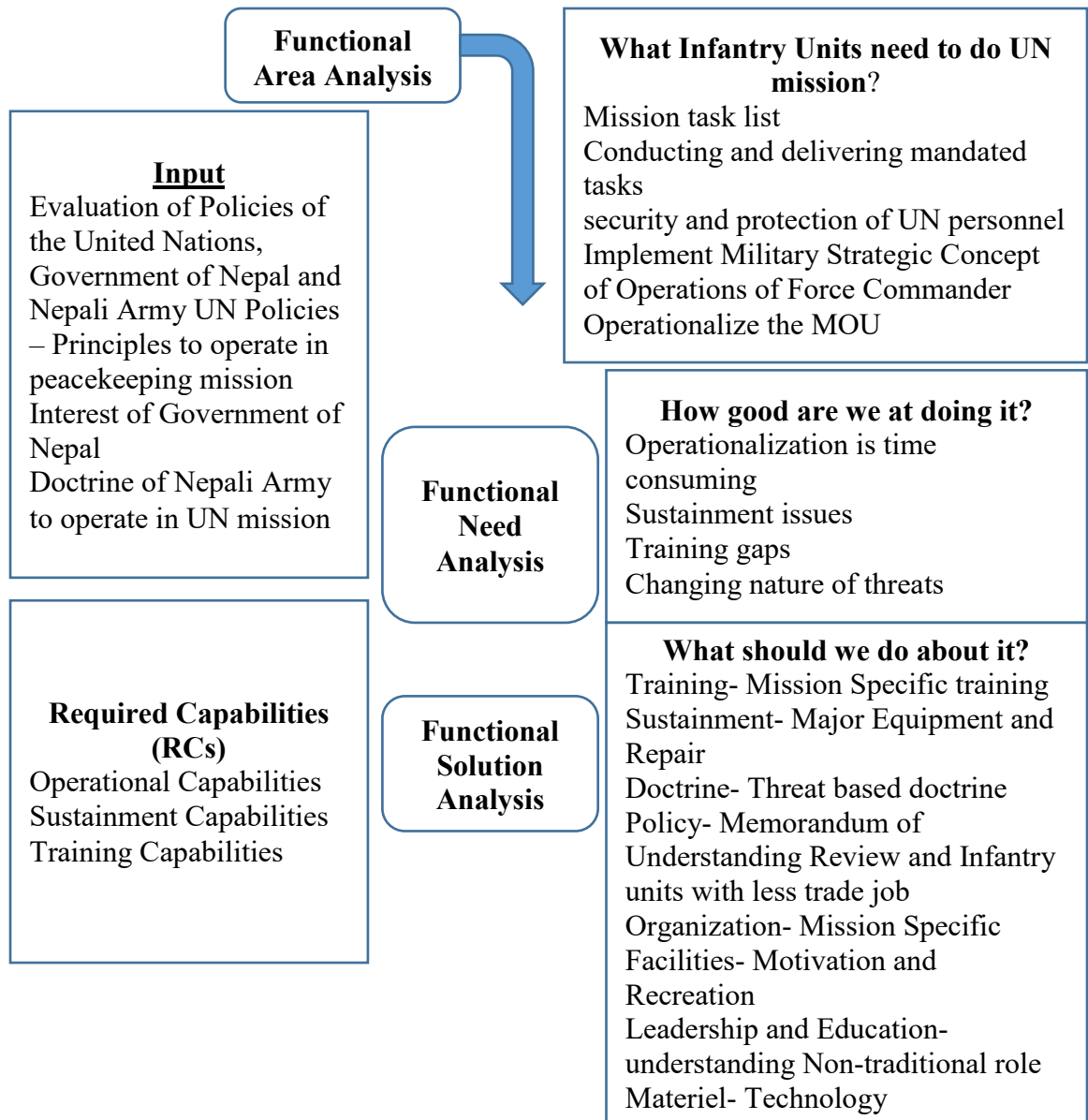


Figure 4. Framework of Capability Based Assessment for Infantry Battalion in Peacekeeping Mission

Source: Created by author based on Command and General Staff Officer’s Course, *Common Core, F100: Managing Army Change and Birendra Peace Operation Training Center*, “Training Module,” 2019.

The research has used DOTMLPF analysis to identify the gaps in operational performance of units based on the force requirement, organization, and management of

the troops. The analysis focuses on training, policy, and materiel as those are the key factors that affect more on professionalism of the troop. However, leadership and education, organization, personnel, and facilities are also analyzed to identify the gaps that affect effectiveness.

The research is basically designed to amplify the UN's requirements to make UN missions more effective to implement mission mandate. It justifies the probable means and ways to increase the effectiveness of the UN Mission by the NA Infantry battalion in mission, to accomplish UN mission. The research utilized the scope of the operational approach to achieve the end state in order to figure out the probable methods of finding solutions to increase the effectiveness of infantry battalions. Figure 5, Developing Operational Approach to increase the effectiveness of Infantry Bn in Peacekeeping Mission shows operational approach to effectiveness.

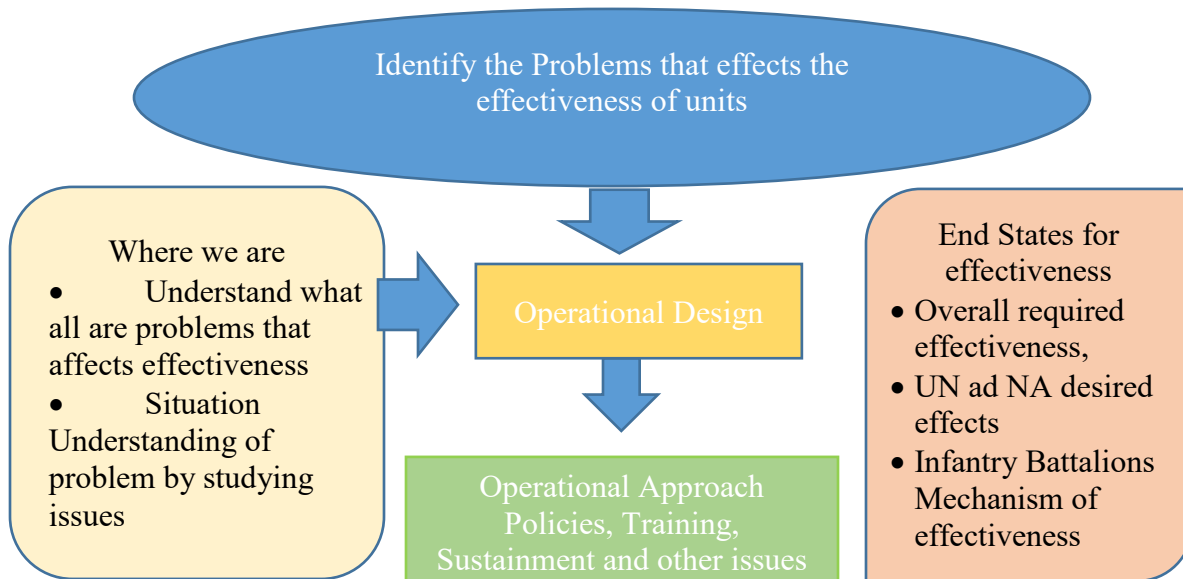


Figure 5. Developing Operational Approach to Increase the Effectiveness of Infantry Bn in Peacekeeping Mission

Source: Created by author based on Command and General Staff Officer’s Course, *Common Core, F100: Managing Army Change and Birendra Peace Operation Training Center*, “Training Module,” 2019; Nepali Army, Department of the Peacekeeping Operations, *Nepali Army Department of Peacekeeping Operations* (Bhadrakali: Department of Peacekeeping Operations, December 2018).

Nature and Sources of Data

Before entering the core concept of doctrinal and training aspects that affect the effectiveness and capabilities of the Nepali infantry battalions, it is vital to understand the multifaceted security environment of the UN missions. How those issues can create the complexities in present deployments of the UN mission that necessitate a qualitative analysis. These studies have provided the global trends and challenges of peacekeeping mission. The data used in this research is mainly from open sources and can be reached through various online media.

The data used in this research will be reports of various infantry battalions deployed by the NA in UN missions and this researcher's personal experience acquired during the UN mission deployment of the researcher. Both the qualitative and quantitative data used in this study are from secondary sources and are collected from published books, journals, articles, theses and dissertations, and online sources. The qualitative data is used to describe the present status of UN mission deployment of NA. The capability, training status and resources affiliation of the NA's in UN peacekeeping mission are analyzed through qualitative data in order to assess the effectiveness as well as other factors related to UN mission deployments. Similarly, the quantitative data such as numbers, training, tasks, knowledge of troops on UN missions, operational activities and resources are used to analyze the effectiveness in those missions.

Organization of the Study

The overall chapter organization of the study Chapter 1 provides a general introduction of the UN, current peacekeeping missions, the NA in peacekeeping mission, an introduction to the research with Research Purpose, Research Question, Background, Assumptions, Definitions, Scope, Limitations, Delimitations, and Significance of the Study. Chapter 2 covers literature review which focuses on various materials related to the UN, peacekeeping mission, peace operation doctrines, training materials on peacekeeping missions and review of various secondary articles, books, and journals on peacekeeping. Chapter 3 deals with the research methodology, conceptual framework, and theoretical framework. Chapter 4 answers the primary and secondary question in subsequent heading: with the prominence of Nepali Infantry Battalion in UN peacekeeping missions, factors that demand improvement, and policies and strategies

both on the UN, the GoN and the NA to increase effectiveness, and ends with an outlines of the ways to increase the effectiveness of infantry units deployed. Lastly, Chapter 5 highlights the general conclusions of this study with recommendations to increase effectiveness.

CHAPTER 4

ANALYSIS

Peacekeeping Mission and Military Components

As per the UN Charter⁵² (Chapter V), the Security Council is primarily responsible for the maintenance of international peace and security. The Security Council has been using the peacekeeping operations as its tool for the maintenance of peace and security. Once the Security Council passes the resolution for the establishment of the peacekeeping mission, the Department of Peace Operation (DPO) under the Secretariat of Secretary-General plans, deploys and controls the mission. The DPO provides political and executive direction to UN peacekeeping operations around the world and maintains contact with the Security Council, troop financial contributors, and parties to the conflict in the implementation of Security Council mandates.⁵³

UN Peacekeeping helps countries navigate the difficult path from conflict to peace. We have unique strengths, including legitimacy, burden sharing, and an ability to deploy troops and police from around the world, integrating them with civilian peacekeepers to address a range of mandates set by the UN Security Council and General Assembly.⁵⁴

⁵² The Charter of the United Nations was signed on 26 June 1945 in San Francisco at the conclusion of the United Nations Conference on International Organization, and came into force on 24 October 1945. The Statute of the International Court of Justice is an integral part of the Charter.

⁵³ United Nations (UN), Peacekeeping Resource Hub, “Core Pre-deployment Training Materials,” United Nations, 9 January 2017, accessed 13 March 2019, <https://research.un.org/revisecdptm2017/Module2>.

⁵⁴ United Nations (UN) Peacekeeping, “What Peacekeeping Does,” United Nations, 2018, accessed 20 January 2019, <https://peacekeeping.un.org/en>.

The mission, under the leadership of Special Representative of Secretary-General (SRSG) or Head of Mission (HOM), in coordination with Security Council, formulate policies and procedures for the mission, manage, and implement mission mandates until termination, with the due concern of the host nation, making a memorandum of understanding between the UN and the host nation. In the field, the Special Representative of Secretary-General (SRSG) or Head of Mission (HOM) exercises operational authority over the United Nations peacekeeping operation's activities, including military, police, and civilian resources.⁵⁵ The peacekeeping troops known as "Blue Helmets"⁵⁶ are deployed as national contingents under the sole command of the Force Commander (FC), who is responsible for all the military actions to support SRSG.

The Office of Military Affairs (OMA) works to deploy the most appropriate and effective military capability in peacekeeping missions.⁵⁷ At present, these military units consist of over 90,000 military personnel contributed by national armies from across the globe.⁵⁸ UN military Components are tasked to protect civilians and the UN personnel; monitor a disputed border; monitor and observe peace processes in post-conflict areas, and provide security across a conflict zone.⁵⁹ The military components deployed in UN peacekeeping operations are infantry Battalions, force enablers, military observers, and

⁵⁵ UN, *United Nations Peacekeeping Operations Principles and Guidelines*.

⁵⁶ United Nations (UN) Peacekeeping, "Military," United Nations, 2018, accessed 05 March 2019, <https://peacekeeping.un.org/en/military>.

⁵⁷ UN Peacekeeping, "Office of Military Affairs."

⁵⁸ UN Peacekeeping, "Military."

⁵⁹ *Ibid.*

Staffs. The Figure 6, shows the UN Mission Structure with Military and Police Component.



Figure 6. UN Mission Structure with Military and Police Component

Source: Created by author using Nepali Army, Army Command and Staff College (ACSC), *United Nations* (Shivapuri: ACSC, 2002).

Infantry Battalions in UN Peacekeeping Missions

The first infantry battalion was deployed as part of United Nations Emergency Force (UNEF-I) in December 1956 in Egypt to assume operational responsibility.⁶⁰ Dag Hammarskjöld⁶¹, second Secretary General of the United Nations said, at the time, “Peacekeeping is not a job for soldiers, but only soldiers can do it percent The relevancy of the military unit was identified during the initial days of peace operations. The first military personnel deployed as peacekeepers was in 1948 as UN military observers to monitor the Armistice Agreement between Israel and its Arab neighbors, which later became known as the United Nations Truce Supervision Organization (UNTSO).⁶² Since then, the UN has carried out 70 peacekeeping operations to date.

The military components that are deployed in peacekeeping operations play a pivotal role in maintaining safety, security, and stability in the mission area and contribute meaningfully to the achievement of each mission mandate. The importance of infantry units in peacekeeping missions were further highlighted by then Secretary-General Ban Ki Moon saying, “The United Nations Infantry Battalion is the backbone of United Nations peacekeeping, braving danger, helping suffering civilians and restoring stability across war-torn societies. We salute your powerful contribution and wish you

⁶⁰ United Nations, Department of Peacekeeping Operations, Department of Field Support (UN-DFS), *United Nations Infantry Battalion Manual*, vol. 1 (United Nations, August 2012), accessed 15 November 2018, <https://peacekeeping.un.org/sites/default/files/peacekeeping/en/UNIBAM.Vol.I.pdf>.

⁶¹ Dag Hammarskjöld, *Markings*, trans. Leif Sjöberg and W. H. Auden (London, Faber and Faber, 1964).

⁶² UN Peacekeeping, “Military.”

great success in your life-saving work.”⁶³ Currently, due to the threat environments and crisis, UN missions are multi-dimensional and have increased operational requirements of military units. Earlier peacekeeping missions were traditional in nature focusing more on monitoring, observing and reporting.⁶⁴ However, current peacekeeping operations have been multi-dimensional making involvement of many mission actors along with the military units. The conflict situation has become more complicated demanding wide ranges of operational activities.

Nepali Army Infantry Battalions in Peacekeeping Missions

The foundation of Nepal’s foreign policy is guided by the Charter of the United Nations, non-alignment, principles of *Panchasheel*,⁶⁵ international law and the norms of world peace.⁶⁶ Nepal looks upon the UN organization as representing humankind’s insurance for the future. Nepal, in this perspective, has utilized this forum to fulfill its national interest and has achieved great deeds in terms of troops contributed for international peace and security.⁶⁷ Since being a member of the UN, the Nepal troops

⁶³ (UN-DFS), *United Nations Infantry Battalion Manual*.

⁶⁴ Nepali Army, Army Command and Staff College, *UN Peacekeeping* (Shivapuri: Kathmandu, Nepali Army, 2006).

⁶⁵ The word is derived from Sanskrit, which is the mother language of the Nepali Language. *Panchasheel* means the Principles of Peaceful Coexistence, Non-interference in others’ internal affairs and respect for each other’s territorial unity, integrity, and sovereignty are a set of principles to govern relations between states.

⁶⁶ Government of Nepal, Ministry of Foreign Affairs, “Nepal’s Foreign Policy,” accessed 07 March 2019, <https://mofa.gov.np/foreign-policy/>.

⁶⁷ B. K. Maskay and D. R. Dahal, *Nepal’s Participation in the United Nations Peacekeeping Operations* (Kathmandu: Modern Printing Press, 1995).

have taken part in many UN peacekeeping operations. The first participation of the Nepali Army in an UN mission was in 1958 as a military observer in UNOGIL, Lebanon. Whereas, the first Nepali contingent named Purano Gorakh Battalion was deployed in Egypt United Nations Emergency Force (UNEF II) Sinai, Middle East (Peacekeeping Troops) in 1974.⁶⁸

The data and the historical record maintained by the NA DPKO shows that the Nepali Army troops have been deployed in various UN missions in different capacities including military observers, force enablers, and formed units. The majority of troops deployed are peacekeeping troops as infantry battalions. The total number of troop deployed missions are 42. The total number of the missions where infantry battalions deployed over nearly 66 years are eighteen UN missions. Altogether, more than 100,000 infantry troops have served in those missions.⁶⁹ Table 1, Nepali Army Infantry Units in UN Peace Support Operations shows the list of the missions and year participated by the Nepali Army.

⁶⁸ Nepali Army, Department of Peacekeeping Operations, “Nepali Army in UN Peacekeeping Mission.”

⁶⁹ Nepali Army, Department of Peacekeeping Operation, *Nepali Army in Peacekeeping Operations*.

Table 1. Nepali Army Infantry Units in UN Peace Support Operations		
S.No.	Mission	Year
1	UNEF II Sinai, Middle East (Peacekeeping Troops)	1974
2	UNIFIL, Lebanon (Peacekeeping Troops)	1978
3	UNMIH, Haiti (Peacekeeping Troops)	1991
4	UNISOM, Somalia (Peacekeeping Troops)	1993
5	UNPF/UNPROFOR, Former Yugoslavia	1994
6	UNGCI, Iraq (Peacekeeping Troops)	1995
7	UNOMSIL/UNAMSIL, Sierra Leone	1999
8	MONUC, DR Congo (Peacekeeping Troops)	1999
9	UNAMET/UNTAET/UNMISSET, East Timor	1999
10	MINUSTAH, Haiti (Peacekeeping Troops)	2004
11	ONUB, Burundi (Peacekeeping Troops)	2004
12	UNMIS, Sudan (Peacekeeping Troops)	2004
13	UNIFIL, Lebanon (Peacekeeping Troops)	2006
14	MINURCAT, Chad (Peacekeeping Troops)	2008
15	UNAMID, Sudan (Peacekeeping Troops)	2008
16	UNAMI, Iraq (Peacekeeping Troops)	2008
17	UNMISS, South Sudan (Peacekeeping Troops)	2011
18	UNSMIL, Libya (Peacekeeping Troops)	2016

Source: Created by author using Nepali Army, Department of Peacekeeping Operations, “Nepali Army in UN Peacekeeping Mission,” accessed 25 January 2019, https://www.nepalarmy.mil.np/page/na_in_un.

Nepali Infantry Units' Task and Performances

The types of UN peacekeeping have been very diverse after the end of the Cold War as the intra-state conflict expanded. It is true that the UN has been utilizing peacekeeping as one of the main tools to manage the complex crisis that poses a threat to peace.⁷⁰ In recent years, UN peacekeeping operations have been multi-dimensional in nature increasing, and expanding across vast areas of involvement to infantry troops deployed as peacekeepers. Even though Peacekeeping is no longer only a military responsibility, it has increased the tasks that have to perform by the peacekeepers.

To deal with task and performance issues, in this chapter the research is narrowed down to the current deployments of Nepali Army infantry troops. Table 3 “Current Nepali Army Infantry Troops in UN Peacekeeping Missions” shows the strength of infantry troops and missions where Nepali Army Infantry Units are deployed.

⁷⁰ Séverine Autesserre, “The Crisis of Peacekeeping Why the UN Can’t End Wars,” *Foreign Affairs*, 11 December 2018, accessed 20 March 2019, <https://www.foreignaffairs.com/articles/2018-12-11/crisis-peacekeeping>

S.N	Mission	Country	Strength	Date
1	UNIFIL	Lebanon	850	1978
2	MONUSCO	Congo	701	1999
3	UNMISS SIB	South Sudan	700	2011
	UNMISS FRB ⁷¹		850	
4	UNDOF	Syria	153	2004
5	MINUSCA (HRPB ⁷²)	Central African Republic	600	2014
6	UNSMIL	Libya	230	2016
Total			4084	

Source: Created by author using Nepali Army, Department of Peacekeeping Operations, “Nepali Army in UN Peacekeeping Mission,” accessed 25 January 2019, https://www.nepalarmy.mil.np/page/na_in_un.

Operational Tasking to Nepali Army Infantry Battalions in Various Missions

For operational tasking, the infantry units in UN peacekeeping missions are guided by their mission mandate. As per the Infantry Battalion Manual, the operational framework is guided by mandate and principles of UN peacekeeping missions. Force Headquarter (FHQ) is the command authority on the ground in a mission area that tasks

⁷¹ The United Nations Mission in South Sudan has two infantry battalions as force reserve and surge infantry battalion.

⁷² The United Nations Multidimensional Integrated Stabilization Mission in The Central African Republic is a rapid deployment infantry unit, which is deployed as per latest requirement of the UN.

the respective units based upon the operational framework of the mandate. At present, all the infantry units of the NA are under Force Headquarter (FHQ) of respective missions. Protection operation, prophylactic operations, and mandated tasks are core operational tasking for infantry battalions. Therefore, the Nepali Army Infantry Battalions are guided by mission principles and mission mandate on their tasking.

Operations conducted by military contingents in a peacekeeping mission should remain within the framework of the mission mandate with adherence to the core principles of consent, impartiality, and use of force in self-defense or in defense of the mandate and as otherwise authorized by the Security Council. The proactive, robust and determined posture of the battalion displayed through static deployments and dynamic prophylactic operations are critical for the success of a mission. Therefore, an infantry battalion plays a pivotal role in providing required stability in the AOR by performing its mandated tasks through people friendly and austere operations to gain moral ascendancy and establish the faith of all parties to the conflict in the peace process.⁷³

The study of various mission reports and mission mandates provides various tasks performed by the infantry units of Nepali Army. Broadly, the following are operational tasks that are conducted by Nepali Army Infantry Units in various missions.

Establish Safety and Security in Conflict Torn Areas

The Nepali Army Infantry Battalions are primarily tasked for establishing safety and security by its robust posture and determined commitments. The primary mandate of any missions is based upon the establishment of a safe and secure environment which the UN believes to be the stepping stone for any sustainable development and long term peace in the conflict-hit zone.⁷⁴ Nepali Infantry units in UNIFIL, UNMISS, MUNUSCO,

⁷³ UN-DFS, *United Nations Infantry Battalion Manual*.

⁷⁴ Nepali Army, Department of Peacekeeping Operations, *Nepali Army Department of Peacekeeping Operation-2018*.

and MINUSCA missions are primarily tasked to establish safety and security.⁷⁵ This task demands additional capabilities to maintain and restore law and order with policing duties. Policing duties are not basic military capabilities of infantry battalions.

Observation, Monitoring, and Reporting

This task to infantry units is the traditional role of the UN peacekeeping mission. Observation, monitoring, and reporting are related to any disturbances in the situation or violation of any set rules between warring factions/states. In the UNIFIL mission, Infantry Battalion observe and monitor the Blue Line⁷⁶ violation and situation of armed groups.⁷⁷ The MUNUSCO mission tasked infantry units monitor the armed elements activities against the peace.⁷⁸

⁷⁵ Nepali Army, Department of Peacekeeping Operations, *Nepali Army Department of Peacekeeping Operation-2018*.

⁷⁶ Blue Line is a line demarcated between Lebanon and Israel by the United Nations on 7 June 2000 for the purposes of determining whether Israel had fully withdrawn from Lebanon.

⁷⁷ Barakha Battalion, Nepali Army, *Mission Completion Report of Barakha Battalion from UNIFIL 2017-2018*, (Bhakdrakali: Department of Peacekeeping, Nepali Army, December 2018).

⁷⁸ Shree Mehar Battalion, Nepali Army, *Mission Completion Report of Shree Mehar Battalion MUNUSCO-2018* (Bhakdrakali: Department of Peacekeeping, Nepali Army, December 2018).

Protection of Civilians (POC)

Many of the UN peacekeeping missions have the task of Protection of Civilian (POC).⁷⁹ Nepali Army Infantry Battalions conduct various operational activities for the protection of vulnerable civilians in different missions like MONUSCO, UNAMID, UNMISS, UNMIL, and UNAMI. Complex mission environments complicate protection due to the various mission threats that are involved. This task further demands coordination between other mission partners and civilian authorities.

Disarmament, Demobilization and Reintegration (DDR)

The Disarmament, Demobilization and Reintegration (DDR) mission encourages the former combatants to reintegrate into security forces and society. The principal actor of its initiation has been either the UN Peacekeeping or Political Missions. A UN PKO mandate incorporates supervising a DDR program. The military component will usually be directly involved only during the disarmament phase and partially involved during the demobilization phase. Nepali Army Infantry Battalions including MONUSCO mission in the Congo have been involved actively supporting the Disarmament, Demobilization, and Reintegration (DDR) process.⁸⁰

⁷⁹ Report of the Secretary-General on the protection of civilians in armed conflict S/2017/414 states that POC is intended to protect the civilian who are in imminent threats due to conflict.

⁸⁰ Shree Mehar Battalion, Nepali Army, *Mission Completion Report of Shree Mehar Battalion MUNUSCO-2018* (Bhakdrakali: Department of Peacekeeping, Nepali Army, December 2018).

Human Rights Monitoring

Infantry Battalions support in human right monitoring function by observing information collection and reporting to United Nations civilian or political authorities. Nepali Army Infantry Battalions deployed in different PKOs around the globe are responsible for the protection and promotion of Human Rights. Any human right abuse is reported to the concerned authority.

Supports to Humanitarian Activities

Infantry Battalions are generally not organized, trained, or funded for directly delivering humanitarian assistance, which is primarily a civilian agencies' task. However, in many missions, infantry battalions are tasked to provide a secure environment for successful delivery of assistance or to protect humanitarian relief operations. Infantry units from Nepali Army are actively performing these assigned to support humanitarian activities.

Overall Task List

The Statement of Force/Unit Requirements, Mandate, Force Commander's Directive, the CONOPS, and Operational Orders United Nations Infantry Battalion Manual has clearly outlined the "Mission Essential Tasks" that are to be executed by the battalion in a designated AOR. Every unit which is under the command of Force HQs and Sector HQs are further provided with the mission order that gives a task list. These tasks lists are subjected to the applicable ROE. The overall task list gives primary, secondary

and other tasks that each unit has to perform.⁸¹ There can be specific tasks which are specifically assigned based on the requirement of the mission environment. If these tasks are defined in unit requirements before they are assigned, would benefit the units to train on those task.

The operational task assigned to each unit by the Nepali Army before they disembark to the UN mission is to act as per mission order. The primary tasks of Nepali Army Infantry Battalions are to operate under the UN mission mandate. These tasks can be grouped as maintain visibility, observation, and monitoring of activities, the conduct of robust mobile and control operations, support protection of civilian activities and CIMIC activities. These are patrolling, observation, check-point, cordon and search, force protection, convoy and escort, base protection, and critical infrastructure protection.

⁸¹ Army Command and Staff College, Nepali Army, “UN Peacekeeping” (Shivapuri: Kathmandu, Nepali Army, 2006).

Table 3. Infantry Battalion Tasks List			
Types of Tasks	Primary Tasks	Secondary	Other Tasks
Tasks	Patrolling. Observation Post. Check Point. Outreach and Engagement. Situational Awareness. Cordon and Search. Convoy and Escort. Operation Base.	Disarmament and Demobilization. Critical Infrastructure and Assets Protection. Crowd Management. Detention.	Buffer Zone. Joint Operations. Reinforce/Relief. Extract/Evacuate.

Source: United Nations, Department of Peacekeeping Operations, Department of Field Support, *United Nations Infantry Battalion Manual*, vol. 1 (United Nations, August 2012), accessed 15 November 2018, <https://peacekeeping.un.org/sites/default/files/peacekeeping/en/UNIBAM.Vol.I.pdf>, 79-80.

Distinction of the Nepali Infantry Battalion in UN Peacekeeping Missions

Active participation in UN mission have increased the fame of the Nepali Army in an international forum. This active participation has not only provided opportunities to expand its influence, but also to build the relationships and partnerships with the international actors in those missions. The distinction of the Nepali Army participation in the UN mission are as listed.

Positive Associations of Nepali Army to International Partners

The majority of Nepali Army units are infantry. Out of its total strength, nearly 80 percent of troops are infantry troops. The active participation of Nepali Army Infantry battalions in UN peacekeeping missions provide an environment to associate with the international partners. This elevates the relation of Nepal to the international forum. Successive governments have visualized that the way to raise Nepal's international profile is by the contribution of Nepali troops in United Nations.⁸² UN peacekeeping operations have become an integral part of Nepal's foreign policy, giving a positive association of the Nepali army to international partners. The Infantry Battalion is providing a favorable international image and simultaneously pursues national interests.⁸³

Peacekeeping Mission for Organizational Advancements

Nepali Army Infantry Battalion have been serving in UN missions since 1974. For more than 45 years of UN mission participation and has contributed to the recognition of Nepal in the international arena.⁸⁴ This participation has provided an opportunity for the Nepali Army to advance and modernize its organization. In addition, involvement in the peacekeeping mission has changed the nature and working methods of the Nepali Army with a better understanding of the civilian community. The regular

⁸² Mohan P. Lohoni and Damher B. Thapa, *Nepal and the UN* (Kathmandu: UN Association of Nepal, 1996).

⁸³ Rajan Bhattarai, "Contributor Profile: Nepal," last updated August 2013, accessed 13 January 2019, <http://www.providingforpeacekeeping.org/2014/04/03/contributor-profile-Nepal>.

⁸⁴ Ibid.

participation has also increased the professionalism and assisted participants in understanding the universal values and norms of human rights and the rule of law. Chief of the Army guidance 2018 highlighted that UN participation has been one of the primary drivers for organizational development.⁸⁵

Economic Advantages

The economy of Nepal is characterized by poverty and stagnation, while inflation is one of the in the lowest in region and has resulted in Nepal being one of the least developed countries in the world.⁸⁶ Presently, a soldier receives higher pay on a United Nations peacekeeping missions than his salary in Nepal. This contribution has resulted not only improving the individual living standard of the soldier but also to the organization as a whole and to the country itself.⁸⁷

Professionalism Enhancement

With the participation in peacekeeping, the Nepali Army troops get an opportunity to learn about various doctrinal changes, practice its learning on the ground, share experiences with other nations' troops, and most importantly, keep training in a

⁸⁵ Office of the Chief of Army Staff, Nepali Army, *COAS Command Guidance-2018* (Bhadrakali: Kathmandu, Nepali Army HQs, 2018).

⁸⁶ United Nations (UN), *The World Economic Situation and Prospects* (New York: United Nations, 2018), accessed 4 March 2019, https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/WESP2018_Full_Web-1.pdf, 178-180.

⁸⁷ Lohoni and Thapa, *Nepal and the UN*.

timely manner.⁸⁸ The above opportunities have provided an environment to enhance professionalism. The hard work and the selfless service devoted to the assigned tasks that helps to build a good image of the Nepali Army globally which helps to develop a professional relationship with other nations' armies deployed in the various missions.⁸⁹

Issues Impeding Effectiveness of Nepali Infantry Battalion in UN Peacekeeping Mission

There is no specific measuring tool or yardstick to gauge the performance of the Nepali Army Infantry Battalions in a peacekeeping. The measure of effectiveness evaluation process is a continuous process evaluated on the success of the previous unit and establishes a new baseline by the UN.⁹⁰ However, the measure of effectiveness is evaluated by the assessment process built on the practical implementation of mission mandates and successful completion of tasks assigned to the respective units. A baseline is always created by UN DPO, Nepali Army DPKO, and Mission Force Headquarters (FHQ) to evaluate the effectiveness.⁹¹

Through its performance, the Nepali Army units have been one of the highly appreciated units regularly playing an active role in maintaining global peace and

⁸⁸ Office of the Chief of Army Staff, Nepali Army, *COAS Command Guidance-2018*.

⁸⁹ Government of Nepal, Ministry of Foreign Affairs, "Nepal's Foreign Policy."

⁹⁰ US Army Center for Army Lessons Learned (CALL), Handbook No. 10-41, *Assessment and Measures of Effectiveness in Stability Op* (Fort Leavenworth, KS: CALL, 2010).

⁹¹ Nepali Army, Department of Peacekeeping Operations, *Nepali Army Department of Peacekeeping Operations*.

security. Most importantly, the Nepali Army units are considered credible because of their professional outlook, disciplined force, adaptable nature, and more importantly, dedication towards the job that every soldier can sacrifice oneself for the betterment of the others. However, there are particular concerns highlighted by various units, reports, and events that are affecting the effectiveness of those units.

Delay in Operationalization

There are various issues associated with the delay in the operationalization of respective infantry units in the mission. Troop selection and training was conducted nearly nine months before the deployment, due to sustainment preparation, cargo delivery system of the UN, the arrival of essential sustainment items, operational identification of area by mission HQs, and other issues on the reception of troops delayed mission deployment. Another major factor that delayed operationalization of troops was the delay on arrival inspection and mission induction training.⁹² Such delays not only affect the operational capability of the troops but also affects the morale and motivation of troops. Such delays are always associated with the UN, FHQ, and the Nepali Army's processes.

Misconduct and Disciplinary Cases

Discipline is the primary image of the troops all over the world. However, there have been a few cases where Nepali Peacekeepers have been involved in misconduct and disciplinary cases in the UN mission. As per the Nepali Army policy, DPKO reports such

⁹² Arjun Ban Battalion, *Nepali Army, Mission Completion Report of Arjun Ban Battalion from UNMISS 2017* (Bhakdrakali: Department of Peacekeeping, Nepali Army, December 2017).

mission misconduct and disciplinary cases have not only tarnished the NA image, but also proved to impede mission accomplishment. As per conduct and discipline record of UN field missions shows that there are three individual cases from 2016 to present where Nepali Peacekeepers are involved.⁹³ Strong actions were taken against the individuals and units who were involved in misconduct and disciplinary cases by Nepali Army DPKO.

Sustainment Issues

Memorandum of Understanding (MOU) between the UN and Nepal Government decide the sustainment responsibility of units in the mission. At present, all the infantry units deployed in UN missions are deployed under the wet lease. A wet lease means all the necessary major equipment associated with sustainment are deployed by the TCC which will be later reimbursed by the UN. However, the limited resources provided under the MOUs have obstructed various operational effectiveness. Lack of various capabilities in Level 1 hospitals and major sustainment equipment repair capabilities have been critical issues for MUNUSCO effectiveness.⁹⁴ The factors that are affecting the operational capabilities are larger APCs compare to road condition, lack of daily sustainment items due to yearly resupply plan and delays in repairing major equipment.⁹⁵

⁹³ United Nations (UN), Conduct in UN Field Missions, “Table of Allegations,” United Nations, 2019, accessed 05 March 2019, <https://conduct.unmissions.org/table-of-allegations>.

⁹⁴ Shree Mehar Battalion, Nepali Army, *Mission Completion Report of Shree Mehar Battalion MUNUSCO-2018*.

⁹⁵ Barakha Battalion, Nepali Army, *Mission Completion Report of Barakha Battalion from UNIFIL 2017-2018*.

There are various other issues of sustainment that have created problems for unit effectiveness in mission areas.

Women Participation

Participation of women peacekeepers has been one of the factors which have both positive and negative implications for the peacekeeping missions. The UN has set as a top priority to increase the number of female military personnel in peacekeeping operations to fifteen percent.⁹⁶ There is a limited number of women working in infantry roles in the Nepali Army. The policy of the Nepali Army and the UN to increase women peacekeepers, has increased the non-infantry peacekeepers in the infantry organization. Currently, there is a vast increase in numbers of trade peacekeepers compared to infantry personnel who can work in infantry roles related to the mission mandate. This has created an environment lacking appropriate personnel to accomplish the mandated tasks.⁹⁷

Lack of Diplomatic Relations with Host Nations

Nepal's involvement in the peacekeeping role of the UN involves two aspects: politico-diplomatic; and field level operation and management. The rationale for Nepali Army participation stems from an obligation on the part of member states to concede to the Security Council's request for force contribution. All the UN peacekeeping missions deployed from Nepal have been under the flag of the UN; basically guided by MOU

⁹⁶ United Nations (UN) Peacekeeping, "Our Peacekeepers," United Nations, accessed 05 March 2019, <https://peacekeeping.un.org/en/our-peacekeepers>.

⁹⁷ Barakha Battalion, Nepali Army, *Mission Completion Report of Barakha Battalion from UNIFIL 2017-2018*.

between the UN and Nepal. There is no direct diplomatic relation between the host nation where peacekeepers are deployed and Nepal. This lack of diplomatic relationships has specific implications on many issues that affects operational capabilities, sustainment deployment and smooth operation of the mission. Hence, it is essential for Nepal to establish diplomatic relations with the host nation to simplify various issues related to deployment, sustainment, and operational activities.

Lack of Mission Specific Training

Pre-deployment Training is one of the UN's prerequisites for every peacekeeper before their deployment in the mission area. Birendra Peace Operation Training Center (BPOTC) conducts at least three months of Pre-Deployment Training for every individual. The unit reported that to maximize the operational output of the troops, there is a need for mission specific training for all troops, not only, in peacekeeping training schools but also during mission deployment. Pre-deployment and post-deployment mission specific training adds value to the operational capabilities of the troops. They identified that there was a lack of knowledge on critical operational roles that were gender equality issues, Sexual Exploitation and Abuse (SEA), environment protection, and Protection of Civilians(PoC). The unit was well versed on various operational taskings including: monitor Cessation of Hostilities, conduct Area Control Ops, monitor and report any violation, ensure UNIFIL Freedom of Movement, provide security and support to mission teams operating at AOR, and render or support to Humanitarian Assistance and Disaster Relief.

Motivation in Peacekeepers

It has been nearly five years since the UN has changed its policy of rotation from six months to one year. This increased deployment tenure has more implications to troops operation capabilities. Gymnasium, internet facilities, sports facilities, rest and recreation, and other motivating factors are essential for troops. There are reports of isolated posts lacking recreational and motivation factors, complex mission environments affecting troops which is vital.⁹⁸ Hence, it is really vital to expand such recreational installations on those deployments.

Capabilities Based Assessment (CBA) to Identify the Gaps

Capabilities are essential to operationalize every unit to perform at an optimum level. The U.S. Army Training and Doctrine Command (TRADOC), capabilities based assessment process has been utilized to identify and develop capabilities required to perform effectively in the peacekeeping mission. Guidance from the UN, Nepal government, and Nepali Army is used to initiate the whole capability-based assessment process. The overall FAA, FNA, and FSN are conducted to identify gaps. The figure 6. Framework of Capability Based Assessment for Infantry Battalion in Peacekeeping mission shows the mechanism to identify the gaps.

⁹⁸ Government of Nepal, Ministry of Foreign Affairs, “Nepal’s Foreign Policy.”

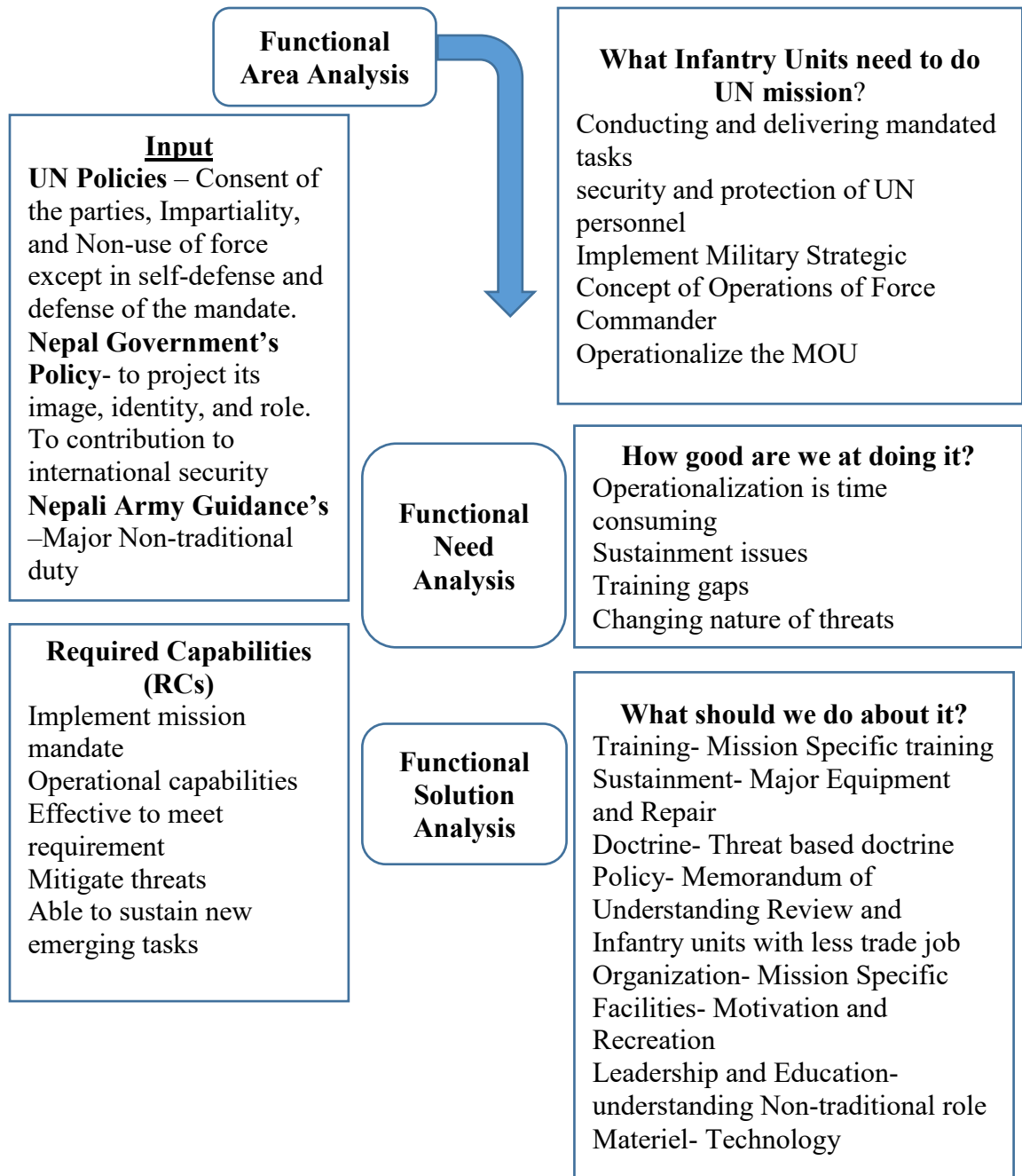


Figure 7. A Framework of Capability Based Assessment for Infantry Battalion in Peacekeeping Mission

Source: Created by author based on Command and General Staff Officer’s Course, *Common Core, F100: Managing Army Change and Birendra Peace Operation Training Center*, “Training Module,” 2019.

This analysis concludes that there are specific issues in the policies adopted by the UN and the Nepali Army to implementing the mission mandate. The policy that is adopted by the UN to formulate the organizational structure and task list is broad. However, the mission environment demands mission specific organizational structure instead of the traditional organization of infantry battalions. The transformation of the UN resolution into Mission mandate and the formation of the task list is a complex process. If this process is not reformed , it will hamper the effective implementation of mandates.

DOTMLPF Analysis to Identify Gap of Nepali Army
Infantry Battalions in Peacekeeping Missions

Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) analysis is used in this research to conclude the Functional Solutions Analysis (FSA). The analysis itself is a detailed method determine force requirement, organization, and management of the troops. This analysis focuses on training, policy Materiel and Others (Leadership and Education, Organization, Personnel, and Facilities) to identify the gaps the affect the effectiveness of infantry battalions. Based on research and study of the various reports, Table 4, shows gaps that have been identified through doctrinal analysis.

Table 4. Doctrine Analysis Showing Gaps of Infantry Units			
Elements	Required Capabilities	Gaps Identified	Remarks
Doctrine	Operate under the principle of non-traditional roles	Absolute for the new threats which demand more robust action against threat	
	The Legal framework of UN peacekeeping missions	Mandates are vague regarding the legal framework Lacks preciseness on legal actions	
	Guided by principles consent of the parties, impartiality and non-use of force except in self-defense and defense of the mandate.	Use of force for self-defense and defense increases threats against peacekeepers Infantry units are always dragged against impartiality in many cases	
	Guidance through UN Infantry Battalion Manual	It is just a guide not doctrine to act operationally	

Source: Created by author.

Table 5. Analysis of Organization of Infantry Units			
Elements	Required Capabilities	Gaps Identified	Remarks
Organization	Better suited to multi-tasking as per mission Mandate	Majority infantry battalion are motorized with limited mobility	
	Security and protection heavy organizational structure	Board infantry units numerical differences	
	Infantry Heavy	Sustainment and trade heavy	
	Mission Specific Organization	Similar force generation mechanism for all mission	

Source: Created by author.

Table 6. Training Analysis of Infantry Battalion			
Elements	Required Capabilities	Gaps Identified	Remarks
Training	Pre-Deployment training based upon operational tasking	Lack of mission specific training	
	At least three months training Duration	Collection of troops affecting training duration	
	Induction Training	Delay or lack of induction training	
	Mission specific training	BPOTC runs same mission specific training	
	On the job training	Lack of on the job training in the mission area	

Source: Created by author.

Table 7. Materiel and Facilities Analysis of Infantry Units			
Elements	Required Capabilities	Gaps Identified	Remarks
Materiel and Facilities	Sufficiently Sustained unit	Difficulties due to wet lease	
	Major equipment fully operational	Lack of R4 Repair	
	Welfare and Motivational Facilities	Insufficient welfare	
	No effect of sustainment in operational tasking	Delay in Major equipment delivery	
	Hard Wall accommodation	Lack of infrastructure	

Source: Created by author.

Table 8. Leadership Education and Personnel Analysis of Infantry Battalion			
Elements	Required Capabilities	Gaps Identified	Remarks
Leadership and Education/ Personnel	Lead troops as per mission environment	New threats and volatile situation	
	Motivation	Environment. Resources and one year tour of duty	
	Infantry in character	Trade and sustainment heavy	

Source: Created by author.

Table 9. Policy Analysis of Infantry Battalion in Peacekeeping Mission			
Elements	Required Capabilities	Gaps Identified	Remarks
Policy	UN Mandate must be operationally effective	Vast and vague mandate create problems when translating into operational tasks	
	Nepali Army must have national caveats to prevent from unnecessary tasking beyond MOU	Lack of National Caveats	

Source: Created by author.

Operational Approach and Operational Design to Effectiveness

An analysis of Nepali Army infantry units in peacekeeping missions indicate that units are able to complete their assigned tasks. However, various areas demand improvement to enhance the effectiveness of the troops. The overall study of the literature, gap identification by DOTMLPF, and capabilities based assessment provides the following conclusion. The necessary means to enhance unit effectiveness depend on

training, leadership, and policy taken by the UN and Nepali Army. Table 10 below organizes the conclusions in term of operational approach to come to conclusion.

Table 10. Operational Approach and Operational Design to Effectiveness			
What we want	How	Who is responsible	Remarks
Memorandum of Understanding support mission Mandate	Review Timely	UN and Permanent Mission Mission Specific Desk in Nepali Army DPKO	
Pre-Deployment Training based Upon Mission	Restructure of Training in BPOTC Mission Specific Training Post Mission Training Review On the Job Training	Policy, doctrine and regular assessment	
Operational Tasking Completed	Effective utilization of resources and troops	Active involvement in all the tasking	
Motivation to Troops	Rest, Welfare, Recreation, and leave	Reduce tour of duty	
Sustainment Issues Solved	On ground repair team for Major Equipment Less use of troops for sustainment issue	Contractors, MOU review and mission specific Major equipment	
Coordination with UN and Host Government	Establish diplomatic relation on a regional basis	Policy and regional offices	
Threat Mitigated	Mandate being robust beyond Principles of UN peacekeeping	Robust equipment and training	

Source: Created by author.

Factors that Demands Improvements and Reforms

The above analysis and review of literature highlight certain areas and issues that requiring improvements and reforms. Those capabilities gaps, policy gaps, and issues are key an essential concern that need to be addressed.

Training

Pre-deployment training and post-deployment training is a vital enabler for the troops to enhance their professionalism. All the troops being deployed in various missions attend least three months' pre-deployment training in Birendra Peace Operation Training Centre. This training has been utilized by all units to build their cohesiveness, train them to understand UN mission mandate and tasks, organize their preparation for deployment, and train as per UN requirements. The detail of training as per BPOTC training is shown in Table 11, Pre Deployment Training Course Content Matrix with Objectives.

Table 11. Pre Deployment Training Course Content Matrix with Objectives	
Topics	Objectives
Weapon training (1 week)	Transition of troops with various weapon history backgrounds into the type of weapon they will use in the mission area.
Basic military skills (2 weeks)	To polish the basic military skills that serve as the foundation for all other training.
PKO training (2 weeks)	To teach the participants on all aspects of the UN and peacekeeping operations.
Lane training (1 week)	To teach participants on the conduct of major tactical level operations of peacekeeping adhering to ROE, COC and other STM related aspects.
MST (1 week)	To train peacekeepers on various aspects of the mission specific environment.
Enablers training	To train troops on common languages used in the mission area. To train troops on VIP security. To train troops on unarmed combat and female engagement.
Refresher training	Give refresher training on weapon, vehicles, drivers, and mechanics required in the mission
CPX/FTX	To evaluate troops on planning, reporting and conduct of tactical operations in un PKO. To enhance the command, planning and collective decision making abilities of the battalion group. To sync between the leadership, staffs and other supporting elements for the conduct of mission activities.

Source: Created by author based on Command and General Staff Officer’s Course, *Common Core, F100: Managing Army Change and Birendra Peace Operation Training Center, “Training Module,”* 2019; Nepali Army, Department of the Peacekeeping Operations, *Nepali Army Department of Peacekeeping Operations* (Bhadrakali: Department of Peacekeeping Operations, December 2018).

The training issued and expressed in the report highlights that there are specific gaps during the training process. First, the collection process to troops for training get delayed due to various administrative issues of the Nepali Army. Secondly, mission-specific training is different depending on the specific mission creating gaps for

battalions between what they are trained for and what they have to perform. Thirdly, the mission area training is always less than 70 percent as troops deployed in the mission have to operate from the second day of their deployments. Furthermore, troops deployed in the mission are not getting post deployment induction training due to lack of time.

Enhanced Mission Specialized Training is the primary requirement of the units to enhance mission specific operational capabilities. The battalions identified that there is the need for enhanced mission specific training for the troops deployed in mission. A few of the mission specific training requirements identified are language training, equipment handling training, firefighting training, and trade training for specific sections.

Policies on the UN Side to Increase the Effectiveness

First and foremost, a policy that the UN has to review is the methodology of formation of the organization structure of infantry units. The UN should form the infantry organization based on mission specific needs and need to review timely manner as mission mandate changes. A policy that requires reform is the transformation of mission mandate into operational tasking and its timely review. Direct involvement of units performing the tasks is essential while translating mission mandates into the operational tasks is essential.

Policies on the Nepali Army Side to Increase the Effectiveness

The first policy change demanded is the selection of infantry units to the peacekeeping missions. Selection of infantry units for each mission is based upon the policy of seniority and professional competency of units. However, units selected will not get the whole integral battalions to be deployed; except the commander and nearly one

platoon. The selection of individuals, who becomes the part of those infantry battalions, are based upon the policy of meritocracy and seniority. This selection process focusses more on the need of the Nepali Army rather than the need of the units to be deployed.⁹⁹ The selection process has some implications in the tasks that need to be performed by those units. Infantry battalions in a UN missions are a vital implementer of the UN mandate; their organization structure must be matched with the mission requirement. Therefore, units selected must be based on operational requirement that meets the mission mandate.

Tour of duty duration is another issue that demands a policy change. At present, the operational deployment of units is for one year. This one-year deployment duration has affected troop morale, and has created significant sustainment issues affecting the operational capabilities of the troops. As a result, many units suggest that the tour of duty must be less than nine months as the UN policy give leverage to TCC for the duration and rotation of troops.

Conflicting MOU between the UN and the government of Nepal has been another issue that both parties have to solve. The units deployed on UN missions have observed that there is a situation which created the environment of conflict in operational activities between FHQs and battalions. The reason behind this is additional tasking to units beyond the operational MOU. Therefore, units must be given authority to address operational MOU with FHQ or NA DPKO must bring these issues to the UN HQ through

⁹⁹ Headquarters, Nepali Army, Department of Peacekeeping, *Nepali Army UN Mission Selection Regulation-2072* (Bhadrakali: Department of Peacekeeping Operations, 2018).

the permanent representative to simplify such a conflicting situation for better performance of the units.

Restructuring of the organizational structure is another policy change needed in both parties. Units are deployed with a MOU that was signed nearly more than a decade prior in some missions. These old organizational structures are less effective as tasks, situation and sustainment requirements changed drastically. The increased number of trade personnel during the deployment phases should be decreased to improve available capability. It is better to increase the number of infantry personnel in the structure rather than trade personnel. Trade personnel like clerks, and warrant officers can be minimized to increase the operational capabilities.

Doctrinal Shift

This analysis draws a severe policy issue that demands the attention of the Nepali Army. Is the peacekeeping mission a non- traditional operational duty of the Nepali Army? If yes, is the same doctrinal approach that the Nepali Army is adapting for non-traditional roles is sufficient to meet the capabilities of the troops? However, the various missions that the Nepali Army infantry units participate in are different and demand mission specific doctrinal approach to implement new task lists. The doctrinal critical areas highlighted by the NA DPKO in the year 2018 are that the security challenges have been increased specifically in mission with Chapter VII. The doctrinal shift that units deployed have to focus on utilization of weapons robustly for self-protection, protection of UN personnel and installation, and implantation of UN mandate.

It is highlighted that there is a need for clear understanding by troops deployed in mission in terms of the dilemma on the use of force especially for the protection of

civilians. “The delay in response of force may lead to a worse situation and even loss of life during the deployments in the UN mission.”¹⁰⁰ It is true that the mission environment has been more threatening lately demanding more robust action for protection and implementation of mission mandates. “Overall, the United Nations and Troop- and Police-Contributing Countries need to adapt to a new reality; the blue helmet and the United Nations flag no longer offer “natural” protection.”¹⁰¹ This suggests that the units must understand that the threat to peacekeepers is increasing. The peacekeepers face new threats from armed groups, transnational threats, terrorists, criminal, and gangs, and other political threats. Hence, units like infantry battalions should deal directly with those threats to implement the mission mandate and must be more aggressive in implementing rules of engagement against threats. Robustness is necessary while using arms against those threats that threaten mission mandate. “Unfortunately, hostile forces do not understand a language other than force. To deter and repel attacks and to defeat attackers, the United Nations needs to be strong and not fear to use force when necessary. Some T/PCCs and leadership remain risk averse when it comes to using force, but they have failed to understand projecting strength is more secure for uniformed and civilian personnel.”¹⁰² This report of the UN also matches with the report of the Nepali Army indicating that there is a need for improved posture to deter the threats. This area is another serious doctrinal shift for infantry troops.

¹⁰⁰ UN Peacekeeping, *Improving Security of United Nations Peacekeepers*.

¹⁰¹ Ibid.

¹⁰² Ibid.

Sustainment Issues

As per the memorandum of understanding between troops contributing nation (TCC) and the UN, APCs of infantry battalion are too large to mobilize in a narrow road of the AOR. If the NA want to increase the mobilization capabilities of the troops, it is better to review the memorandum of understanding between the TCC and UN and bring new smaller sized APC. The other issue revealed in the report is to increase the capability of level 1 hospital with digital and latest accessories. The unit further expressed that if possible, it is better to limit the tour of duty tenure to nine months from the one year to solve sustainment issues.

The infantry battalion deployed in MUNUSCO mission supports the ideas that besides the sustainment items that are included in the MOU signed with the United Nations, those infantry units must be supplied with additional resources. MUNUSCO mission's MOU agreed that the unit deployed must have level 1 hospital capabilities for troops. However, the unit suggested that those units must have hospital capabilities like portable ventilator and cardiac monitor within the MOU¹⁰³. There are many Major Sustainment Equipment (MSE) which demand R4 repairs, it is better to maximize repair facilities to operationalize those repairs as fast as possible. An amendment of MOU is to have new technologies like small UAV, drone, and increase the number of track vehicles is also required.

¹⁰³ Shree Mehar Battalion, Nepali Army, *Mission Completion Report of Shree Mehar Battalion MUNUSCO-2018*.

National Caveats

The NA never presented its national caveats to the UN in terms of operational deployment. The lack of certain national caveats has created an environment that troops are threatened in specific situations by accepting operational tasking for which those units are not even trained. One of the best examples is that a Nepali Infantry unit was deployed for heli-drop operations and riverine operations in Burundi and South Sudan respectively¹⁰⁴. Infantry units are never trained for such operational however, FHQ assigned those operations to force reserve units. Hence, there is a need to have national caveats to prevent needless tasking which is beyond the capabilities of the troops. Units on the ground should be allowed to present those caveats to mission headquarters based upon their capabilities.

Motivation and Leadership

UN missions are one of the most complex environments away from the home. The troops need more motivational factors as the environment is complex and harsh. Troops from infantry battalion get detached in smaller units and detachments and deploy in many locations as a company operating post or a platoon operating post in various missions. Company HQs and Battalion HQs are well organized with gymnasiums, internet facilities, sports facilities, and other motivating factors; however, smaller posts are lacking in recreational and motivation factors. If possible, it is really vital to expand such installations too or make a timely rotation policy.

¹⁰⁴ Arjun Ban Battalion, Nepali Army, *Mission Completion Report of Arjun Ban from UNMISS 2017*.

Leadership is a driving element in every mission. As global deployments, the UN peacekeeping mission demand dynamic leadership in terms of many factors. Those factors are knowledge of mission environment, language, remoteness from the nation, threat environment. To tackle and lead the troops in such complex environment, the leadership demands more professionalism. The mission completion report from UNIFIL mission highlighted that adaptation to field missions is critical to make leadership more effective. It also suggests that pre-deployment reconnaissance is essential for commanders to make leadership more oriented to the mission environment and train the troops under their command.¹⁰⁵ A report of the UN on how to combat the recent threats to the peacekeepers also mentions that, “Leadership at all levels, from New York to the most remote field locations, needs to demonstrate initiative, commitment, and determination to adapt.”¹⁰⁶ Innovative and dynamic leadership is always the key to success and effectiveness of the UN mission. It is critical to identify the method to build dynamic leaders to understand the UN mission environment and lead the troops to make mission effective.

Change in Mandate

The UN amends or changes the mandate of the units during the period of the deployments. This change in mandate changes the operational tasks of the infantry units bringing some new tasks for which they are not trained. The best example that this

¹⁰⁵ Barakha Battalion, Nepali Army, *Mission Completion Report of Barakha Battalion from UNIFIL 2017-2018*.

¹⁰⁶ UN Peacekeeping, *Improving Security of United Nations Peacekeepers*.

battalion faced was the introduction of a new task; the protection of civilians. This unit was specifically trained in their home country to conduct force protection and other military tasks. However, protection of civilian's mandate demands more involvement in a civilian-military aspect which even affects the output of the troops.

Summary of Analysis

This analysis gives the of current status of the Nepali Infantry Battalions in the various peacekeeping mission. There are key areas which have gaps affecting operational capabilities of the units. This gaps have cumulative effect on the effectiveness of the units in peacekeeping missions. The areas, gaps and challenges that impede the operational effectiveness of the Nepali infantry battalions are pre-deployment training, post deployment training, policies both in part of the UN and Nepal, sustainment issues, and leadership, morale and motivation in part of the troops. There is no doubt that participating in peacekeeping mission have given opportunity to the government of Nepal and the Nepali Army to expands its presence and increase its professionalism. Current peacekeeping mission have been multi-dimensional in nature demanding wider picture to include and coordinate other mission partners. The NA must have to shift to review its doctrine based on robustness to address complex and challenging mission environment.

In addition, identification of national caveats to protect the Nepali peacekeepers is essential. Timely and mission specific MOU amendment is also necessary to make those mission effective. Sustainment issues not only impeding the effectiveness but also affecting the operational capability, morale and motivation of the troops. Hence, fulfilling these gaps is key to make peacekeeping mission more effective.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Infantry units deployed in peacekeeping missions are the backbone of every peacekeeping mission. The majority of operational tasks are implemented by the infantry units deployed in mission. Historically, the Nepali Army has been the major contributor of these infantry battalions for peacekeeping missions. Their operational effectiveness must be of the highest degree to increase the effectiveness on the overall mission. However, there are gaps in training, doctrine, and other issues that degrade operational effectiveness.

Policies and strategies adopted by the UN, the government of Nepal, and the Nepali Army need to be changed in a timely fashion and amended to enhance the operations. It is not only policies, the units deployed in the mission must improve certain areas. Leadership plays a crucial role to enhance the effectiveness of the units. Better organized units, highly motivated troops, and efficient sustainment with major and minor equipment and timely amended MOUs for simplification of the operational task is vital to enhance the effectiveness of the units.

The prime focus of the Nepali Infantry unit is to understand the operational tasking in from a better perspective to implement the mission mandates. Recent changes in the security environment and dynamism of operational tasking have increased the operational complexities to the units deployed in mission. To enhance the effectiveness of the units, it is vital to understand the mission environment and train the troops to increase operational output. It is crucial for the Nepal Army and the commander who

command units in those missions should have intensified understanding of mission requirements before the deployment of the troops. This provides an opportunity to train, equip and prepare troops physically as well as mentally. The Nepali Army itself has to understand the doctrinal shift for mitigation of the complexities and challenges within the UN mission and change the mindset of all ranks in those missions.

The reviews of the policies based on the new requirements by both the UN and the NA is essential. Still, the UN is operationalizing with the same old doctrine of the infantry field manual of 2012, which seems nearly obsolete at present operational activities. The Government of Nepal has to widen the horizon for deployment of the peacekeeping missions beyond military diplomacy. It is time for the government of Nepal to conceptualize that peacekeeping missions have major issues that are beyond the military diplomacy. Peacekeeping missions can be a mean to enhance bilateral relationship, make Nepal's presence in international forum including the UN, motivate general population about Nepali Army and GoN positive work, a mean to enhance the economy of Nepal and develop military capabilities. Enhanced and effective peacekeeping missions provide the global presence of the small nation Nepal in international peace and security spectrum.

The Nepali infantry battalions are well trained in various operational tasking and were able to perform remarkably well to implement mandate. Infantry units are well versed on various operational task that include monitor Cessation of Hostilities, conduct Area Control Ops, monitor and report any violation, ensure Freedom of Movement, provide security and support to mission teams operating at AOR, and render or support to Humanitarian Assistance and Disaster Relief. However, there is a shortfall in terms of

critical cross-cutting issues that are gender, Sexual Exploitation and Abuse (SEA), environment protection, and Protection of Civilians(PoC). Addressing those issues in training and mission output. The new and major cross-cutting issues were fundamental to fulfill mission tasking.

There are still a few a troops participating in UN missions that considers that UN missions as a welfare scheme in terms of operational participation and finance. This mindset needs to be changed allowing them accept the UN missions are not welfare, but an operational tasking where sever threats are involved in it. These missions demand more serious concern in all aspects compared to military engagement in operations other than war (OOTW). If this mindset of troops changed to operation deployment, this would have tremendous support to optimize operational output.

Recommendations

The analysis of the factors and issues have suggested many ways to enhance the effectiveness of the Nepali Army Infantry Battalions in the peacekeeping mission. Professionalism can be reinforced by proper training, timely review of operational activities, balance of force structure, and a better understanding of task by the units. The research suggests there is need of establishment a relationship with the host nation, timely review of MOU with the UN, concrete and established national caveats, redefined Nepali Army Peacekeeping Cultural Framework, and simplified complexities in ground level. Activities and composition. However, the research will highlight major recommendations as follows:

Clearer Conceptualization of Policies by the UN

The UN policies and doctrine are vital elements that drive and enhance the effectiveness of each military unit deployed in the mission. Policies set by the UN have been changing based on the situation and circumstances founded on threats, capabilities and resources available to the mission. Clearer and simplified mandates, resolutions, and directions by the UN HQs to the mission HQs is of the crucial need for proper implementation of mandated tasks by the UN peacekeepers. There is a need on the UN part to increase funding of peacekeeping to empower units with resources. Operational mobility for troops, technological advancements and sustainment of troops are key areas that demand budgets for the UN. The mandate set for the mission must be robust and actionable rather than vague and restricted to act. There is a need for robust mandates and sufficient resources to make mission effective. Historically, there are success stories that if the UN had to deploy peace operations with robust mandates and budgets, peacekeeping missions have set best examples to maintain the peace and security. The translation of mission mandates into the operational tasking has been the significant issue for the UN. There has been a severe problems in this process. Whenever the FHQs and higher HQs of peacekeeping mission formulate the operational tasking to the units, they stay away from the core requirements of the ground in mission areas and given tasking goes out of track making units effective.

Review of the Government of Nepal Concept of Deploying Troops in Mission

The government of Nepal officially declared that participation of Nepali Army troops in the UN peacekeeping missions as part of foreign policy and military diplomacy.

However, the key to making this policy effective is to implement this as essential tasks on the ground. Translation of this policy into ground reality is essential. Still, the funding issue has been neglected by the government of Nepal in order to build the military capabilities to enhance the effectiveness in the mission. The government of Nepal must research the ways to turn the idea of foreign policy and military diplomacy by establishing relationship with the host nations.

Doctrinal Shift by Nepali Army

As suggested by the Joint Publication 3-07.3, PKO consists of military support to diplomatic, informational, and economic efforts to establish or maintain peace in areas of potential or actual conflict. There is a need for a doctrinal shift in the Nepali Army's doctrine to integrate the operational activities with diplomatic, informational, and economic efforts. The doctrine of Nepali Army peacekeeping operations must focus more on restoring order and conduct a halt to violence and support, reinstate, or establish civil authorities. The doctrinal definition of peacekeeping mission must move above the non-traditional roles for the Nepali troops; so that troops get trained as primary tasks with better understanding of it in the operational environment. Currently, the doctrine is based on traditional peacekeeping operation. It is time to change and shift doctrine from traditional peacekeeping mission to multi-dimensional operations in nature.

Training – Pre-deployment and Post-deployment

Standard Pre-Deployment training of three months is a better way to train the peacekeeping troops. The core idea of Pre-deployment training is to build the professionalism and unit to act effectively in the mission area. However, this study and

reports suggests that this pre-deployment training must include cross cutting ideas like gender, Sexual Exploitation and Abuse (SEA), environment protection, and Protection of Civilians(PoC). The training should be guided by mission specific training to build different missions requirements. The majority of infantry unit's pre-deployment training is similar, but ground reality suggests that those units have different tasks and responsibility. Hence, the objective of training must be guided by mission specific trainings.

There is a need for post deployment training, which should include induction training and on the job training. The mission HQs and Bn HQs must plan post deployment training for at least a few weeks to enhance and link the pre-deployment training with the mission environment. The basic idea of post deployment training is to keep troops updated with operational requirements and improve the learning based on ground realities.

Sustainment and Resources

The significant gaps identified by the infantry Brahimi Report 2000 suggested that contingents earmarked for UN peacekeeping have to be self-reliant in terms of various equipment. The significant resources required by the NA for mission sustainment are vehicles including APC and tanks, communication items, and logistics items. A lengthy procurement process and delayed delivery in the mission area has been critical to making the mission affected. Major sustainment items are essential to increase their effectiveness. Hence, the supply system, and timely repair facilities are essential. It is visualized that government of Nepal have to consider to establish of base away from Nepal in regions where majority of troops are deployed. This can mitigate those

challenges due to the difficult geographical situation and the nature of mission area. This will also address certain issues that are aroused of being landlocked country. Enhanced compatibility of vehicles, equipment, and other logistic items in specific mission areas should be considered while procuring those items for easy repair and maintenance. The latest technology that enhance the operational output of the infantry battalion should be gradually acquired in the organization to enhance the operational capability of the troops deployed in the field.

Organizational Structure, Leadership, and Motivation

Mission specific infantry battalion structures are essential to enhance the performances of the troops. Same and identical organization structure of infantry battalion does not support missions to be smooth and operationally effective. Hence, as per the mission mandate, the organizational structure must be set and reviewed. Junior leaders are vital to guide effectiveness. Leaders who are trained, motivated, and strengthened with mission command are essential to enhance the performance of the infantry battalion. There is a need of selection a process review to make leadership more effective. Motivated troops are essential. A one-year long tour of duty is demotivating troops in the field. Review to decrease the tour of duty to six months or at least nine months is essential to motivate troops.

Summary

The effectiveness of the infantry units deployed in UN missions can be increased only by proper implementation of policies and doctrine by both the government of Nepal and the UN. Policy reviews by both the UN and the Nepali Army will create and

environment to make infantry battalions effective. Mission specific pre-deployment training that guide major cross-cutting issues demanded by the specific mission is essential to enhance the professionalism and productive outputs. At present, the NA is using the doctrine that is basically prepared focusing the traditional mission. So it is essential to change the doctrine of peacekeeping mission in wider prospect to address the mechanism of operating in multi-dimension mission. Timely and smooth review of MOU between the UN and the government of Nepal is necessary to address the difficulties in term of sustainment, operational tasking and organizational structure of infantry battalions.

GLOSSARY

United Nations. The United Nations officially came into existence on 24 October 1945, when the Charter had been ratified by China France, the Soviet Union, the United Kingdom and the United States and by a majority of other signatories. The charter was initially drawn up by the representatives of 50 countries at the United Nations Conference on International Organization, which met at San Francisco from 25 April to 26 June 1945.¹⁰⁷

Peace. A condition that exists in the relations between groups, classes or states when there is an absence of violence (direct or indirect) or the threat of violence.¹⁰⁸

Peace Enforcement Operations. Operations carried out to restore peace between belligerents who do not all consent to intervention and who may be engaged in combat activities.¹⁰⁹

Peacekeeping Operations. Operations carried out with the consent of the belligerent parties in support of efforts to achieve or maintain peace in order to promote security and sustain life in areas of potential or actual conflict. The wider aspects of peacekeeping operations carried out with the consent of the belligerent parties in an environment that may be highly volatile.¹¹⁰

Peace Making. Action to bring hostile parties to agreement, essentially through such peaceful means as those foreseen in Chapter VI of the UN Charter. Use of diplomatic means to persuade parties to the conflict to cease hostilities and to negotiate a peaceful settlement of their dispute is called Peace Making.¹¹¹

¹⁰⁷ United Nations (UN), "About the UN," accessed 20 April 2019, <https://www.un.org/en/about-un/>.

¹⁰⁸ Johan Galtung, "Violence, Peace and Peace Research," *Journal of Peace Research* 6, no. 3 (April 2015), accessed 20 April 2019, http://www2.kobe-u.ac.jp/~alexroni/IPD%202015%20readings/IPD%202015_7/Galtung_Violence,%20Peace,%20and%20Peace%20Research.pdf.

¹⁰⁹ Ramesh Thakur, "From Peacekeeping to Peace Enforcement: The UN Operation in Somalia," *The Journal of Modern African Studies* 32, no. 3 (September 1994):387-410, accessed 12 March 2019, https://www.jstor.org/stable/161981?seq=1#metadata_info_tab_contents.

¹¹⁰ UN-DFS, *United Nations Peacekeeping Operations Principles and Guidelines*, 18.

¹¹¹ *Ibid.*, 17.

Peace Support Operations. The generic term used to describe those military operations in which UN-sponsored multinational forces may be used.¹¹²

UN Charter. The Charter is an international treaty that spells out the Member States' rights and duties as members of the world community. The UN Charter is the foundational document that guides the work of the United Nations, including peace and security activities. The Security Council would be the supervisor and executor of the process, and the international Court of Justice would be the arbiter of the legal aspects of disputes.¹¹³

Conflict Prevention. Involves the use of diplomatic measures or other tools to prevent inter or intrastate tensions from turning into violent conflict. Conflict prevention occurs before a conflict starts. It is generally a peaceful measure adapted to the particular source of the dispute or tension. Conflict prevention may include dialogue, mediation, enquiries into sources of disagreement or confidence building measures.¹¹⁴

Peace Enforcement. Involves the use of a range of coercive measures, such as sanctions or blockades. As a last resort, the use of military force may be authorized. General Definition of Coercive: use of authority or force to make an individual or group do something or stop doing something.¹¹⁵

Peacebuilding. A complex, long-term process of creating the necessary conditions for lasting peace. Peace building works on the deep-rooted, structural causes of violent conflict in a comprehensive manner.¹¹⁶

Peacemaking. Involves measures to deal with existing conflicts. It usually involves diplomatic action aimed at bringing hostile parties to a negotiated agreement. This may include direct activities by the United Nations to assist in negotiating a peace agreement, or it may mean that the United Nations facilitates peacemaking by peace negotiators or other regional or international actors, for instance by

¹¹² Nepali Army, Army Command and Staff College (ACSC), *United Nations* (Shivapuri: ACSC, 2002).

¹¹³ UN, "About the UN."

¹¹⁴ UN-DFS, *United Nations Peacekeeping Operations Principles and Guidelines*, 18.

¹¹⁵ *Ibid.*, 17.

¹¹⁶ *Ibid.*

providing neutral facilities for their negotiations or chairing sessions of the negotiations.¹¹⁷

Infantry. The branch of an army that take part in military operation on foot. It is essentially an arm of close combat. Its role in attack is close in with the enemy and destroy or capture him. In defense it is to hold ground against all forms of enemy's attack. distinguished from cavalry, artillery, and tank forces.¹¹⁸

Measures of Effectiveness (MOE). Measures designed to correspond to accomplishment of mission objectives and achievement of desired results. They quantify the results to be obtained by a system and may be expressed as probabilities that the system will perform as required. The Capability Based Assessment (CBA) defines the MOE's and articulates them in the Initial Capabilities Document (ICD) and Capabilities Development Document (CDD).¹¹⁹

Measure of Performance (MOP). Measure of a system's performance expressed as speed, payload, range, time-on-station, frequency, or other distinctly quantifiable performance features. Several MOPs and/or Measures of Suitability (MOSs) may be related to the achievement of a particular Measure of Effectiveness (MOE).¹²⁰

Memorandum of Understanding. The Memorandum of Understanding (MOU) is a legal agreement outlining how the UN will reimburse the governments for the troops, formed police units or equipment that they are loaning to the peacekeeping operation. The MOU also details the obligations of the contributing government for ensuring the appropriate quality of those personnel and equipment, the MOU also spells out the detailed obligations of Troop Contributing Countries, contingent commanders and the troops in relation to prevention of sexual exploitation and abuse in UN peacekeeping operations).¹²¹

¹¹⁷ Michael W. Doyle and Nicholas Sambanis, *Making War and Building Peace: The United Nations since the 1990's*, Yale MacMillan Center, accessed 7 January 2019, <https://hsp.macmillan.yale.edu/sites/default/files/files/Grants/Sambanis-Grants.pdf>.

¹¹⁸ Nepali Army, Army Command and Staff College (ACSC), *Infantry* (Shivapuri: ACSC, 2002).

¹¹⁹ AcqNotes, "Requirements Development: Measures of Effectiveness (MOE)," accessed 2 March 2019, <http://acqnotes.com/acqnote/tasks/measures-of-effectivenessrequirements>.

¹²⁰ Ibid.

¹²¹ UN-DFS, *United Nations Peacekeeping Operations Principles and Guidelines*, 18.

Mandate. Refers to the decision that gives a body authority to carry out its functions. These are guiding direction for implementation of the task in the mission. The tasks will be outlined in the mandate of the mission set out by the Security Council.¹²²

Rules of Engagements The rules of engagement (ROE) for a peace operation are operational tools that guide peacekeepers on the use of force. Based on the mandate of the mission, they are an operational, political and legal interpretation of the Security Council's authorization to use force, sometimes up to deadly force, in the implementation of the mandate of the mission.¹²³

¹²² UN-DFs, *United Nations Peacekeeping Operations Principles and Guidelines*, 8-9.

¹²³ Ibid.

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