

CHAPTER 4

CONSOLIDATED RECOMMENDATIONS

The UN Organisation Mission in the Democratic Republic of the Congo (MONUC)

- Further, larger scale research is needed into the gender dimensions of PSO's. One focus might be to highlight any national-cultural differences in the extent to which personnel understand the how they might proactively promote the rights of women and children;
- In-mission gender training needs to be developed in scale and breadth and should incorporate stakeholders from civil society, as well as rely on a mix of both women and *men* in its delivery (this has been achieved in MONUC and has had successful results). This should build on and develop contributing countries pre-deployment training that needs to contain a focus on the culture, history and traditions of the host country. This content could be standardised, compiled in MONUC and disseminated to troop contributing countries;
- The MONUC Code of Conduct, while uncompromising in tone needs to be sharpened up in terms of the ways it is translated into effective policy. Mechanisms for accountability need to be developed that are transparent and do actually bring an end to inappropriate behaviour through punishment. The whole process of reporting, investigating and if appropriate, naming/shaming needs to be revised, not least to send the right messages to civil society as well as UN personnel;
- The responsibility for monitoring inappropriate behaviour should rest at the highest levels of the chain of command where ultimate accountability lies;
- Senior personnel need to be familiarised with the complexities and sensitivities of SEA;
- Key members of a multi-agency steering group should be established to oversee policy and practice in respect of gender issues;

- Independent assessments of the state of gender relations in this and other PSOs need to be carried out at regular periods to ensure policies and practices are functioning appropriately. Their remit would include examining gender mainstreaming strategies as well as considering the impact of mission on the local population;
- A well-publicised procedure for complaints needs to be established that can guarantee the confidentiality of the complainant and is accessible for those in HQ, Sector and Team Site areas. It should be available to the wider population as well as those employed within the UN;
- Long periods of peacekeeper inactivity should be managed through strong leadership and involve innovation and enthusiasm.

The UN Mission in Sierra Leone (UNAMSIL)

- Directing attention to the extent to which the Code of Conduct is considered to be 'realistic', particularly with regard to the 'grey area' of prostitution;
- Give consideration to encouraging a harmonisation of national military's disciplinary code involving SEA and 'appropriate' gender relations as one way to make immediately relevant the rules under which UN military personnel function;
- An appraisal of the achievements and impact of the UPCC should be carried out and integrated into the gender components of the mission;
- The lack of a proactive and widely credible gender focal point is of continuing concern in UNAMSIL and thought should be given to the establishment of a dedicated OGA, or perhaps widening the remit of the UPCC as an interim measure;
- Any gender specialist is expected to have direct access to the SRSG;
- Issues of accountability, transparency and associated follow-up action (e.g. punishment of peacekeepers), should once again be placed at the centre of policy and awareness raising campaigns. These have slipped down the UNHCR/SCFUK report fades from consciousness;

- The ongoing challenge to be more effective in gender mainstreaming needs to be rigorously pursued, as the lack of female peacekeepers demonstrates;
- UNAMSIL needs to have a widely known, proactive and approachable community relations officer or officers (CROs). They would interface with the local population to ensure that grievances are treated seriously, and feedback delivered to those making complaints;
- Considerably more training needs to be organised and delivered (requiring additional resources), and in particular, more senior personnel need to familiarise themselves with local gender issues and the most appropriate ways in which to respond to them;
- One component of the appraisal of senior leaders should be their success or otherwise in dealing with issues around SEA and GBV involving UN personnel;
- The UPCC, while involving a range of stakeholders, needs to be more inclusive of civil society in respect of women's groups;
- Senior officials should be trained to recognize and be prepared to punish inappropriate behaviour amongst UN personnel in respect of SEA;
- Greater protection of survivors of abuse and support/counselling need to be publicised and offered as part of an overall package of proactive response to potential SEA;
- A record of perpetrators needs to be collated and should be used to determine the opportunities open to these individuals in relation to future employment with the UN. The experience of the UPCC should be shared/known among the main stakeholders and between missions (best practice). This should be linked to the Gender Advisor at HQ (DPKO) to build bridges between peacekeeping missions and share good practices;
- Data needs to be collected around incidences of SEA. A statistical base disaggregated by variables including geographical location, national military and nature of offence would provide an evidence base from which 'hot-spots' could be identified and response (training/awareness) targeted towards those that appear most at risk of exploitation.