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**CHALLENGES AND OPPORTUNITIES FOR ETHIOPIAN
STAFF OFFICER'S/MILITARY OBSERVER'S
PERFORMANCE IN UNITED NATIONS PEACEKEEPING
MISSION.**

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Addis Ababa, Ethiopia

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COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND
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DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT**

Certification

This is to certify that the thesis prepared by: Teame Gebrehiwot Gebreegziabher entitled
“CHALLENGES AND OPPORTUNITIES FOR ETHIOPIAN STAFF
OFFICER’S/MILITARY OBSERVER’S PERFORMANCE IN UNITED NATION
PEACEKEEPING MISSION” which is submitted in partial fulfillment for the Degree of
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ABSTRACT

The main objective of the study was to identify the main performance challenges and opportunities for Ethiopian staff officers and military observers in their engagement of United Nations Peacekeeping Missions and to suggest possible recommendations for the concerned body thereby on the basis of the findings propose some possible solutions and recommendations for the problem.

To this effect, the methodology focuses on primary and secondary data. The primary data was collected through questionnaires, interviews, focused group discussions and field observations. Questionnaires were delivered to military officers and interviews were conducted with military experts and with those who already participated in the UNs field missions as staff officers/military observers. Focus group discussions were carried out with officers found in the FDRE MoD peacekeeping main department and others working in various levels of the institution. UN documents related to peace keeping field missions, deployment research papers conducted in various countries, FDRE peacekeeping main department directives, manual and procedures were reviewed.

For convenience sake, the researcher summarizes the findings into three core aspects, that is, organizational factors, Individual performance factors and according to UN SOPs. Consequently, the results of the study on organizational factors exhibit that despite the concerted efforts such as, preparing qualified staff officers and military observers for UNs peacekeeping mission, being made by MoD in a bid to mitigate the problems it was not able to produce technically skillful and knowledgeable officers as required.

The findings on Individual performance factors also indicate that even if UN Peace Keeping Mission demands highly qualified and all rounded personnel to fulfill the assigned mission, Ethiopian staff officers and military observers lack such skills and the desired qualifications for various reasons. As far as the findings on UN SOPs is concerned, the majority of Ethiopian staff officers and military observers are highly committed to accomplish the intended results, strictly respecting UNs SOP and behaving according to the mission specific code of conduct set by UNs department of peacekeeping operations.

On the basis of the findings therefore, despite the observed strengths being evident, a great deal of limitations were also being identified. Just to mention some, military officers who have been nominated are unable to fully acquire the desired technical skill and professional knowledge, but not all.

Based on the aforementioned findings, possible recommendations were also forwarded to the concerned bodies. For instance, the Peacekeeping Main Department need to establish a well organized experience sharing system, conduct continuous assessment both the pre-deployment training and post-deployment performance of its personnel hence need to prepare a workable monitoring system. It was also being recommended that, Ethiopian prospected staff officers and military observers should also exert their maximum effort to develop their capacity, knowledge, and language skills. The individual staff officers and military observers are also recommended to familiarize themselves with the UN system, technology, and procedures they are going to use in peacekeeping mission before deployment.

Key concepts: MILOBs, Staff Officers, Peacekeeping and SOP

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ACRONYMS

CAO: Chief Administrative Officer

CIMIC: Civil Military coordination

CIMIC: Civil Military Cooperation

CIS: Center for International Studies

CMO : Chief Military Observer

CoA: Courses of Action

CoS: Chief of Staff

CPX: Command Post Exercise

DFC: Deputy Force Commander

DPKO: Department of Peace Keeping Operation

DPODFS: Department of Peacekeeping Operations Department of Field Support

UNMEM: Military Experts on Mission

FC: Force Commander

FDRE: Federal Democratic Republic of Ethiopia

FHQ: Force Head Quarters

FTX: Field Exercise

GPS: Global Positioning System

HF: High Frequency

HoMC; Head of Mission Component

IDDRSR: Integrated Disarmament, Demobilization and Reintegration Standards Report

DDR: Disarmament, Demobilization and Reintegration

IDHRMS: Integrated Defense Human Resources Management System

JLOC: Joint Logistic Operations Centre

JOC: Joint Operations Centre

MILOBs: Military observers

MLO : Military Liaison Officers

MoD: Ministry of Defence

NCO: Non-Commissioned Officers

NGOs: Non Governmental Organizations

NSE: National Support Element

PC : Personal Computer

PoWs: Prisoners of Wars

PSOs: Peace Support Operations

SEA :Sexual Exploitation and Abuse

SO: Staff Officer

SOP : Standing Operating Procedure

TCC : Troop Contributing Countries

TTX : Table Top Exercise

UDHRIHL: Universal Declaration of Human Rights, and International Humanitarian Law

UN: United Nations

UNAMID: United Nations Mission in Darfur

UNISFA :United Nations Interim Security Force in Abyei

UNMEM: Military Experts on Mission

UNMIL: UNs Mission In Liberia

UNMO : United Nations Military Observers

UNMO: UN Military Observers

UNMOT: UN Military Observer Teams

UNMOTs: UN Military Observer Teams

UNPKMPR: UNs peacekeeping missions' performance requirements.

UNPOTI: UN Peace Operations Training Institute.

UNSG: UN Secretary-General

UNTAG: UN Transition Assistance Group

UNTSO: United Nations truce supervision organization

UNTSO: United Nations Truce Supervision Organization

VHF: High Frequency

WWII: World War Two

CHAPTER-ONE

1. INTRODUCTION

1.1. Background of the study

According to Langholtz and Michaels (1999), the United Nations peacekeeping operations starts deploying the United Nations Truce Supervision Organization (UNTSO) to Middle East in 1948, which is traditional peacekeeping operation. Based on the principle of UN's Charter, peacekeeping operation is impartial presence on the ground which can ease tension between hostile parties and create space for political negotiation. Moreover, the UN's handbook (2003) described as the past military observer mission have included non-military tasks. However, the growing number of UN peacekeeping operations have become multidimensional composed of military, civilian, police, political, civil affairs, rule of law, human right, humanitarian, reconstruction, public information and gender (Handbook, 2003).

Ethiopia is predominantly active participant in UN peacekeeping missions and has always been reply fast and positive response to call of the Security Council resolutions as it described in Article 43 of the UNs charter. It has been participating in peacekeeping operation since the UN mission in Korea in 1951, to the current United Nations Interim Security Force in Abyei (UNISFA), which is solely one country troop deployed in the UN history. It is to recalled that, Ethiopia was a member country to the League of Nations in 1923, and later on one of the signatory countries of the United Nation's charter of 1945. Currently, Ethiopia is the first troop contributing country among all the UN member states to peacekeeping mission followed by Bangladesh and India respectively.

According to Langholtz (2003), United Nations field missions are a blend of peace support operations, humanitarian aid, and development activities involving civilian personnel as well

as military specialists. UN military missions, both small and large, and under widely varying mandates, have been staffed by multinational peacekeeping forces composed mainly of military units and military personnel who are well trained through their own national programs. According to Hårleman(1997), the complexity of current and future conflicts may require that military observers not just have a better knowledge and understanding of peacekeeping operations, but that they also possess the capability and expertise to promote reconciliation and confidence-building in a mission.

As has been shown in the United Nations charter under Article VI, the Convention on Privileges and Immunities of the United Nations. Based on this legal ground, the military observer enjoys certain legal and international privileges and immunities. At the same time, if they are incompetent and shows of gross misbehavior, an observer's national authorities shall take whatever legal or disciplinary actions they deem necessary. Through all these fulfillments of requirements, Ethiopia as a member state of the UNs has been engaged in peacekeeping operations by deploying troops as units, which is commonly called as contingents and individuals, that is, as staff officers, military observers and liaison officers in various field missions. Obviously, such peace keeping operations have continued until today and is expected to be widen its participation in the future.

As it has been described above, United Nations Military Observers (UNMO) must be prepared to accept numerous organizational and representative tasks and responsibilities in the performance of their mandated duties. Therefore, the FDRE MoD is expected to prepare well trained professional troops and qualified as well as competent experts of staff officers /military observers in order to comply with the UNs peacekeeping missions' performance requirements. Similarly, individuals who are nominated to engage in the United Nations field

missions should fulfill the required knowledge, skills and abilities so as to benefit themselves as well as build images of their country. Consequently, the present researcher is intended to investigate on the staff officer /military observer's required competencies, skills and abilities so as to carry out their assignments effectively and efficiently by representing their country.

1.2. Statement of the Problem

Apparently, participating in UN peacekeeping mission have several advantages for troop contributing countries(TCC) and individuals deployed as staff officers and military observers. Obviously, such opportunities enable the troop contributing countries to build their images through fulfilling the requirements of the UN charter and enable the staff officers/Military observers to acquire international experiences and even economically reimbursed for their deployment. At the same time, working for the UN peacekeeping operations is required some one to be competent and able to deal with challenges, for instance, working and communicating with very diversified personnel and fulfill the required competencies and skills essential to performance efficiently and effectively as a professional army.

As it has been described in the UN peacekeeping standards of operations document(cited in Langholtz,1997), countries are required to deploy competent officers for the entitlements, otherwise staff positions may be posted by competent officers who could be assigned and come from any other UNs TCC. More importantly, the same writer (1997, P.26), stated as follows: *"The complexity of current and future conflicts may require that military observers not just have a better knowledge and understanding of peace-keeping operations, but that they also possess the capability and expertise to promote reconciliation and confidence-building in a mission"*. In addition to this, in the UNs force head quarter manual(2013),

designed a standards of conduct and performance criteria for peacekeepers so that every officer should meet the UNs standards for effective and efficient performances.

However, among the nominated officers for UNs peacekeeping missions and who sat for english tests clearly reveal that a significant number of officers failed to pass (annual report , 2008 EC.) The same report added, two military observers had been repatriated from United Nations Mission in Darfur (UNAMID) before their mission accomplishments. This happened mainly because they were not able to pass the driving test, which is a prerequisite particularly for military observers(MILOBs). In addition to this, while we had been discussing with officers who participated in the UNs peace keeping mission, they expressed as some staff officers/military observers are challenged in carrying out their mission specific assignments. specifically, most of Ethiopian officers were poor in english language during presentations and inadequate knowledge in operating UNs office equipments in the mission area. These issues indicate that most of the officers are facing challenges and performance incompetencies during their engagements in UNs peacekeeping missions. If the Ethiopian staff officers/military observers are really faced with such kinds of performance challenges in UNS mission, undoubtedly, it will degrade the Ethiopian army reputation in the international environments.

Therefore, the researcher intends to answer the following questions so as to investigate the capability of Ethiopian staff officer/military observers in the peacekeeping missions.

1. How the staff officer /military observers are competent in the UNs peacekeeping missions?
2. What are the main challenges and opportunities for Ethiopian staff officers/military observers in the UNs peacekeeping missions?

3. What are the major factors that affect the performance of staff officer/military observers in peacekeeping mission?
4. Are staff officers/military observers playing active role in Nation's image building activities by being professional army?
5. What are the remedies for the possible challenges faced to staff officers/military observers engaged in the UN peacekeeping missions?

1.3. Objectives of the study

The study has both general and specific objectives.

1.3.1. General objectives

The general objective of this study is to identify the main performance challenges and opportunities for Ethiopian staff officers/military observers in their engagement of United Nations Peacekeeping Missions and to suggest possible recommendations for the concerned body.

1.3.2. Specific Objectives

- To investigate the competency and performance of staff officers/military observers in UN's peacekeeping missions.
- To assess whether the staff officers/military observers are playing active role in Nation's image building activities by being professional officers.
- To explore the challenges and opportunities for Ethiopian staff officers/military observers in the UN's peacekeeping missions.
- To identify the major factors that affect the performance of Ethiopian staff officers/military observers in peacekeeping mission.

- To recommend possible solutions for the challenges faced to staff officers/military observers engaging in the UN peacekeeping operations,

1.4. Significance of the study:

The Federal Democratic Republic of Ethiopia (FDRE) is becoming an important country in the United Nations Peace Support Operations (PSOs) and in the collective security in general, and supporting neighboring countries in peace and stability in particular. This kind of mission is expected to be continued. Because, as it has been indicated in the Brookings Institution Report (2014 p2.), *"In this global context of fewer but more complex and entrenched conflicts, the Security Council has continued to turn to UN peacekeeping"*. This indicates that, the UN's peacekeeping operations will be high in the agenda in the future, and Ethiopia will have more access to deploy its staff officers and military observers for peacekeeping missions. Accordingly, Ethiopian officers need to fulfill the necessary skills and abilities to perform their assignments effectively and efficiently in the international environment. Therefore, preparing qualified officers for UN's peacekeeping mission is advantageous for nation's image building and even benefit officers who deploy for various UN Peace keeping missions. Moreover, this study helps to mitigate the challenges facing to the staff officer/military observers within the dynamic working environments of the UN's peacekeeping mission. Specifically, this study is an important tool and help, among other things, to:

- Identify the major skill deficiencies of staff officer/military observers in order to provide them the required training and prepare competent officers so as to cope up the dynamic situations of UN's mission.

- Update the FDRE MoD peacekeeping main department policies, regulation and procedures on the basis of possible recommendations provided by the research regarding to peace keeping mission
- Manage the process of deploying, monitoring and evaluating the peace keeping operation by building the capacity of officers those who engage in peacekeeping mission and this also would help the individual officer's knowledge development as well as image building of Ethiopia through these best performer officers.
- Be able to compete and become influential troop contributing country in the international peacekeeping mission through delivering best officers to the UN's peacekeeping operations.
- Utilize the research paper as a source document for references of the institution and conduct further research on this issue for those who might have an interest.

1.5. Delimitation (scope) of the study

This study focuses on exploring in the areas of staff officers/military observer's knowledge, skill and ability deficiencies through investigating the past deployed officers, the FDRE peacekeeping main department officials report and respondent's opinion survey. Based on these premises, the overall officers of the Ministry of defense are excluded; rather, focused sample officers mainly those who participated in peacekeeping mission were the area of interest being assessed. In addition to this officers those have better awareness of peace operation were included in order to obtain relevant data from actual experience. Furthermore, those who involved in the UN's missions as staff officers and military observer's data covered only for eight years (2002-2009 EC).

1.6. Limitations of the study

The major limitation of this research is the time duration allotted to conduct the study leads to implement a research design focused on more of descriptive research methods related to the current practices of staff officer/military observers. Even though the research was expected to come up with new findings which is very crucial to show some identifiable problems, it is difficult to investigate the entire components of knowledge, skill and abilities of FDRE MoD's staff officer/military observers within this study. Had it been continual research for reasonably prolonged period of time, it would have been enable the organization to fully established training and development systems, and furthermore, enable to build professional officers fit for assignments of nationally and internationally.

Moreover, as the concept and practice of training and development within the Integrated Defense Human Resources Management System, it is not incepted in the institution. So, conducting a research focusing on the competencies of relatively small number of staff officers/military observers those who have been participating in peace support operations may not have been fully shown the entire performance of officers. The other limitation of this study was unavailability of local research documents on similar institutions to take as a benchmark and reference for the required knowledge, skill and abilities of military officers. Finally but not a least was concerning the respondents during the data collection whose may show negligence while they filling questionnaires or interviews. However, this study was conducted to serve a particular purpose (mainly for academic purpose). As a result, the above limitations mainly the limited scope of this study was not impeded achieving its research purpose. Especially to investigate and measure of the entire knowledge, skill and abilities of officers has been left for further research. The other limitation is unavailability of Integrated Defense Human Resources Management System in the MoD that would help to implement

the possible recommendations of this study, by showing real causes of the problem, and this study would spark on the minds of the practitioners especially the leaders so as to thing for the establishment of the system.

For the unavailability of local research references, the researcher has tried his level best to solve the problems by referring foreign country's research papers, particularly researches conducted in UNs department of peacekeeping. The time limitation was also managed by utilizing the time optimally. Finally, the less awareness and negligence of respondents was solved by the researcher by allotting sufficient time in a bid to created good understanding about the relevance and objectives of the research paper. Therefore, the limitations mentioned above and others were seriously observed and controlled by the researcher to fulfill the required standards of a research paper.

1.7. Operational definitions of key terms

The definitions of key terms within this study are:-

- **Military observers (MILOBs):-** are unarmed officers normally provided by Member States for 12 months and operating in small teams of between two and eight members.
- **Staff officers:-** individual military officers serve in staff posts, both within the force headquarters and in various specialized positions where they are integrated with civilian staff.
- **Peacekeeping:** Peacekeeping is a technique designed to preserve the peace, however fragile, where fighting has been halted, and to assist in implementing agreements achieved by the peacemakers.

- **Standing Operating Procedure (SOP):** Set of instructions on standardized procedures to be followed for operational routines.

1.8. Organization of the study:

The study is organized into five chapters. Chapter one deals with background, problem statement and research questions; objective of the study and its significance; limitation of the study, as well as scope of the study. Chapter two deals with related Literature reviews; this chapter covers an important Issues related to peacekeeping operation, fundamental principles, resolution, procedures, and standards of peacekeeping operations. Chapter three deals with methodology of the study that consists of research design, types of data and data source, data collection instruments, sampling and sampling techniques. Chapter four is about data analysis, findings. Chapter is about conclusion and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical framework of UNs peacekeeping operations

2.1.1. Defining UNs peacekeeping operations

In order to fully understand the meaning of UNs peacekeeping missions, firstly it is important to understand under which situations and categories of peace operations is evolved. As it has been mentioned by Langholtz (1997), the United Nations Charter came into force in 1945 and expressed in clear plain language the view of the founders. The Charter provides the terms of reference for the various elements of the United Nations in fulfilling its responsibilities. However, Peace keeping, as such, is not specifically provided for in the Charter, (chapter 5, Article 29 P-10) except for the provision that "*The Security Council may establish such subsidiary organs as it deems necessary for the performance of its functions*". Based on this article, the Security Council established peacekeeping mission under the full spectrum of peace support operations.

Therefore, peacekeeping is one components of the peace operations carried out by the United Nations. According to Prof. Kurt R. Spillmann et.al (2001), in an effort to be responsive to the dynamic challenges facing the United Nations, the Secretary-General of the United Nations has set forth seven categories for future UN efforts to restore peace and security. Collectively, these concepts present a coherent system for managing conflicts and provide a certain amount of flexibility in responding to the different types of conflicts which confront the international community. Kurt (2001), further describes that these concepts are encompassing all peace Operations and the term peace operation is a broad term that includes all peace efforts from the time the conflict starts to till peace is restored.

In addition to this, as Hårleman (1997) explained that peace operation encompasses preventive diplomacy, Peace-making, Peace-keeping, Peace-enforcement, Sanctions, Disarmament and Peace-building. The definitions of these terms, according to Hårleman, (1997), are detailed as follows:

Preventive Diplomacy is action to prevent disputes from developing between parties, to prevent existing disputes from escalating into conflicts and to limit the spread of the latter (cited in Agada, 2008). Peace-making is diplomatic action taken to bring hostile parties to negotiated agreements through such peaceful means as those foreseen under Chapter VI of the UNs Charter.

Peace-keeping is a United Nations presence in the field is normally involving military and civilian personnel with the consent of the parties, in order to implement or monitor the implementation of arrangements relating to the control of conflicts (cease-fire, separation of forces, etc. and their resolution (partial or comprehensive settlements) or to ensure the safe delivery of humanitarian relief. Peace-enforcement may be needed when all other efforts fail. The authority for enforcement is provided by Chapter VII of the Charter and includes the use of armed force to maintain or restore international peace and security in situations in which the Security Council has determined the existence of a threat to the peace, its breach, or an act of aggression.(Source: UNs charter of 1945)

As UNs FHQ manual of 2013, defined Enforcement of Sanctions refers to measures that do not involve the use of armed force in order to maintain or restore international peace and security. This legal recourse of action is meant to underline that the purpose of sanctions is to modify the behavior of a party that is threatening international peace and security, and not to punish or otherwise exact retribution. Disarmament is the assembly, control, and disposal of

weapons. Micro-disarmament is practical disarmament in the context of the conflicts the United Nations is actually dealing with. Micro-disarmament is important during post-conflict peace-building. Disarmament can also follow enforcement action. All sanctions regimes include an arms embargo(UN FHQ, 2014).

Peace-building is critical in the aftermath of conflict. As Christian Hårleman(1997), explained Peace-building involves the identification and support of measures and structures which promote peace and build trust and interaction among former enemies, in order to avoid a relapse into conflict. Therefore, Peacekeeping is a technique designed to preserve the peace, however fragile, where fighting has been halted, and to assist in implementing agreements achieved by the peacemakers. Over the years, peacekeeping has evolved from a primarily military model of observing cease-fires and the separation of forces after inter-state wars, to incorporate a complex model of many elements – military, police and civilian – working together to help lay the foundations for sustainable peace as it was cited from DPKO(2014), United Nations force headquarters handbook (UN FHQ, 2014).

2.1.2. The concepts of UNs peacekeeping missions

Most of the available concepts related to UNs peacekeeping operations are mainly focusing on military intervention to the hostile region based on the decisions of Security Council. For instance, according to the small wars Journal Article, released on Sep 28/ 2017, the attrition and maneuver theories are broad overarching frameworks which influence the commander's thinking about war and the ways in which operations are executed. The UN, by choosing offensive operations, may have to publish a doctrine on its combat operations which should generally be framed in a theory of war (Antonio Garcia Journal Article Sep 28 /2017)

However, the purpose of the 1945 UNs charter was mainly promoting peacefully resolutions for the reason of not repeating the WWI & WWII. For instance, on the preamble of the UNs charter stated as "*WE THE PEOPLES OF THE UNITED NATIONS DETERMINED to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind, and to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small, and to establish conditions under which justice and respect for the obligations arising from treaties and other sources of international law can be maintained, and to promote social progress and better standards of life in larger freedom*"(UNs Charter).

However, according Langholtz (2003), the current trends of political, social, and economic globalization provide both challenges and opportunities for the international community. Some nations experience the forces of fragmentation while others experience integration. With these recent changes has come an increase in the number of conflicts, exacerbated by instability, social and economic injustice, and political competition. In this environment, the United Nations has an uncontested role as the leading organization for the maintenance of peace and security, development of political stability, social and economic progress, and well-being (UNITAR, 2003). These trends shown as even though WWIII may not be erupted again, the purpose of the UNs as it was stated "*to save succeeding generations from the scourge of war...*" was not achieved and human catastrophes are continuing so that UNs peace keeping missions are established. (Langholtz(2003) .

Therefore, based on the UNs Charter article 29 stated as "*The Security Council may establish such subsidiary organs as it deems necessary for the performance of its functions*", and the Security Council enables to establish the peacekeeping missions. (Author) hence, the Peace

Operations Training Institute (2010), described as the word “peacekeeping” is never explicitly mentioned in the UN Charter, but the Charter, the Universal Declaration of Human Rights, and International Humanitarian Law all contain the broad foundations for UN Peacekeeping.

A research paper conducted by Solomon Ageda, (2008, p 32), entitled as “*The challenges of united nations peacekeeping in Africa: case study of Somalia*” defined as peace-keeping mission is a United Nations presence in the field (normally involving military and civilian personnel), with the consent of the parties, in order to implement or monitor the implementation of arrangements relating to the control of conflicts (cease-fire, separation of forces, etc.) and their resolution (partial or comprehensive settlements) or to ensure the safe delivery of humanitarian relief. This research added, Peace-enforcement may be needed when all other efforts fail. The authority for enforcement is provided by Chapter VII of the Charter and includes the use of armed force to maintain or restore international peace and security in situations in which the Security Council has determined the existence of a threat to the peace, its breach, or an act of aggression. (UNs charter, Chapter VII).

These activities will be done, as Solomon Ageda, (2008, Pp32-33; cited in Mitchell, ,1981)), indicates that “peacekeepers could be called in when the major international powers tasked the UN with bringing closure to conflicts threatening regional stability and international peace and security. Peacekeepers were deployed when a ceasefire was in place and the parties to the conflict had given their consent.” Moreover, Macmillan, (1981), added that this gave time and breathing space for diplomatic efforts to address the underlying causes of a conflict. The United Nations Department of Peacekeeping Operations manual, (2010), described as prior to deployment to the mission area, member States are to ensure that their personnel are given pre-deployment training on the social and cultural context of the peacekeeping host country.

2.1.3. Defining UN peacekeepers.

As UN Military Force Headquarters Manual (2015), define UN peacekeepers, particularly the personnel of Military Component, represent not only the UN, but also their respective countries in the mission area. Therefore, their conduct (on/off duty, personal or social) must reflect UN ethical values. To help, ensure an environment where those who serve on behalf of the UN, do so with ethics and integrity. Moreover, William J. Durch (2016), explained as peacekeepers have been deployed to act as fair witnesses (observing and reporting the facts but without the duty or ability to alter the situation on the ground other than through such reporting); as referees of a peace accord (judging compliance but relying on larger powers to enforce it); as “police” (impartially enforcing an accord through their own authority and means in the short term, using force as necessary, minimally and proportionately, but leaving the long-term verdicts and results to others); as state builders (in collaboration with the local parties, shifting primary emphasis from security to development as circumstances and local capacity permit); or as state surrogates (responsible for reconstruction of the apparatus of governance, and for governing until such apparatus, and the human capacity to run it, can be prepared to supplant such outside support(Durch, 2016).

As Harvey J. Langholtz (2010), the international community sets specific mandates for each United Nations Peacekeeping Mission through Security Council resolutions. While peacekeeping is only a small part of United Nations operations, UN peacekeepers and military observers, known as “blue helmets” for their distinctive blue berets and helmets, are globally recognized as the most visible sign of UN operations (UN Peace Operations Training Institute(2010)

According to Christian Hårleman(2003), all UN field missions require staffing by personnel with extensive professional training in their own field of expertise. In addition, these staff members must have an awareness of the complex working environment, including political, economic, social, and security conditions in the field. They must also have knowledge of multidisciplinary structures, especially the United Nations system itself. In addition, field personnel have to acquire the ability to handle these intricate concerns. This requires a coherent and cohesive training system that covers training at all levels.

UN military missions, both small and large, and under widely varying mandates, have been staffed by multinational peacekeeping forces composed mainly of military units and military personnel who have been trained through their own national programmes. Although these missions require a large number of military specialists, the involvement of civilians has expanded significantly, particularly where a peacekeeping operation has been called upon to perform duties that are less military in nature (Langholtz, 2010).

As Kurt R. Spillmann (2001), explained as the new generations of peace operations will call on peacekeepers to be ready, both in appearance and in reality, to use force in order to prevent, dissuade, and persuade warring parties. Therefore, future peacekeepers must be more professional in carrying out a given mandate and also more capable of defending themselves, other mission components and the mandate. Even if the peacekeepers have the mandate for “self-defense,” this new environment may require more robust rules of engagement against those who, for example, seek to undermine a peace agreement by violence.

2.2. The compositions of peace-keeping operations

According to Langholtz (1997), the composition of a UN peace-keeping operation and, subsequently, the tasks for the operation depend on the problems to be solved in the conflict

area and on the political agreement established between the UN and the conflicting groups or parties. The tailoring of the organization of the UN Operation is completed by selecting the assets needed to fulfill the mandate. It may involve considerations concerning the people including Diplomatic and political officer and staff members, Human rights component, Civil administration component, Electoral component, Civilian Police component, Border Monitors, Military component and the operation is always supported by the International Staff and Field Service. The administration itself, headed by the Chief Administrative Officer (CAO), takes care of the administrative, financial, communications, logistics and security aspects. There may be a need for local recruitment for the required job positions in the mission.

In addition to this, the Integrated Disarmament, Demobilization and Reintegration Standards Report(2006), mentioned that although some small military observer missions continue, most UN peacekeeping missions, particularly those with a mandate that includes DDR, rely on a mix of unarmed military observers and numbers of armed troops that are collectively referred to as the peacekeeping force. The primary function of the military component is to observe and report on security related issues and provide security. Military contingents vary in capability; policies; procedures; and understanding of peacekeeping, humanitarian and development issues from country to country. Each peacekeeping mission has a military component specifically designed to fulfill the mandate and operational requirement of that mission. Early and comprehensive DDR planning will ensure that appropriately trained and equipped units are available to support DDR (DPKO/DFS,2012).

The UNs Force Head Quarters handbook, (2014), the military component can be made up of three groups including Formed units or contingents, Military observers (MILOBs), and Staff

officers. Formed units or contingents can include armour, infantry, aviation, engineers and various support units, some of which can provide logistic support, including specialists in explosives and weapons destruction. Normally the support element of the force is designed primarily for the needs of the military component. The tasking of the logistic support, aviation and engineering units is actually controlled by the mission's chief of integrated support services (i.e., a civilian who is not part of the military component) (source: United Nations force headquarters handbook (UN FHQ, 2014).

2.3. Concepts of UNs Military Observers and staff officers

Military observers are,(cited in Langholtz and Michaels,1999), unarmed officers normally provided by Member States for 12 months and operating in small teams of between two and eight person. Where possible, MILOBs are incorporated into the force command structure; Staff officers, Although technically part of contingents, individual military officers serve in staff posts, both within the force headquarters and in various specialized positions where they are integrated with civilian staff, e.g. in sections such as Integrated Support Services. (Source: United Nations force headquarters handbook (UN FHQ, 2014).

According to Journal Article wrote by Antonio Garcia, Sep 28 2017, the first UN Military Observer mission was created in 1948, when the first Arab-Israeli War broke out in Palestine in May of the same year. Military officers, who arrived in Palestine, were organized in a cohesive group governed by a set of principles and operating procedures that were to guide their tasks. As Spillmann (2001), described those principles were to influence the configuration of future UN peace-keeping forces. The same scholar added this first mission also set the general pattern for subsequent observer missions and established organizational concepts. Among other things, these concepts outline that observers are considered as

"experts on mission" for the UN and thus entitled to the privileges and immunities relevant thereto; that observers serve as individuals, not national representatives; and that observers must be unarmed and are not allowed to carry even side-arms.

According to the history of UNs, during the Cold War period, five Military Observer Missions were set up and assigned tasks which ranged from supervising a cease-fire and/or an armistice agreement to verifying the withdrawal of troops and monitoring border areas. Since the end of the Cold War and with the expansion of UN involvement in peace-keeping, the tasks of the military observers have developed dramatically and encompass a variety of tasks within a mission. Experience has shown that the military observers are an excellent complement to traditional peace-keeping forces, since their "unarmed" presence is generally not perceived as a threat by the conflicting parties. This factor has allowed officers in a number of operations to promote consent and positive cooperation not only between the United Nations and the conflicting parties, but also among the parties themselves. However, the complexity of current and future conflicts may require that military observers not just have a better knowledge and understanding of peace-keeping operations, but that they also possess the capability and expertise to promote reconciliation and confidence-building (UNITAR, 1999).

2.3.1. Management of Military Component

According to the UN FHQ manual (2014), the UN Military Force HQ is responsible for executing the military Component operations in support of the overall mission mandate implementation to accomplish the political objectives. Key guidelines for management of Subordinate HQ, UN Military Observers (UNMO), Military Liaison Officers (MLO) and national contingents are well described in the manual. The Screening of Military

Peacekeepers set in 2012, the Secretary-General issued a Policy on Human Rights Screening of UN Personnel, aimed at ensuring that the UN does not recruit or deploy individuals who have been involved in the commission of a violation of international human rights law or humanitarian law. The policy outlines a three-prong approach by which the UN will gather information for purposes of human rights screening.

The screening policy set by the UN peacekeeping operations is mainly focus on three points. Firstly, States that nominate or provide personnel to serve with the UN are requested to screen their personnel and certify that they have not committed or alleged of having committed violations. Secondly, Individuals seeking to serve with the UN will submit self-attestations. Finally, The UN Secretariat will conduct active screening of human rights conduct of candidates with an initial focus on senior appointments. In recognition that UN military leadership plays a fundamental role to implement SC mandates which are increasingly centered on protection of human rights, the commitment and ability to give prominence to human rights has been included in the competencies required for the selection and performance evaluation of HoMC.

Keeping that in view, as editor Julian Junk, (2017), described it is the responsibility of the Troop Contributing Country's (TCC) to ensure that the Military Components Commanders, Staff and all contingent personnel, including National Support Element (NSE) nominated for deployment as part of the Mission has not been convicted of, or is not currently under investigation or being prosecuted for, any criminal offence, including violations of international human rights law or international humanitarian law. In the case of nominees who have been investigated for, charged with or prosecuted for any criminal offence but were not convicted, the National Government is requested to provide information regarding the

investigation(s) or prosecutions concerned. The Troop Contributing Countries are also requested to certify that it is not aware of any allegations against the nominated members that they have committed acts that may amount to violations of international human rights law or international humanitarian law(Junk, ,2017).

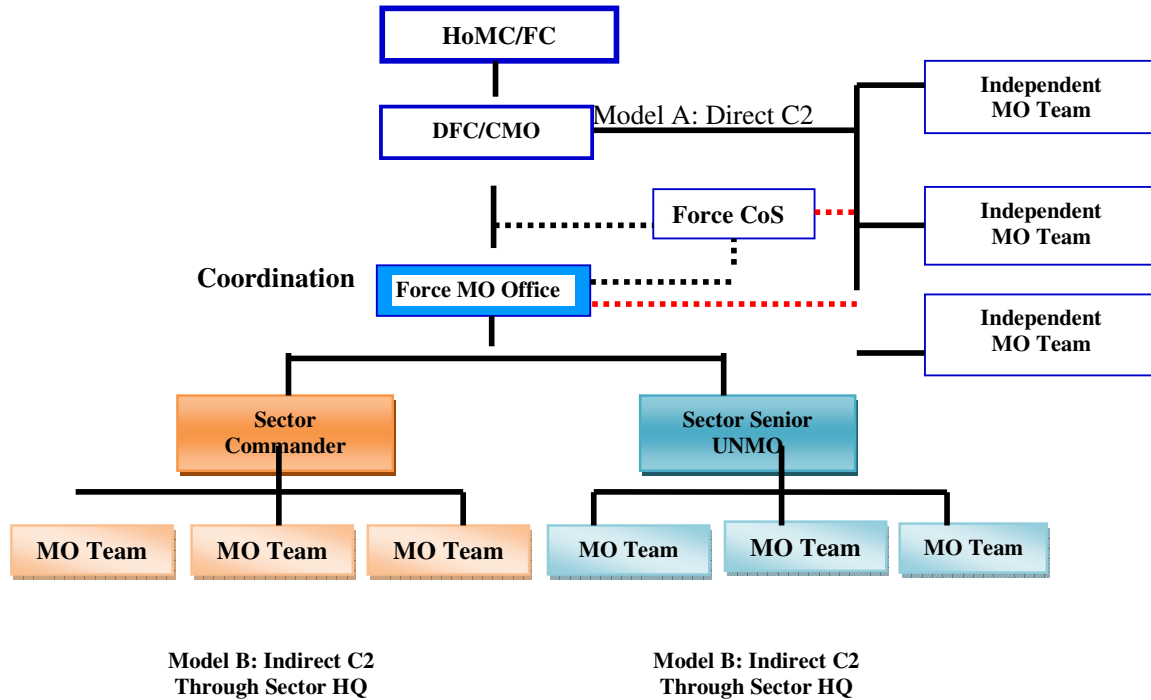
2.3.2. Management of UN Military Observers

According to Julian Junk, et, al (2017), UN Military Observers are military officers assigned by National Governments to serve with the UN upon the request of the Secretary-General. The UNFHQ manual (2013, p-39), stated as *“UNMOs are considered as “Experts on Missions for the United Nations” and as defined under article VI of the Convention Privileges and Immunities of the United Nations (General Assembly resolution 22A (I)); this is an important aspect that lends credibility and legitimacy to their functions when they are deployed on mission”*. Furthermore, in DPKO (2016), United Nations’ standard operating procedure, explained as UNMOs are *“the eyes and ears”* of the Mission and their core role is the gathering and verification of specific and general information in the mission area. UNMOs also play a vital role in outreach and engagement with the local population and stakeholders.

With regarding to the UNMO Organization, (cited in UN SOP), if the Military Component comprises Military Observers only, a Chief Military Observer (CMO) or Chief of Staff will be appointed as the Head of Mission Component (HoMC). The Chief Military Observer then reports directly to the Head of Mission and exercises Operational Control over all Military Observers. The operational chain of command for such situations is the CMO, Sector Commanders/Senior Military Observers, Military Observer Team Leaders and Military

Observers. In some missions, the HoMC, CMO or Chief of Staff may also act as the Head of Mission. (DPKO, 2014).

According to the UNs FHQ manual (2014), in a multidimensional Mission, the DFC may perform the responsibilities of a CMO in the Force HQ to exercise operational control over all UNMOs assigned to the mission. In some missions, operational situation may demands delegation of operational control of UNMOs to the Sector Commanders. CMO will be assisted by a Deputy CMO and a Military Observers office to plan, deploy, task, monitor and control activities of UNMOs. CMO will also ensure that UNMOs deployment and tasking also supports the Joint Operations Centre (JOC) and Joint Mission Analysis Centre (JMAC) requirements. UNMOs may be deployed independently as UN Military Observer Teams in static team sites with specific Area of Responsibilities or may be employed as mobile (by air and surface transport) from a static operational base. They can also be grouped or co-located with Sector HQ/Contingents for security reasons and/or as necessitated by operational requirements. United Nations Military Observers Teams in a Sector/Region may also be deployed under a Sector Senior UNMO, who reports directly to the CMO and keeps the Sector HQ informed. A suggested organizational structure of UNMOs in multidimensional peacekeeping missions is given below with three different models that could be configured as per mission operational need.

Chart 2.1. UN Military Observers Organizational Structure

Source:- DPKO. (2014). *United Nations force headquarters handbook*

The United Nations force headquarters handbook, (2014), explained that usually, UNMOs are not authorized to carry weapons. Protection, when required, will be provided by contingent troops. However, in exceptional cases, depending on the operational conditions, and safety and security concerns, Under Secretary General DPKO may authorize carriage of weapons by UNMOs in accordance with procedures and criteria established by the Secretariat for that purpose. Generally, UNMOs will be accompanied by the liaison officers of Host Nation/parties to the conflict and are supported by interpreters. The UN FHQ hand book explained the UNMO duties as follows.

2.3.2.1. UNMO Duties

As the UNs FHQ manual (2014) described that the diversity and complexity of tasks of UNMO depend upon the mandate of the particular mission, the political and military situation prevailing, and the conditions of the civilian population. UNMOs duties encompass a variety of tasks within the designated mission area of responsibility, typically inclusive of, but not restricted solely to:

- Supervision, monitoring, verification and reporting of cease-fire agreements, separations and withdrawals of forces, and cessation of outside assistance;
- Monitoring of the disarmament/demobilization, regrouping and cantonment processes of military forces;
- Supervision of the disarmament of militia and military forces; Supervision of the destruction of armaments and weapons;
- Monitoring of checkpoints, border crossings, entry/exit points, and air and sea ports;
- Inspection of sites (demilitarized zone, troop deployments, incident sites, etc).
- Comprehensive investigation/verification of information on armed groups, land mines, explosive remnants of armed conflict, alleged violations of the cease-fire agreement or any other matter directed by the Mission.
- Assisting in the location and confiscation of weapons caches; and reporting of located or suspected mine affected areas;
- Facilitating or support formal and informal negotiation and mediation processes.
- Monitoring of conditions in potential conflict areas for signs of increased tension or conflict escalation;

- Observation and reporting on alleged abuses of human rights,
- Assistance with referendum or election validation, and conducting and coordinating liaison between combined and UN mixed military working groups and components, NGOs, and UN and civilian humanitarian agencies.
- Provision of liaison services to local governments, opposing military forces, neighboring countries, NGOs, international agencies and UN agencies;
- Maintaining liaison with, and between, the belligerent factions;
- Assistance to Humanitarian Agencies through supervising and conducting POW exchanges, food distribution points and convoys, medical supplies and establishments, etc.
- Coordinating actions and procedures of several actors in the field for meetings and interaction (including high level interactions) between UN peacekeeping mission staff and other key actors.
- Carry out confidence building measures, establish informal communication channels with identified stakeholders and facilitate perception management initiatives (*DPKO,2014*).

2.3.3. Managements of UN staff Officers

Hervé Ladsous (2013) has the following to say: each UN peacekeeping operation is unique by nature of conflict dynamics and spectrum of challenges that are specific and peculiar to a particular mission setting. Therefore, “one size fits all” concept cannot be applied to peacekeeping operations. Correspondingly, a Military Force HQ configuration will also be based on the particular mission characteristics and the mandated objectives. Notwithstanding

the differences in mission environments and UN approaches and responses, the Force HQ organization needs to be dynamic, versatile and multifaceted to function in an integrated environment to accomplish multidimensional responsibilities. Keeping that in view, certain degree of standardization of the Force HQ organization is mandatory to reflect UN approaches and methodologies of executing the Mandate. Furthermore, Hervé Ladsous (2013), described that Military Force HQ may be configured in four distinct organizational structures as follows:

- **Observer Missions.** Observer Missions are typical military-led traditional Missions, which have a compact span of control and multifunctional staff entities.
- **Small/Medium Missions.** Military-led Mission's Force HQ and/or small to medium size Military Components are encouraged to use the "U-staff" (United Nations Staff) and Observer Missions are organized in accordance with the U-staff structure, with the number of functional units reduced if necessary.
- **Large Missions.** Military-led mission's Force HQ and/or large size Military Components are encouraged to use the "Modified U-staff".
- **Multidimensional Missions.** Multidimensional and fully integrated Mission's Force HQ are encouraged to use the "Modular Structure"(Ladsous ,2013).

According to the UNFHQ manual(2014), the Staff Functions in the military-led Missions, to optimize the span of control and promote coordinated efforts, the Force HQ is based on nine (09) standard U-Staff functional areas as follows: U-1: Personnel and Administration; U-2: Military Information; U-3: Operations; U-4: Logistics; U-5: Plans; U-6: Communications; U-7: Training; U-8: Engineering; and U-9: Civil Military coordination (CIMIC).

2.3.3.1. Role of Staff officers

The UN FHQ manual, (2013), explains the responsibility and accountability of military staff officers. Thus, the military staff are the FC's principal staff and are directly accountable to the COS. Military staff are responsible for collecting information and analyzing the implications and consequences for the mission and operations. Military staff must provide timely and accurate recommendations to the FC in order to support the best possible decisions. They also support the FC in coordinating and supervising the execution of plans, operations, and activities. Collectively, through the Chief of Staff, they are accountable for the Force Commander's entire field of responsibilities. A military Staff Officer's authority is limited to his/her functional branch. The Staff Officer (SO) advises, plans, coordinates, and integrates activities and personnel resources of the respective functional unit. An SO may have additional authority to act on specific matters or specific projects within his/her responsibility. A Force HQ may be authorized subject matter experts on cross cutting functional areas as advisers (such as, Human Rights Adviser, Gender Adviser, Child Protection Adviser, etc.) and/or nominate Focal Points (such as, Environment Focal point, for such functions to address specific issues. Staff management requires common sense, a pragmatic approach and flexibility from the military leadership(UN FHQ manual, 2013).

2.3.3.2. Common Staff Activities

The United Nations Force Head Quarter manual (2013), put the common activities of staff officers as follows:

- Advising and Providing Information to the FC. Provide timely and continuous information to the commander in order to keep him/her aware of the situation.

- **Preparing, Updating, and Maintaining Estimates.** Develop options or Courses of Action (CoA) to assist the commander in decision making based on facts, events, conclusions and recommendations.
- **Preparing Plans and Orders.** Prepare and issue plans and orders to carry out the commander's decisions.
 - **Processing, Analyzing, and Disseminating Information.** Collect, collate, analyze, process, and disseminate information that flows continuously into the headquarters.
 - **Conducting Training.** Assess training requirements in respective functional area.
 - **Performing Staff Assistance Visits.** Visit subordinate units to obtain information, observe execution of orders/instructions, advise/assist on implementation measures and keep commander informed.
 - **Providing Liaison.** Liaison with local, regional, national and international stakeholders and partners.
 - **Monitoring Execution of Decisions.** Ensure that decisions reach the subordinate units and carry out the commander's decisions.

2.4. Professional Competencies and Experience of UN officers

2.4.1. Professional requirements

United Nations Department of Peacekeeping Operations Department of Field Support (Ref. 2010.30), put all the mandatory requirements for UN peacekeepers. Thus, officers must have the essential competencies and expertise which will enhance their performance on the ground and reduce the requirement of additional training in the mission area. The DPKO / DFS

UNMEM Manual approved on 23 April 2010 put the essential competencies for UN Military Experts on Mission (UNMEM) are the following:

- A. Previous field/troop unit experience in his/her national armed forces;
- B. Knowledge of infantry organizations (force structure, equipment, and capabilities) and operations at company and battalion level;
- C. Experience or training in light and medium weapons, support equipment, and common weapon, vehicle, aircraft, helicopter and ship identification;
- D. Proficiency in map reading, land navigation (both ground and vehicle) and use of global positioning systems (GPS);
- E. Use of tactical and basic commercial communications equipment and approved UN radio procedure;
- F. Knowledge of basic skills in dismounted and vehicle patrolling;
- G. Knowledge of basic negotiation, mediation and conflict resolution skills and basic interviewing techniques;
- H. Knowledge of basic first aid and stress management techniques;
- i. Ability to speak read and write the working language of the UNPKO and other languages, if specifically described. Officers are required to write or type their own reports and to communicate on voice radio sets;
- ii. Be experienced light vehicle drivers, capable of supervising the daily maintenance of light military or commercial pattern vehicles and trained in employing self-recovery techniques. UNMEM should have at least two years recent experience in driving 4x4 type

vehicles and be in possession of a national, military or international driving license that is valid for at least one month beyond the end of the anticipated tour of duty. Many of the duties will involve driving four-wheel drive vehicles over rough terrain. (DPKO / DFS UNMEM Manual,2010)

As per the UN DPKO manual (2010), all United Nations Military Experts on Mission will be tested in the following skills upon deployment to the mission area and therefore should: Have working level English language skills (French skills are desirable in Francophone missions); Be able to drive 4x4 vehicles; Be able to communicate on radio both high frequency (HF) and very high frequency (VHF); Be able to use maps and GPS; Be able to use a personal computer (PC); Complete the UN Basic and Advanced Safety in the field training (on-line trainings); Complete the Code of Conduct, Integrity, and Prevention of Sexual Exploitation and Abuse (SEA) (on-line trainings). As it noted in the manual, Failure in any of the above skills may lead to repatriation at national expense. Deployment of replacement will also be at national expense. (DPKO / DFS UNMEM Manual ,2010).

2.4.2. Privileges and Immunities

Article VI of the Convention (UN charter) on the Privileges and Immunities of the United Nations (1946) determines the status of a United Nations Military Experts on Mission. They enjoy the privileges, immunities and facilities specified in that article and those of the Status of the Mission (or Forces) Agreement wherever they perform missions for the UN. These privileges and immunities are granted in the interest of the UN and not for the personal benefit of individuals. But of course by default, individual officers are beneficiary of these privileges. The Secretary-General has the right and duty to waive the immunity in any case where, in his opinion, the immunity would impede the course of justice. Such a waiver shall

be without prejudice to the interest of the UN. The provisions of mission-specific Status of Forces Agreement are applicable. (UNs Charter, 1945).

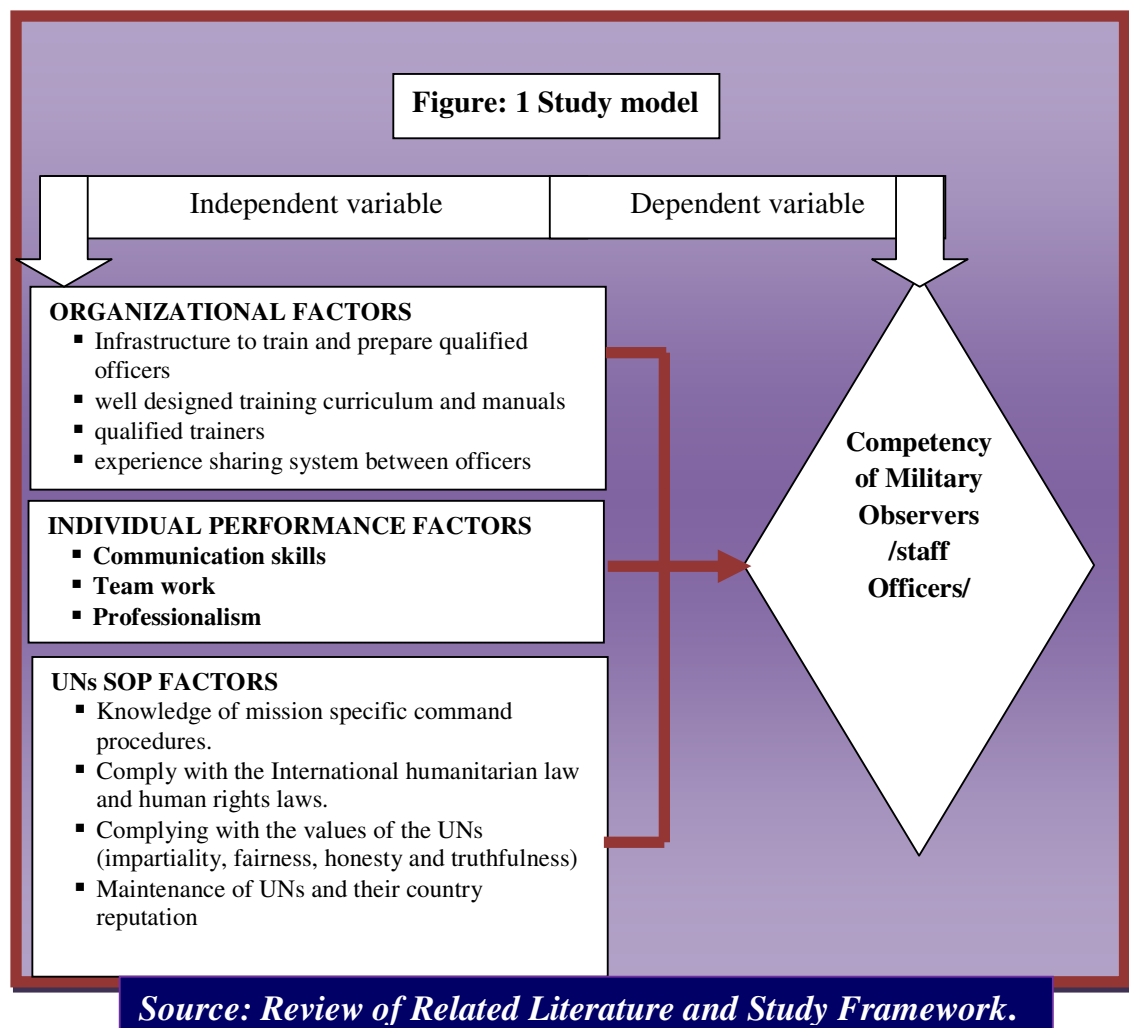
2.5. Analytical Framework (Study model)

As it was described in the UN disarmament, demobilization and reintegration, (2006), Web site (<http://www.unddr.org>), the primary function of the military component is to observe and report on security related issues and provide security. Military contingents vary in capability; policies; procedures; and understanding of peacekeeping, humanitarian and development issues from country to country. Each peacekeeping mission has a military component specifically designed to fulfill the mandate and operational requirement of that mission. Therefore, there is no conceptual framework developed in Ethiopia prior to this research to take as a reference. As a result, this research was depended on the rules, principles and procedure designed by the UNs department of peacekeeping operations as a conceptual framework.

The conceptual framework of this research is based on the essential competencies required for UNs military/staff officers as it described in the DPKO / DFS UNMEM Manual (2012). According to this manual, the officers must have the essential competencies and expertise which should enhance their performance on the ground and reduce the requirement of additional training in the mission area. All officers will be tested in the skills upon deployment to the mission area and therefore should fulfill the necessary skills and competencies. The manual noted that failure in any of the required skills may lead to repatriation at national expense. Deployment of replacement will also be at national expense. Taking in to considerations from the aforementioned requirements for UNs officers above, the research was focused on these competency requirements as fundamental measuring

instruments for the Ethiopian staff officers/military observers and based on these narratives found in the literature; the researcher organized the following research model and used as measuring instrument. The assumption of this model is *"The competency/performance of staff officers/military observers are determined by organizational factors, individual performance factors and the UNs standards of operational procedures."*

Figure: 1 Study model



2.5.1. Descriptions of variables

A. Dependent variable

- The Competency and performance of Ethiopian staff officers/military observers in the engagements of UNs peacekeeping missions is determined by three factors (Independent variables)

B. Independent variables

- The independent variables are mainly organizational factors; that encompasses the effort of MoD peacekeeping department through providing training opportunities for the officers. These include make available infrastructures to train and prepare qualified officers, with well designed training curriculum and manuals and placing qualified trainers, and establishing experience sharing system between officers.
- All these provisions of development opportunities by MoD for officers help creating competent and professional officers prior to their engagement in the UNs peacekeeping missions.
- The second independent variable is the individual performance factors; including the Communication skills, ability on Team work and some Professionalism indicators; those enable to measure ability of officers in the mission area.
- Finally, measuring on how the Ethiopian staff officers/military observers are behaving according to the standards of procedures (SOP).
- To investigate all these independent variables questionnaires were prepared to measure their influence on the competency of staff officers and military observers.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter presents a description of the research design and methodology used in the study. It also provides the population and sampling methods, source of data, data collecting instruments and data analysis methods. Generally, this chapter provides an overview of the research design and methodology.

3.2. Research design

According to Cothari(2004), research design in case of descriptive researches are concerned with describing the characteristics of a particular individual, or of a group. Furthermore, descriptive research analyzes the question “what is?” And collects data from one or more groups, and then analyzes it in order to describe present conditions. Based on these background, the General approach of the study is mixed, Quantitative supported by qualitative approach and the research design is descriptive in nature. Because the objective of this study is to identify the main performance challenges and opportunities from the managerial perspective for the Ethiopian staff Officers/military observers while they are engaging in the United Nations peacekeeping missions.

Therefore, to achieve this objective descriptive survey method is preferred on the ground to perceive and evaluate from the opinion survey of respondents, such as line officers, higher Officers and strategic leaders of the army. Particularly, from the MoD peacekeeping main department; views of ordinary job holder's, department/team supervisors and experts were assessed. In addition to these, opinions from MoD research and development was included to

ascertain the effective management practices in building the performance of MoD's officers and preparing them for international missions. Moreover, main challenges, practices and prospects, in this case, descriptive survey method helps in picturing existing situation and allows gathering relevant information using appropriate data collection instruments and makes breadth data information.

3.3. Study Population

John Buglear(2003), defined population as the total number of persons residing in a defined area at a given time. He added that in Statistics a population is the complete set of things we want to investigate. More importantly, C.R Cothsri(2004), describes when field studies are undertaken in practical life, considerations of time and cost almost invariably lead to a selection of only a few items and these respondents selected should be as representative of the total population. The size of sample should neither be excessively large, nor too small. It should be optimum one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. These all are depend upon the nature of the universe. Which means, the more homogeneous the universe, the smaller the sampling error will occur(Cothari, 2004).

Taking in to account all the above descriptions, MoD is the central focus with particular attention of investigating the major competency and performances of staff officers/military observers in the UNs peacekeeping mission. Therefore, the population or universe is the whole military officers working in the army. Therefore, in order to determine the sample size of the population, it requires understanding of the nature and legal grounds of MoD. Firstly, FDRE MoD army is uniform personnel organized to protect the country from any aggressions. More importantly, the army is organized within a unique structural formation unlike any civilian setting. Therefore, it's obvious that the population under study is

homogenous in nature. Thus, it leads as to select only a few items or sample to represent the total population.

Secondly, the mission and mandate of MoD is related to security issues of the nation. As a result, to secure some relevant and confidential information, MoD defense code of conduct prohibits declaring in any form about the status and number of the army personnel. This implies the researcher was restricted to declare the status and number of the army within every unit. Thus, considering that FDRE MoD organizational structure; the researcher has identified four categories of units. Thus: combat unit, combat support unit, combat service support unit and capacity building unit; hence, the researcher carefully selected samples from all four categories that makes the sample more representative. However, the geographical distribution of the army was too vast to cover all geographical areas. Accordingly, army units nearer to Addis Ababa were chosen covering of the four categories of the army units mentioned above. Then, the researcher identified the population in each selected departments and determined the sample size under study purposefully. The process of determining sample size within this research is more justifiable as far as it fulfilled the required standards of sampling techniques.

3.3.1. Sampling techniques.

As Chalchisa(2010), defined sampling as the process of selecting a group of subjects for a study in such a way that the individuals represent the larger group from which they were selected. This representative portion of a population is called a sample. As Cothari (2004), described that sample designs are basically of two types; namely, non-probability sampling and probability sampling. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling. In this type of sampling,

items for the sample are selected deliberately by the researcher, whereas, Probability sampling is also known as ‘random sampling’ or ‘chance sampling’.

According to Chalchisa, (2010), although there is always the danger of bias entering into the non-probability sample design, investigators are impartial, work without bias and have the necessary experience so as to take sound judgment so that the results obtained from an analysis of deliberately selected sample may be tolerably reliable. Based on these accepted realities from the literature, the researcher used mainly the non-probability sampling or purposive sampling. And slightly from the probability sampling category cluster sampling methods was used. This is because of considering the nature of FDRE MoD, particularly the homogeneity of its population, geographically highly scattered and legal restrictions imposed up on the declarations of its personnel status.

The description of Cothari (2004), said researchers can be used cluster sampling if the total population is divided into a number of relatively small subdivisions which are themselves clusters of still smaller units and then some of these clusters are randomly selected for inclusion in the overall sample. Accordingly, the various departments of MoD scattered overall the country are the clusters. Thus, clusters are the four category army units mentioned above. This technique is important when it is impossible to obtain a list of individuals which make up a target population and when the target population is similar in its characteristics. Therefore, the researcher used multiple sampling methods; including cluster sampling, random sampling and purposive sampling methods which is suitable and appropriate for this study.

Considering on this reality, from each cluster, nine main departments were selected purposively as follows:-

- **From combat unit:-** Degen division and security departments which are deployed in Addis Ababa and its surroundings. The reason to choose this unit is because the combat army was engaged in all borders of the country and difficult to reach on that area. Secondly, the job behaviors of all combat units are the same so that Dejen division can represent the combat unit.
- **Form combat support:-** MoD operations main department (including various departments organized under the main department).
- **From combat service support:-** MoD logistics main department, MoD HRM main department and MoD finance department.
- **From capacity building:-** MoD peacekeeping main department, MoD training main department and MoD universities and colleges are the targeted respondents.

Therefore, from the four clusters of the army, only nine departments are purposively selected. Then 265 respondents were judgmentally chosen as sample size and questionnaires distributed to the nine randomly selected departments according to their manpower proportions. As a result, the proportionate number of respondents are not declared in this document and simply done separately and only the size of respondents from each department is mentioned. Finally, individual respondents were selected randomly and purposively. The sample size determination for questionnaire was based on the rule of thumb. On the other hand, the samples for interviews were through purposive sampling method and five

experienced higher officers from various MoD departments were interviewed. One focus group discussion and field observations were conducted. The sample size from each department was displayed in the following table.

Table 3.1. Sample size of the study

s/n	Cluster	Department (randomly selected)	Sample size (proportionate)	Sampling method
1	Combat unit	Degen division	20	Random sampling
		Security departments	10	Random sampling
2	Combat support	MoD operations main department	30	Random sampling
3	Combat service support	MoD logistics main department, and	45	Random sampling
		MoD HRM main department	10	Random sampling
		MoD finance main department	10	purposive
4	Capacity building	MoD UNs peacekeeping main department	100	purposive sampling
		MoD training main department	25	Random sampling
		MoD universities and colleges	15	Random sampling
TOTAL				

Source: - - F.D.R.E MoD structure

3.3.2. Types of Data

In this study both primary and secondary sources of data were used to gather relevant information.

3.3.2.1. Primary data

The primary data was obtained from opinions of officers and heads of departments found in FDRE MoD peacekeeping training main Department, officers those who completed their mission in the UN Peacekeeping operations mainly working in Addis Ababa MoD various departments.

3.3.2.2. Secondary data

The secondary data on the other hand were those which have already processed in various countries related to UN personnel field missions. Particularly UN security council resolutions,

UN policies, standards, Rules of Engagements (ROEs), memorandum of understandings, Mission Mandates and other related documents were extracted from UNs web site (<https://careers.un.org>.) reviewed as a secondary data. On the top of that, F.D.R.E peacekeeping main department directives, manual and procedures are source of the secondary data. Hence, using both primary and secondary data helps to enhance the study to look data in many ways and reduce bias (in case).

3.3.3. Data collection instrument

The primary data was collected through questionnaires, interviews, focused group discussions and field observations. Questionnaires were delivered to military officers and interviews were conducted with military experts and with those already participated in the UNs field missions as staff officers/military observers. Focus group discussions were carried out with officers found in the FDRE MoD peacekeeping main department and others working in various levels of the institution. UN documents related to peace keeping field missions, deployment research papers conducted in various countries, FDRE peacekeeping main department directives, manual and procedures were reviewed.

3.3.3.1. Questionnaires

Questionnaires were designed and prepared in English because the targeted respondents said to be good in English language. In order to make easily for respondent, the questionnaires are prepared in the form of Likert-scale with five alternatives responses. This gives to respondents opportunity to answer the question easily, and open-ended question have also been included for additional opinions.

Questionnaires are useful to secure information from other external body and it is a good instrument to obtain reliable, adequate, and breadth information about the current knowledge,

skill and abilities and/or possible deficiencies of staff officers/military observers. This data collection instrument gives an opportunity to respondents with freedom to fill what they think is correct without external influence. Before distributing all the questionnaires, it was examined by experts to obtain constructive comments and distributed to some respondents out of the selected sample to conduct pilot test using SPSS for measuring its reliability. Finally, by making some minor adjustments and corrections, the full fledged distribution of questionnaires was carried out and filled by respondents.

3.3.3.2. Interview

Interview was prepared for higher commanders and senior staff officer. The content of the interview was focused on success and challenges facing to staff officer/military observers during peacekeeping mission. The objective of interview is to support the quantitative data. The types of the interviews were semi-structured interview. This method has two advantages, the unstructured part is to leave rooms for interviewees to give additional ideas, and the structured one is to make analysis easier.

3.3.3.3. Focus Group discussion

Focus group discussions were targeted on the levels of knowledge, skill and abilities of Ethiopian officer in peacekeeping missions. The main discussion was made focusing on how staff officers/military observers are effective and efficient in their assigned positions in UN's peacekeeping operations? The researcher conducted one focus group discussions, with officers already participated in the UN's peacekeeping Mission and currently working in various positions of MoD departments. To ensure respondents representation, a group members were selected from all position and consisting of not less than 7 members.

3.3.3.4. Field observation

The researcher conducted Field observation in United Nations mission in south Sudan (UNMISS) to examine the reporting, Briefing, drafting orders, written or oral presentation to force commanders, colleagues, civilians at field missions as well as observing, monitoring activities. Obey by the UN Rules of engagement (ROE), accomplishing tasks according to standing of procedures (SOP), as well as conducting negotiations, mediation, and conflict preventions techniques used.

3.3.3.5. Document Review

In this study, secondary data were reviewed as a source of information. Thus, UN charter, UN Security Council resolutions regarding peacekeeping operations, standards, manuals, memorandum of understandings and rule of engagements (ROE) of respective Missions, and other related documents were assessed and reviewed.

3.4. Data Analysis methods.

After the Data obtained from various sources about the knowledge, skill and abilities of staff officers/military observers and practices in MoD, the study employed qualitative and quantitative/sequential explanatory strategy considering higher weight of Qualitative approach. The collected data was measured through the tabulation analysis to compare the group based on their leadership level of classification.

3.4.1. Variables and Measurement

Research questionnaire is one of the main tools for collecting data from respondents in research process. The questionnaires are categorized in to two basic variables including provision of opportunities by MoD and self development variables. And these variables are measured by percentage produced from the SPSS frequency distribution. The questionnaires

were developed in English language. Because, the respondents are said to be good enough in English language,

3.4.2. Interpretation of Variables

Background of the Respondent: - Questions covering gender, age, educational level, length of service in the MoD, and either participated in UN mission was asked, and the responses interpreted using frequency distribution and percent.

General Questions: - Here, their responses was analyzed and interpreted by using descriptive statistics such as frequency and percentage.

Basically the questionnaires are divided in to three broad categories; including provision of organizational opportunities for developing professional competencies, professional knowledge and skill of officers in the UN mission and Behaviors of officers according to UNs Standards of procedures (SOP). Under the provision of organizational opportunities for developing professional competencies factor, five questions; within the Individual performance factors, fifteen questions; and under the behaviors of officers according to UNs Standards of procedures (SOP), five questions were involved, and delivered for respondents and collected accordingly.

Table 3.2, The components of questionnaires

S/n	Main factors	Detailed Factors	Total Questions
1	Organizational factors	Pre-deployment training	5
2	Individual performance factors	Communication skills	5
		Team work	5
		Professionalism	5
3	Complying with UNs (SOP)	Behaving according to UNs Standards of procedures (SOP)	5
		Total	25

Source: Research Questionnaire, 2018

In order to answer the questions, respondents have to select their choice of answer based on the five point likert's scale according to their opinion on each question. Each answer has been given a score and it is assumed that the format is easier for the respondents to understand the concepts and provide precise answers. The five-point scale is used to measure the level of military observers/officers knowledge, skill and ability and their practical performances.

3.4.3. Reliability of the Questionnaires

The alpha value for each question is identified and summarized in Table-3.3 as shown below.

Table-3.3. Alpha values for questionnaires

S/n	Section	No. of Items	Alpha Value	
			Pre-Test	Final Test
I	Provisions of opportunities	5	66.7	71.1
1	Professional competencies of officers	15	85.5	92.8
2	Complying with UNs (SOP	5	83.4	91.6
	Total	25	78.5	85.2

Source: Questionnaire collected in 2018

Process of data analysis

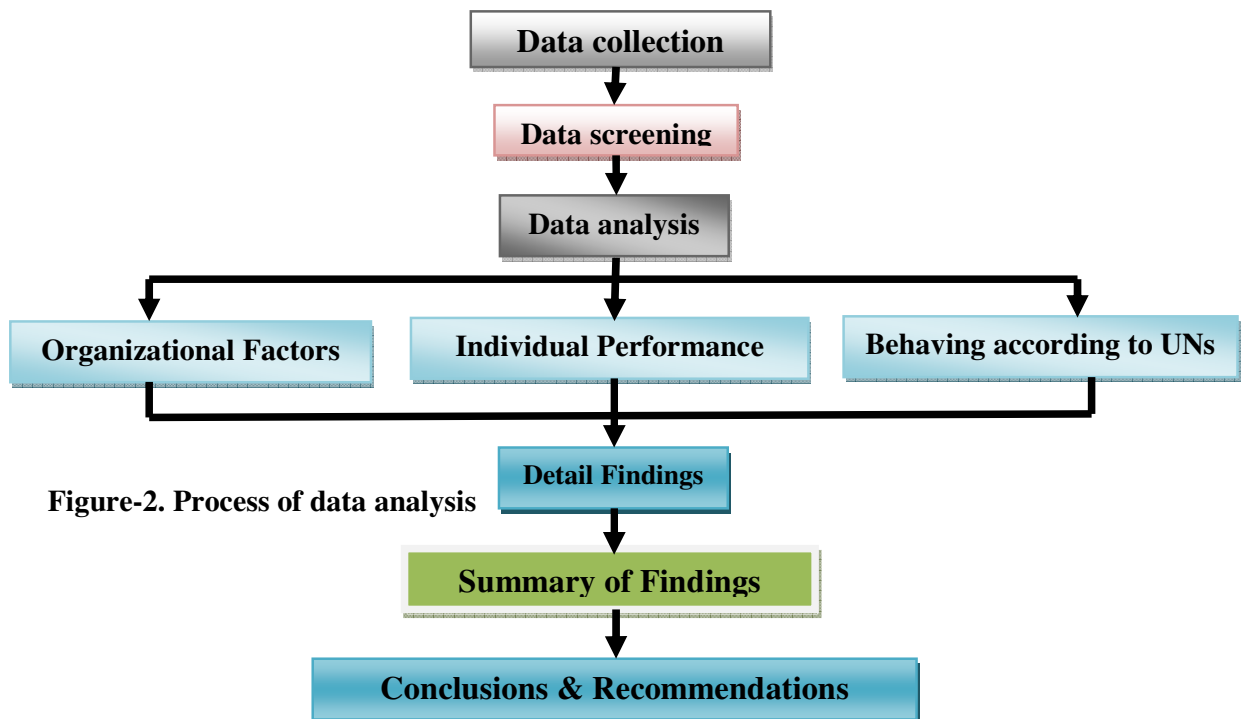


Figure-2. Process of data analysis

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter contains the analysis of data gathered from both primary and secondary sources. These data are analyzed, interpreted, and discussed thoroughly. Data analysis of this research is carried out based on the investigation of questionnaires and interpreted according to the objective of the study. Moreover, this analysis is interpreted with related to the conceptual framework of the literature review. Here, the researcher intends to note that the duties and responsibilities of staff officers and military observers are working within similar environments, except that staff officers are working in the HQ for office duties whereas military observers are visiting various places to observe upon their area of responsibilities. Therefore, the measuring variables are treated similarly for both staff officers and military observers in all the following analysis.

4.2. Data collection from all sources

Based on the research design and methods of the study, the data collection process was accomplished from primary source of the combat unit, combat support unit, combat service support unit and capacity building unit through questionnaire, focus group discussions, interviews, and observations. The secondary data on the other hand are those, which have been already processed in the organization and it is from document review that was processed and documented by the United Nations departments of peacekeeping operations.

Table 4.1. Response rate of participants

s/ n	cluster	Department (randomly selected)	Sample size	Response rate	
				collected	Response rate
1	Combat unit	Degen division	20	18	90 %
		Security departments	10	10	100%
2	Combat support	MoD operations main department	30	26	86.7 %
3	Combat service support	MoD logistics main department	45	45	100%
		MoD HRM main department	10	10	100%
		MoD finance main department	10	10	100%
4	Capacity building	MoD UNs peacekeeping main department	100	96	96 %
		MoD training main department	25	22	88 %
		MoD universities and colleges	15	13	86.7 %
TOTAL			265	250	94.3 %

Source: Primary data collection from respondents, 2018

As we can see from the above table, the total population of this study was not declared for the reason that prohibiting FDRE MoD code of conduct. Even though, the only targeted population and their response rate is displayed, participants were carefully distributed to combat, combat support, combat service support and capacity building, based on their fair distribution. From the target areas of population, 265 subjects were our sample size and 250 or 94.3% of them properly filled the required questionnaires while 15 subjects were discarded through screenings. Which means the response rate of the distributed questionnaires is 98.1%, but 94.3% was analyzed and it was good rate of response.

4.3. Frequency Distributions on Demographic characteristics of respondents

The demographic characteristics of respondents (education level, Rank, Service years in the army, Gender and participation of the respondents in UN peacekeeping mission) described by using frequency and percentage as it depicted below.

Table 4.2. Demographic characteristics of respondents

s/n	Item	Measurement	Frequency	Percent	Cumulative Percent
1	Education	below 10 th Grade	6	2.4	2.4
		Diploma	67	26.8	29.2
		BA/BSc	150	60	89.2
		MA/MSc	20	8	97.2
		PhD	7	2.8	100
		Total	250	100	
2	Rank	Private	7	2.8	2.8
		NCO	12	4.8	7.6
		Line Officers	70	28	35.6
		Higher Officers	161	64.4	100
		Total	250	100	
3	Service year	Less than 7 years	14	4.8	4.8
		8-15 years	27	10.8	15.6
		16-23 years	61	24.4	40
		Above 24 years	150	60	100
		Total	250	100	
4	Gender	Male	243	97.2	97.2
		Female	7	2.8	100
		Total	250	100	
5	UN participation	Yes	243	97.2	97.2
		No	7	2.8	100
		Total	250	100	

Source: Data collection in 2018

As we can see from the above table 4.2, the demographic characteristics of respondents are processed by the SPSS 20.0 in order to describe their compositions in percentage. This enables the researcher to discuss and analyze who are currently participated in the research and its implications for their competency levels while they were engaged in the UNs peacekeeping missions. According to the above table, the demographic backgrounds of respondents are categorized in to five items.

Item-1 of the table is concerning the educational qualification of the respondents. Consequently, the largest numbers of the respondents (60%) are BA/BSc and followed by

diploma holders accounted 26.8%. The remaining (2.8%) and (2.4%) of respondents are PhD and below 10th grade respectively. Based on this information, the majority (70.8%) of our respondents are above BA/BSc degree. Therefore, the researcher can say that the large number of the respondents have better knowledge about this research question.

Item-2 of the table specifies the rank distribution of the targeted respondents. Out of the 250 respondents, the majority (64.4%) of the respondents are higher officers, 28% are line officers, 4.8% Non-Commissioned Officers (NCO) and 2.8% private soldiers those who are working in the office of MoD peacekeeping main department. This also indicates that staff officers/ Military observers are selected almost from higher officers (in Ethiopian case). Because of that higher officers are central focus of this study.

Item-3 of the table is regarding the working experience or service years of the respondents in the army. As it shows in the above table, the majority (60%) of the respondents served above 24 years. And, 24.4% of the respondents served between 16 to 23 years that means they are more familiar and experienced in the military Issues. The remaining (10.8%) and (4.8%) are between 8 to 15 years and less than 7 years respectively.

Item-4 of the table specifies the gender distribution of the respondents. Out of the 250 respondents, 97.2% are Male and the rest 2.8% are female. As we can see from the table, the number of female respondents is small and this shows that number of female higher officer who participated as staff officers/military observers are small.

Item-5 of the table also pointed out either the respondents are participated in UN's peacekeeping mission or not. According the data, the majorities, (97.2%) of the respondents have participated in peacekeeping mission whereas the rest (2.8) not. Therefore, the target

population is more relevant to obtain adequate information that enables to achieve the objective of the study

4.4. Analysis on organizational factors

4.4.1. Availability of infrastructure to train officers

Since the nature of peacekeeping has become more comprehensive and complex, the importance of training is more evident, underscoring the urgent need for the United Nations to have well-trained and prepared units and individuals participating in its various operations. As Harvey J. Langholtz (1997) stated that the United Nations military observers and staff officers must be prepared to accept numerous organizational and representative tasks and responsibilities in the performance of their mandated duties. In addition to this, all personnel of a Peace Support Operation must enhance their force's credibility by displaying a consistent, disciplined, thorough, and effective performance on their duties. Therefore, the responsibility for force preparing well qualified staff officers\military observers is mainly rests on the shoulder of troop contributing countries. However, every member of an army is also responsible for self developments to carry out his assigned responsibilities and to succeed on his careers.

Within these data analysis, the researcher focused on the organizational factors that whether MoD was complying with the UNs peacekeeping operations demand by delivering qualified officers for UNs peacekeeping missions through preparing competent officers or not. To do so, MoD is expected to provide available training infrastructures in order to produce competent officers. Therefore, to assess the availability of training infrastructures enabling officers to acquire professional knowledge, skill and attitudes, related question delivered to participants as depicted in the following table.

Table 4-3. Availability of training infrastructures to train Military observers/staff officers

Rank	1. There is full training infrastructure for all officers to be qualified for the deployment of UN mission.				
	strongly agree	Agree	neutral	disagree	strongly disagree
Private	-	2.8%	-	-	-
NCO	-	2.4%	2.4%	-	-
Line officers	4.8%	2.4%	5.6%	12.8%	2.4%
Higher officers	9.6%	22.4%	5.2%	27.2%	-
Total	14.4%	30%	13.2%	40%	2.4%
	44.4%		13.2%	42.4%	

Source: Primary data collection from respondents, 2018

As we can see from the above table 4-3, a question delivered to respondents says “*MoD have full infrastructure to train and prepare qualified officers for the deployment of UN mission*” based on the data, 14.4% of respondents are strongly agreed, 30% of them agreed, 13.2% are neutral, 40% of respondents disagreed and 2.4% are strongly disagreed. The combination of agreement and disagreements, 44.4% of respondents agreed 13.2% neutral and 42.4% of them are disagreed on the availability of infrastructure. Based on this data, the majority (44.4%) of respondents are agreed that Ministry of Defense have full infrastructure to train and prepare qualified officers for the deployments of UNs peacekeeping mission. However, a substantial number (42.4%) of respondents disagreed on the issue mentioned above

According to the information obtained from interviews of higher commanders and senior staff officers, MoD has made substantial efforts on facilitating all the required training infrastructures in order to qualify not only for those who are already nominated for military observers and staff officers, but also for all officers who will be staff officers\military observers for future. But these kinds of efforts, according to the interviewee’s opinion, are unable to eliminate the shortcomings of individual incumbents, especially, the recurrent problems of military observers/staff officers. The first impediment is related to the low

academic backgrounds of some officers to grasp and acquire the desired knowledge and skill.

Secondly, the time duration given to train these officers is short.

This implies that Ministry of Defense has training infrastructures to train officers in order to deploy competent officers in to the UNs peacekeeping missions. However, a significant number of respondents are disagreed on the availability of infrastructure and this was an indication of limitations observed in the availability of training infrastructures. This may result hindrance on the deployments of qualified staff officers/military officers to the UN mission.

The above conclusion is strengthened by the information obtained from Focus group discussions. The discussion question presented for the participants was said, *“how MoD peacekeeping department was efficient and effective on providing equal accessibility of training infrastructures for officers in order to deploy qualified officers to UNs peacekeeping mission?”* All the participants of the discussion said that MoD peacekeeping department is equipped with necessary training infrastructures in order to prepare qualified officers for UNs peacekeeping mission. But because of low academic backgrounds of the trainee, especially related to computer and English language deficiencies, some officers were facing some problems on acquiring the necessary knowledge and skills provided by instructors.

Therefore, according to all information obtained from all sources, the researcher can say that MoD have more or less equipped with the required training infrastructures in order to deploy qualified officers to UN peacekeeping missions. But there are some limitation must be noted and improved, according to respondents opinions, to produce well qualified and competent officers and consequently they can perform in their respective mission areas and assigned responsibilities.

4.4.2. Accessibility of training infrastructures for UNs mission trainers

As it was discussed above, the majority of respondents are agreed on the availability of training infrastructures within MoD. However, availability of training infrastructure may not be adequate to measure the effectiveness of training. Rather, the available training infrastructure should be equally accessible for all MoD officers, especially for those who are eligible to deploy in the UNs peacekeeping missions. To access this issue, the researcher delivered three related questions for participants as shown below.

Table-4.4 Accessibility of training infrastructures for officers.

Sn	Measurements	2. Accessibility of training infrastructures for Military observers/staff officers				
		strongly agree	agree	neutral	disagree	strongly disagree
1	training manuals	19.2%	33.2%	22.4%	22.8%	2.4%
2	qualified trainers for trainee	7.2%	27.6%	28%	24.8%	12.4%
3	experience sharing system between officers	7.2%	16.8%	22.4%	36.8%	16.8%
	Total	11.2	25.8	24.2	28.2	10.6
		37			38.8	

Source: Primary data collection from respondents, 2018

As we can see from the above table, the average responses of research participants for the three related questions resulted as, 11.2% are strongly agreed, 25.8% respondents agreed, 24.2% are neutral, whereas 28.2% disagreed and the rest 10.6% strongly disagreed upon the accessibility of infrastructure. To look the agreement and disagreements of respondents, slight majority or 38.8% of respondents are disagreed, 37% of them are agreed and at the middle 24.2% are neutral. Based on this data, almost above half of respondents accepted the accessibility of training infrastructures.

The data gathered from interview indicated that the training opportunity was not equally provided for all officers in the army. For example, officers engaged in the front lines, are unable to develop their academic knowledge, so that they are limited for self development

activities. Accordingly, some officers those who have been on frontlines for long years did not get the opportunity. Consequently while they engaged in UNs peacekeeping missions without training they get challenges. To sum up all the above data with comparing of each question, the views of respondents were reflected below.

Accessibility of training curriculums and manuals, a question delivered to respondents said, *“There is well designed curriculum and manuals accessible for all officers.”* and based on their views, 19.2% respondents are strongly agreed, 33.2% are agreed, 22.4% are neutral, whereas, 22.8% of them disagreed and the rest 2.4% strongly disagreed on the accessibility of training curriculums and manuals. In the overall agreements of respondents, the majority or 52.4% of participants agreed that there is well designed curriculum and manuals accessible for all officers. On the contrary, 25.2% respondents did not agree and the rest 22.4% of participants are neutral on the issue. According to this data, respondents believe that there is well designed curriculum and manuals accessible for all officers, which implies that, MoD provides curriculum and accessible for prospected military officers to train and prepare them for UNs peacekeeping mission.

availability and accessibility of qualified trainers:- a question saying *“There are qualified trainers for all trainee of UN peacekeeping mission”* presented to respondents and responded as 7.2% strongly agreed, 27.6% agreed, 28% neutral, whereas 24.8% disagreed and 12.4% of them strongly disagreed. This means, 34.8% of the respondents are agreed, 28% are neutral and the rest but the majority or 37.2% disagreed on the question mentioned above. Based on this data the researcher can say that almost half of the army is not satisfied with the availability and accessibility of trainers. Accordingly, the issues of trainers need further assessment.

experience sharing system:- a question delivered as “There is experience sharing system between officers who completed their UN mission and the FDRE peacekeeping mission main department” presented for participants and responded as 7.2% strongly agreed, 16.8% agreed, 22.4% are neutral, whereas 36.8% disagreed and 16.8% are strongly disagreed. By combinations of agreements and disagreement points, 24% of respondents agreed and 53.6% disagreed on the availability of experience sharing system, and 22.4%. Of respondents became neutral. Based on this data, the majority (53.6%) of respondents believe that there is no experience sharing system between officers accomplished their UN peacekeeping mission and MoD peacekeeping mission main department.

Therefore, when we compare the degree of training infrastructure and accessibility of curriculum, firstly, there is no experience sharing system between officers who completed their UN mission and the FDRE peacekeeping mission main department. Secondly, there are limitations on availability and accessibility of qualified trainers for all trainees of UN peacekeeping mission. However, MoD has well designed curriculum and manuals accessible for all officers. Therefore, given the data mentioned above, MoD is trying to access good training manuals, whereas, limitations are observed on experience sharing between officers and accessibility of qualified trainers. More importantly, the absence of experience sharing between officers who completed their UN mission and the prospected officers is found to be the major limitation of the department. Because, the best and real resources that could have been obtained from the officers who completed the UNs peacekeeping mission was not benefited to the future engaging officers. Furthermore,

4.4.3. Knowledge, skill and ability of officers before UNs peacekeeping engagements

The United Nations Charter article 101 (3) describes as “*The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity*”. According to this article, the government of Ethiopia has an obligation to employ qualified officers through delegating to MoD. Thus, this study was intended to assess the efforts made by MoD on producing qualified officers prior to their deployments in to UNs peacekeeping missions as shown in the following table.

Table 4.5. Knowledge and skill of Staff/Military Observers before UNs mission engagement.

Rank	3. Military officers acquire the relevant knowledge & skills prior to their deployments in UN peacekeeping mission				
	strongly agree	Agree	neutral	disagree	strongly disagree
Private			2.8%		
NCO		2.4%	-	2.4%	
Line officers	5.2%	4.8%	4.8%	10.4%	2.8%
Higher officers	4.8%	22%	5.2%	30%	2.4%
Total	10%	29.2%	12.8%	42.8%	5.2%
	39.2%		12.8%	48%	

Source: Primary data collection from respondents, 2018

From the above table-4.5, we can see that a question said “*staff officers/military observers acquire the relevant skills prior to their deployments in to UN peacekeeping mission*”. Therefore, participants responded as 10% strongly agreed, 29.2% agreed, 12.8% neutral, whereas 42.8% disagreed and 5.2% strongly disagreed. In terms of their overall agreement/disagreement levels, 39.2% of the participants agreed, 12.8% of them are neutral and the majority (48%) strongly disagreed on the skills acquired before deployment. This implies that staff officers/military observers do not acquire the relevant competency prior to their deployments in to UN peacekeeping missions.

The information obtained from interviews, group discussions are explain similar opinion. According to these sources, since the working area of the MoD army members in the country is different, the opportunity to self-development and academic advancement makes different. Which means, for some army members working in remote areas and front lines are unable to learn properly likewise of those posted around cities and staff headquarters. Because of this reason, while they nominated and entered to MoD peacekeeping training department for training, they are lagging behind of others in the class. And this makes them with little understandings of the courses and instructors presentations. As a result they may engage to UNs mission without the required knowledge, skill and ability.

Based on the opinions of research participants, the researcher can say that more than half of staff officers and military observers are engaging to United Nations peacekeeping missions without equipping a necessary knowledge, skills and ability. The limitations are related to in accessibility for learning and self developments resulted in language shortages, unable to operate computers and less driving skills.

According to the data gathered during this study, the training is not consistent, intensive as well as the time allotted also not enough. Even some officers are deployed to UNs peacekeeping missions without any training, especially those who recall after retirement need intensive training, since they have been out of military activities for a long time, they should refresh their military duties and activities.

4.5. Individual performance factors

The professional knowledge and skills used to measure the research study are including Communication skills, Team work and indicators of Professionalism. In addition to this, among all the essential competencies for Staff officers/military observers set out by the UNs

department of peacekeeping operation manual, including Proficiency in map reading, land navigation (both ground and vehicle) and use of global positioning systems (GPS); Use of technical and basic professional communications equipment and approved UN radio procedure; Knowledge of basic skills in dismounted and vehicle patrolling; and Knowledge of basic negotiation, mediation and conflict resolution skills and basic interviewing techniques as well as ability to speak and write in one of the UNs working language mainly English. To assess all these issues and come up with related findings, data analysis was conducted as shown in the following sub-headings.

4.5.1. Communicational skill Analysis

To investigate the competency levels of staff officers and military observers after they deployed in the UNs peacekeeping missions, five questions had been delivered to respondents under the "**communication skill**" and the first question is depicted in the following table.

Table-4.6, Ability of officers in gathering and reporting information

Rank	4. Ethiopian staff officers/military observer are good enough in gathering, analyzing, drafting and delivering relevant information				
	strongly agree	agree	neutral	disagree	strongly disagree
Private	-	-	-	2.8%	-
NCO	-	2.4%	2.4%	-	-
Line officers	-	9.6%	2.4%	13.2%	2.8%
Higher officers	2.4%	20%	14.8%	20%	7.2%
Total	2.4%	32%	19.6%	36%	10%
	34.4%		19.6%	46%	

Source: Primary data collection from respondents, 2018

As we can see from the above table4.8, respondents were asked a question says "Ethiopian staff officers/military observers are good enough in gathering, analyzing, drafting and delivering relevant information", and responded as 2.4% strongly agreed, 32% agreed, 19.6% of respondents became neutral, Whereas, 36% of them are disagreed and the remaining (10%)

strongly disagreed. By the summation of agreement and disagreement levels of respondents, 34.4% agreed, 19.6% are neutral and the majority (46%) of them disagreed on the aforementioned skills. This data implies that Ethiopian staff officers/military observers are not good enough in gathering, analyzing, drafting and delivering relevant information. However, even though the majority of them are facing some limitations, a significant number (34.4%) of respondents agreed on the ability of the officers. This shows that a significant number of staff officers/military are good enough in taking their responsibilities in the mission area.

The data obtained from interviews, and group discussion also indicated that most officers are facing challenges regarding writing and analyzing information. In addition to this during field observation, the researcher observed such problems. For example the problem starts at induction course assessment, significant number of Ethiopian officers retake the test, again. The good thing is they will have more than two chances to pass the test. Then the main problem comes while starting their regular duty. To familiarize the system Ethiopian officers need more time than other countries' officers do. As the researcher's observation the source of all deficiencies is language skill. Of course English language is not easy for all other officers, except the native speaker, however comparing with African countries is not as much of a problem as for Ethiopians. *Because of the shortage of English language, Ethiopian officers report less than what they are practically performed in the ground*". According to this information, we can conclude that Ethiopian staff officers and military observers are not good enough, especially in analyzing, drafting and delivering relevant information because of the language problems.

As mentioned above communication skill consists of five questions, the first question analyzed in table 4.8. The following table also investigates the ability of officers on presenting clear and precise briefing for the Head of Military Component and other higher UN's officials, and this

is more critical to show their ability in front of their commanders., if they are unable to present properly in front of Force commander, deputy Force commander and other UNs military components, they may lose their position or change of responsibilities.

Table-4,7. Ability of Staff officer /military observers in briefing to higher officials

Rank	5. Ethiopian staff officers/military observers are able to deliver clear and precise briefing to other military colleagues, VIP, civilians within the mission and other organizations as required by the HOMC				
	strongly agree	Agree	neutral	disagree	strongly disagree
Private	-	-	-	2.8%	-
NCO	-	2.4%	2.4%	-	-
Line officers	-	8%	7.2%	12.8%	-
Higher officers	2.8%	22.4%	12%	19.6%	7.6%
Total	2.8%	32.8%	21.6%	35.2%	7.6%
	35.6%		21.6%	42.8%	

Source: Primary data collection from respondents, 2018

As shown in the above table, respondents were asked as “*Ethiopian staff officers/military observers are able to deliver clear and precise briefing to other military colleagues, VIP, civilians within the mission and other organizations as required by the Head of Military Component (HOMC).*” And 2.8% of respondents are strongly agreed, 32.8% are agreed, 21.6% of them are neutral, whereas 35.2% of the respondents disagreed and the remaining (7.6%) strongly disagreed. According to the views of respondents, the majority (42.8%) are disagreed, 35.6% are agreed and 21.6% neutral. This implies that the majority of respondents are disagreed on the ability of Ethiopian officer’s presentation and the researcher can conclude that most of the Ethiopian staff officers and military observers are incompetent in presenting their reports in front of higher military components and higher UNs officials. As it already found in the previous data analysis English language deficiencies may create less confidence that brings about poor presentations.

The information gathered though interviews ,group discussions and field observation supports the above, that the major challenges that always face for Ethiopian officers is related

to explaining oneself, explaining what you have done and what you plan to do and brief the audience, Especially, on morning briefings for colleagues and weekly briefings. With regarding to this question, interviewees are asked to explain what they experienced from peacekeeping mission. According to their explanation, one of the main challenges that repeatedly facing for Ethiopian staff and military observers were incapability of delivering or presenting reports using clear, precise and keeping the coherence of contents on their reports.

One higher officer (interviewee) explained his observation in Liberia's peace keeping mission (UNMIL), 2012. According to his observation, "there were three Ethiopian posts namely, Civil Military Cooperation (CIMIC), Joint Logistic Operations Centre officer (JLOC) and Communication officers. Ultimately, the Force Commander decided to take the posts over from Ethiopian officers, and given to other country's officers. The Ethiopian staff officers were assigned to another post which requires relatively less skill. As the higher officer's experience, he knew that one military observer was repatriated because of failed driving test. Based on the above information, the researcher can say that most of the Ethiopian staff officer/military observers have limitation in peacekeeping mission. Especially, on office works (paper works), Because of higher competition between troops contributing countries, the competency level also become higher.

4.5.2. Analysis on technical competencies of officers

The third question regarding communication skill was technical competence of staff officers/military observers. These technical skills are including reading military Maps and GPS, operating HF & VHF radio and PC as well as driving skills. To investigate these technical competencies of the officers, respondents were asked separately for each technical skill. But to make easy of the analysis, three of the questions are merged together by

summation of respondents' opinion while the detailed of each response tables are attached as annex of this study

Table-4.8. Technical competencies of staff officers/military observers

Measurements	6. Technical competencies of staff/military observers				
	strongly agree	Agree	neutral	disagree	strongly disagree
Reading maps and GPs	5.5%	36.8%	12.8%	40%	4.8%
Using both HF and VHF radio	9.6%	26.8%	25.6%	32.8%	5.2%
Computer skills	4.8%	22%	22.4%	36%	14.8%
Total	6.6%	28.5%	20.3%	36.3%	8.3%
	35.1%			44.6%	

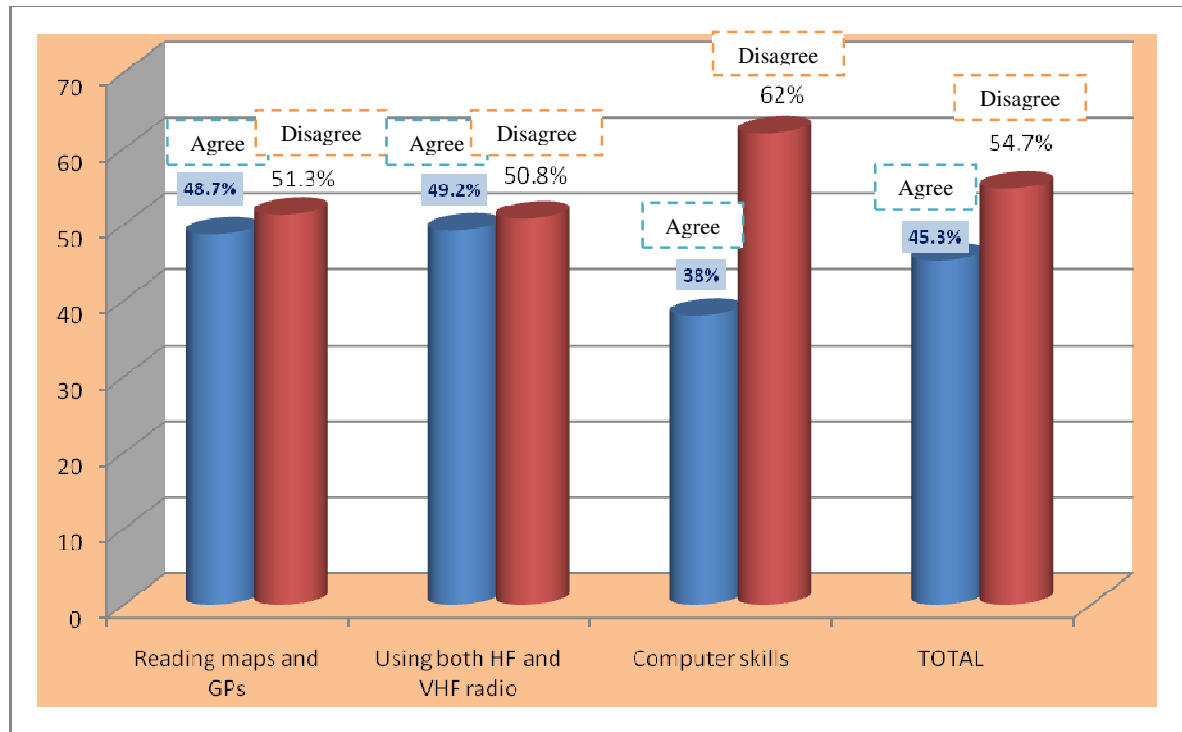
Source: Primary data collection from respondents, 2018

As shown in the above table-4.10, some indicators of technical skills of Ethiopian Staff officers and military observers can be measured through three related questions that combined together and average percentages are depicted in the above table. Based on the respondent's view the technical competencies of staff officers/military observers resulted as 6.6% strongly agreed, 28.5% agreed, and 20.3% are neutral, whereas, 36.3% disagreed and 8.3% strongly disagreed. Under the three technical skills, through the summation of agreement and disagreement levels of respondents was explained as 35.1% are agreed 20.3% are neutral and 44.6% of them disagreed on the technical skill of Ethiopian staff officers/military observers in peacekeeping mission. Based on this data the majority (44.6%) of the respondents viewed as Ethiopian staff officers and military observers are challenged with some technical incompetence's. whereas The remaining (35.1)% of respondents agreed on the technical competence(reading military maps and GPS, using both VH and VHF radios, and using computers) of Ethiopian staff officers and military observers.

Hence, the researcher can say that most of Ethiopian staff officers and military observers are poor in technical competencies. However, substantial numbers of these officers are good in those technical skills. In addition to this, interviewees also explained that military observers

have an additional obligation other than staff officers to drive UN's vehicle in order to carry out their observation duties in the mission area. Therefore, some military observers were facing challenges to pass the driving test provided by the UN's transport officers. Even few military observers were unable to pass the driving test and repatriated home country before their end of mission. During field observation the researcher observed that except some staff officers/military observers almost all could not pass driving test at first test. Even some are unable to pass on second test also.

From the above mentioned technical competencies, the following graph shows most challenging technical skill for Ethiopian staff officer/military observers,

Graph-1. Technical skills of staff/military observers

Source: Primary data collection from respondents, 2018

The above graph is intended to compare the three variables in order to identify in which type of technical skill is main deficiency on Ethiopian staff officers and military observers in mission area. This comparison helps to provide recommendation to the MoD peacekeeping department. As we can see from the above graph, the major problem of Ethiopian staff officers/military observers is inability of using computer and reading military maps & Global Positioning System (GPS), respectively, which 62% of Respondents viewed it as deficiency. This data implies 62% of staff officers and military observers are challenged by inability of operating computer.

The second problem is related to inability of reading military maps and GPS, which is the fundamental technological tool for military operations, especially in UN mission, report

without timing and location, is unacceptable. Whatever you plan show in maps, where ever you go locate you position. Whatever you report indicate location. Therefore missing those skills performance automatically will be affected. According to this data, most of Ethiopian staff officers/military observers are incapable of using military Maps and Global Positioning System (GPS), in the mission area.

The third challenging skill for Ethiopian staff officers/military observer is inability of using on both HF and VHF radio procedures and radio format of UN mission. However, the Ethiopian officers are relatively better in using HF/VHF radios than using computers and GPS. As we can see from the views of respondents, 49.7% of them agreed on the skills of Ethiopian officers in using of both HF and VHF radio procedures and radio format of UN mission.

The overall analysis of these three questions implied that, even though, every officer in the military organization should be expected to have technical skill on operating and use these technological tools, nevertheless, Ethiopian staff officers/military observers are not fulfilling the required skills. Hence, the most important issue that should be notes is the officers are competing with officer come from more than hundred different countries' officers. This means competing with officers who have different knowledge, skills, and international operational experiences. The overall data gathered from interview, group discussion and observations indicates similar problems that must be considered by the MoD peacekeeping mission department in particular, and FDRE MoD in general so as to make every officer in the military organization should fully compete in military related technological equipments.

4.5.3. Team work analysis

Under the individual performance main factor, the team work of the individual staff officers/military observers is one measuring factor. According to the UN competency development, a practical guide white paper version 1.0/2010, described as team work is one of the key core competencies required for staff officers/military observers to possess. Based on this background, under the team work sub-variable of this research, there are five research questions delivered to the participants of the study and analyzed in the following table all together.

Table-4.9, Team work of staff officers/military observers

Rank	Performance of Ethiopian staff officers/military observers in Team work				
	strongly agree	Agree	neutral	disagree	strongly disagree
Private	-	2.5%	0.4%	-	-
NCO	-	2.4%	1.8%	0.3%	0.3%
Line officers	5.9%	8.3%	10.4%	3%	0.3%
Higher officers	20.2%	18.1%	11.6%	11.2%	2.9%
Total	26.1	31.3	24.2	14.5%	3.5
	57.4%+12.1% = 69.5%		24.2%	18%	

Source: Primary data collection from respondents, 2018

As it was depicted in the above table, the five questions were merged together and average percentage was shown. These questions are assessing the ability of team work for Ethiopian staff officers and military observers, including Work collaboratively with colleagues to achieve the UNs mission's goals, Solicits input by genuinely valuing others' ideas and expertise and are willing to learn from others, build consensus for task purpose and direction with team members came from different countries, share credit for team accomplishments and accepts joint responsibility for team shortcomings, and Places team agenda before personal agenda. Based on this assessment, 26.1% of respondents strongly agreed and 31.3% are agreed while 24.2% are neutral. On the other hand, 3.5% strongly disagreed and 14.5%

disagreed on the team work of Ethiopian staff officers/military observers. Therefore, the majority (57.4%) of respondents explained their view that Ethiopian staff officers and military observers are good enough in team work.

Similarly during data gathering of this study, the participants in interviews and group discussions explained that Ethiopian officers are interested to exert their maximum effort to work in team with people coming from different countries and backgrounds. They added that Ethiopian staff officers and military observers are very honest, cooperative in team work and respect other team member's culture, share credit for team accomplishments and accepts joint responsibility for team shortcomings, and Places team agenda before personal agenda. Because of this behavior, Ethiopian officers almost in all UNs peacekeeping missions are liked by others and they make continual friendship with various countries military officers. The overall data gathered during this study shows that the major strength of Ethiopian officers in the mission area was their strong willingness of team work with different peoples coming from different backgrounds. Ethiopian officers are facing little challenge in team work in the UNs peacekeeping mission.

4.5.4. Professionalism

The UNs white paper Version 1.0(2010), defined professionalism as a competency enable to manage oneself with dignity and an awareness of the impact of our behavior on others at all times. Moreover, it is an ability to demonstrate effectiveness and efficiency in all interactions. Furthermore, the descriptions out lined in the professionalism category are including that of a professional person shows pride in work and in achievements, demonstrates professional competence and mastery of subject matter, conscientious and efficient in meeting commitments, observing deadlines and achieving results, shows persistence when faced with

difficult problems or challenges, motivated by professional rather than personal concerns. Based on these backgrounds, the study investigates the professionalism levels of Ethiopian staff officers and military observers through converting the above professional definitions in to five questions and the following response was obtained as shown in the table.

Table-4.10 Professional competencies of Ethiopian staff officers/military observers.

Rank	Professional competency of staff officers/military observers				
	strongly agree	agree	neutral	disagree	strongly disagree
Private	1.1%	1.1%	0.56	-	-
NCO	-	2.9%	0.96	-	1%
Line officers	4.1%	8.4%	9.6	4.8%	1%
Higher officers	12.2%	23%	14.1	10.2%	5%
Total	17.4%	35.4%	25.2%	15%	7%
	52.8%		25.2%	22%	

Source: Primary data collection from respondents, 2018

As we can see from the above table, the five questions were merged together and average percentage was displayed accordingly. These questions are assessing the professional competencies of Ethiopian staff officers and military observers. The questions were prepared according to the source documents of the UNs competency requirements for officers and these professional competencies are taken as measurement within this research model. The opinions of all respondents are as the following. Out of the 250 respondents, 17.4% strongly agreed and 35.4% agreed upon the delivered questions. On the other side, 15% disagreed and 7% strongly disagreed while 25.2% are neutral. Based on this data, Ethiopian officers are good professionals as expressed in the views of majority (52.8%) respondents.

However, 22% of the respondents are opposed the professional competency of Ethiopian staff officers/military observers. According to both agreeing and disagreeing opinions of respondents, the researcher can say that even though, the majority of Ethiopian staff officers and military observers are good enough in their professional competencies, some of them may

have professional incompetence's for UN mission. This conclusion is strengthened the previous findings as shown in the analysis of technical competencies of Ethiopian officers, which is found to be Ethiopian officers are enabling to fully utilize the military equipments and having less technological awareness. If this is the case, these findings shown as the Ethiopian officers have limitations to be noted on professional competency and mastery of subject matter leads to work pride and in achievements.

Table-4-11, Levels of Professional competency variables.

S/ N	Measurements	Professional competency of Ethiopian staff/military observers	
		agree	disagree
1	shows persistence when faced with difficult problems or challenges	73%	27%
2	Pride in work and in achievements	69.4%	30.6%
3	Motivated by professional rather than personal concerns	67.8%	32.2
4	Meeting commitments & achieving results.	64.4%	35.6%
5	Demonstrates professional competence and mastery of subject matter	52%	48%
Total		65.4%	34.6%

Source: Primary data collection from respondents, 2018

As we can see from the above table, in order to measure and identify the degree of each competency levels, the opinions of respondents are summarized and changed to dichotomous responses from their original five likert's scale. According to the above data categorized as agreements and disagreements of respondents, 65.4% are agreed on the overall professional competencies of Ethiopian officers and the remaining 34.6% disagreed on the same. On each of the competency type is shown as 73% of respondents agreed that Ethiopian staff officer/military observers show persistence when faced with difficult problems or challenges. 69.4% agreed on that Ethiopian officers Show pride in work and in achievements, 67.8% of respondents agreed on that Ethiopian officers are motivated by professional rather than personal concerns, 64.4% are agreed on that Ethiopian officers are meeting commitments &

achieving results, and 52% of respondents are agreed on that Ethiopian officers are demonstrating professional competence and mastery of subject matter.

4.6. Analysis on how Ethiopian staff officers/military observers behaving according to UNs (SOP)

In this research model, three major variables are identified namely, organizational factors, individual factors and UNs standards of operational procedures (SOP) factors. The two variables already analyzed and the remaining UNs SOP factors are investigated in the following tables. This analysis enables as to investigate on how the Ethiopian staff officers and military observers are behaving according to UNs Standards of procedures (SOP) in the specific mission areas.

Table-4-12. Behaving according to UNs Standards of procedures (SOP)

Measurements	staff officer /military observers Behaves according to UNs SOP				
	strongly agree	agree	neutral	disagree	strongly disagree
Knowledge of UN mission specific command procedures	14.4%	37.6%	30%	13.2%	4.8%
Respecting international law and human rights law in UN mission	41.6%	22.4%	17.6%	8%	10.4%
Maintain the values of UNs in daily activities and behaviors mainly impartiality, fairness, honesty and truthfulness	41.6%	29.6%	7.6%	7.6%	13.6%
Fully respect the code of conduct of UNs mission	41.6%	24.4%	12.8%	13.2%	8%
Maintain the goodwill of the UNs as well as their country	36.4%	35.2%	2.4%	16%	10%
TOTAL	35%	29.8%	14.1%	11.6%	9.4%
G.TOTAL	64.8%+7.05%=71.9%		14.1%	21%+7.05%=28.1%	

Source: Primary data collection from respondents, 2018

As shown in the above table, five questions are merged together and their average percentages are displayed to explain Ethiopian staff officers and military observers' behaviors according to UNs standards of operational procedure (SOP) in the mission area. These measuring variables are designed and set out by the UNs departments of peacekeeping operations as basic requirements to deploy peacekeeper. According to the opinions of the respondents, 35% strongly agreed and 29.8% agreed on those Ethiopian officers are behaving according to UNs

standards of operational procedures. On the other hand, 11.6% disagreed, and 9.4% strongly disagreed on the same. Based on the agreement/disagreement categories, the majority (64.8%) of respondents agreed that Ethiopian staff officers and military observers have good behavior in the mission area, by respecting the rules and regulations of the United Nations mission.

Within each of the measurements, the majority ($36.4\% + 35.2\% = 71.6\%$) of respondents believe that Ethiopian staff officers and military observers are maintaining the goodwill of the UNs as well as their country. The second majority ($41.6\% + 29.6\% = 71.2\%$) of respondents believe that Ethiopian staff officers and military observers are maintaining the values of UNs in daily activities and behaviors mainly impartiality, fairness, honesty and truthfulness, and followed by 64% of respondents that Ethiopian staff officers and military observers are performing their activities by respecting international law and human rights law in UN mission and finally but still the majority (52%) of respondents believed that Ethiopian staff officers/military observers have adequate knowledge of mission specific command procedures.

Based on the above data, the researcher can say that the major strength of Ethiopian officers is on maintaining the goodwill of the UNs as well as their country by inheriting the values of UNs in their daily activities and behaviors mainly impartiality, fairness, honesty and truthfulness. Moreover, Ethiopian staff officers and military observers are performing their activities by respecting international law and human rights law in UN mission and possessing adequate knowledge of mission specific command procedures. To sum up, Ethiopian staff officers and military observers are behaving according to the UNs standards of operational procedures. This is the main reason why the United Nations Security Council chooses Ethiopian troops to deploy in the international peacekeeping mission. Thus, Ethiopian staff

officers and military observers are part and parcel of this whole army and the reflection of the MoD army.

4.7. Analysis on the performance challenges and opportunities of officers

4.7.1. Analysis on the opportunities of Ethiopian officers

As of 2017/18 UN report, Ethiopia is the leading troops contributing country by deploying more than eight thousand troops to UN peacekeeping mission. This is a good opportunity to exploit knowledge, skill and financial resource of UN, especially officers those who are participating in UN peacekeeping mission are gaining international mission experience and sharing knowledge, skill and technology. Based on the analysis above, Ethiopian staff officers/military observers are competent in team work and professionalism. As well as showing persistence when faced with difficult problems or challenges, and behaving according to the standards of operational procedures. These basic measurement immanent from political taught and doctrine and milestone of any activities or engagement's by maintaining those values it is good opportunity to improve weakness like technical skills, as mentioned in the above analysis. Moreover, the information obtained from interview, focus group discussion and field observation indicates that Ethiopian officers are practically persistent in any kind of problems and challenges. This is inherent culture for all Ethiopian army because of that organizational values trained and inherent behavior built as a culture. This also witnessed by international organizations and explained by the ex-president of the United States of America Barrack Hussein Obama, while he was addressing his speech to the African leaders in the African Union hall, on July, 27/2015.

The other opportunity for Ethiopian officers is the availability of training infrastructures and facilities provided by the FDRE MoD; including availability of well design curriculum and

manuals with qualified instructors, to enhance their technical and professional competencies required to deploy in the UN's peacekeeping missions. In addition to this, staff officers and military observers are reimbursed for their deployments in the UN's Peacekeeping missions, which is highly attractive payment that considers as economically supportive for individual army.

4.7.2. Analysis on the challenges faced for Ethiopian officers

According to the above data obtained from interviews, focus group discussion and field observations, the major challenges faced to Ethiopian staff officers and military observers are the technical and communication skills, mainly English language, computer skill, reading maps and GPS, as displayed above in table 4.8-410. This implies that Most of Ethiopian staff officers and military observers are poor in technical competencies. These includes unable to speak English language which is the official language of the UNs, this also hinders to communicate and interact with colleague, supervisors and the community, gathering, and analyzing, collating and presenting Information. The other challenges are technical skills, like using IT through computer. Since every activity in UN is system (outlook, omoja etc), and using other office equipment's .a challenge facing for Ethiopian staff officers/military observers is driving skill, driving is one of the duties of military observers/military liaison officers, failing driving test is failing to deploy, this problem is a big challenge which resulted to repatriate officers before end of mission.

CHAPTER FIVE

5. SUMMARY OF THE ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of findings and Discussions

The overall intent of this research was to identify the main performance challenges and opportunities for Ethiopian staff officers/military observers in their engagement of United Nations Peacekeeping Missions and to suggest possible recommendations for the concerned body. To achieve these objectives, the researcher used three major measuring factors; namely, organizational factors; Individual performance factors and the UNs SOP factors. Based on this process the following are the key findings.

5.2. Summary of findings on the organizational factors

- MoD has made substantial efforts on facilitating all the required training infrastructures in order to qualify staff officers/military observers for UNs peacekeeping mission.
- Even if the training infrastructures are available, it was not able to produce technically skillful and knowledgeable officers as required owing to low academic backgrounds of some officers as a result of which less understanding on lessons presented by instructors.
- The time duration allowed to cover the training period was found to be inadequate; these deficiencies are found to negatively affect the process of deploying qualified staff officers/military officers to the UN mission.
- MoD Peacekeeping Main Department is found to be better at the accessibility and availability of training manuals for prospected military officers. However, almost half

of the military officers are unsatisfied with the accessibility of well qualified trainers, Rather it requires further investigation regarding the why respondents are not satisfied with the available trainers.

- MoD Peacekeeping Main Department does not have an established experience sharing system between officers who completed their UN mission and the institution. The absence of this experience sharing system within the institution is also the major limitation. The findings also clearly reveal that the majority of staff officers/military observers deployed in the United Nations peacekeeping missions without equipping the required skills and ability.
- Some officers have low academic backgrounds which hinders their capability and ability to understand the given training and learning process, and this in turn results to face language shortages, poor in operating computers and less technological awareness.
- To sum up with the organizational factors, there is limitation in preparing competent enough officers for UN's peacekeeping missions and they were engaged without an adequate knowledge's, skills and abilities prior to their engagements. The summation of the aforementioned shortcomings therefore undoubtedly make officers inefficient, less capable and less competitive with their counterparts coming from TCCs within their assigned responsibilities in the mission.

5.3. Summary of findings on the Individual performance factors

- Ethiopian staff officers/military observer are found to be poor in both technical and communication skills, mainly English language, which is the official and medium

language of the UNs. This in turn adversely affects to communicate and interact with colleagues, supervisors and the community of the host country. It also restrains in gathering relevant information, analyzing and sharing the gathered information to the concerned bodies using different means.

- The UN mission more than anything else, highly demands technical skills from UN personnel such as IT. This is mainly because, every activity in UN is entirely system-based (Outlook, Omoja etc) hence an efficient use of such IT and office equipment's is a requirement for both UN military observers and staff officers. Furthermore, as driving is one of the duties of military observers/military liaison officers, driving skill is mandatory particularly for MILOBs hence failing to pass the required driving test automatically means failing to deploy the resultant of which is automatic repatriation to their country of origin. In this regard, lack of such technical skills problem remains to be a great challenge for Ethiopian officers, a challenge which needs to be bridged.
- The findings also reveal that, the major problem is found to be lack of substantial expertise in using computer for analyzing data, using internet and intranet and office equipments, inability of reading military maps and using GPS, which is the basic technological tool for military operations; inability on using of both HF and VHF radio procedures and radio format of UN mission.

5.4 Summary of findings on behaving according to UNs (SOP)

- To begin with the observed strengths, the majority of Ethiopian staff officers and military observers are found to be good enough in team work.

- The majority of Ethiopian staff officers and military observers are found to be good enough in their professional competencies, especially, on showing persistence when faced with difficult problems or challenges; Pride in their work and in achievements; motivated by professional rather than personal concerns;
- Meeting commitments & achieving results, strictly respecting UNs SOP and behaving according to the mission specific code of conduct set by UNs department of peacekeeping operations.
- Nevertheless, some officers have limitation of professional incompetence's in the mission area, like: poor in demonstrating their professional competence and mastery of subject matter.

5.4. Conclusions

MoD, peacekeeping main department is an organized department with a provision of clear mission to train, prepare and deploy competent and professional officers for the engagements of UNs peacekeeping missions. This indicates that MoD is trying to fulfil the demand and requirements of the United Nations Department of Peacekeeping Operations, fulfil the standard of peacekeeping missions. Nonetheless, some limitations were identified through this research; such as those military officers nominated for trainings are unable to fully acquire the desired technical skill and professional knowledge from training provided by MoD peacekeeping main department. On the other hand, some real strengths of officers were observed; such as Ethiopian staff officers/military observers show persistence when faced with difficult problems or challenges in the UNs peacekeeping missions. Moreover, they are good enough in team work with the diversified people in the mission.

Therefore, because of these core strengths, most of the officers can survive from challenges faced in the mission area, which enable them to obtain substantial reimbursement for deployment, and maintain the overall nation's image building and reputations of the country.

Following are among the major challenges which have been facing so far for most Ethiopian officers that need to be improved :-

- Incompetency to present their own ideas/opinions in front of various military components and higher UNs officials.
- Poor English language skills to communicate/ interact with various people, which results less confidence on oneself.
- Poor technical skills in using IT like internet/intranet, military technologies like Maps, GPS, which are the basic requirements for every officer in the mission.
- Poor driving skills especially military observers/military liaison officers, which is a part and parcel of their duties.

5.5. Recommendations

Based on the findings of this study, recommendations are provided in order to improve the shortcomings and more strengthened the positive aspects of MoD peacekeeping main department and individual staff and military observer's performance.

The Federal Democratic Republic of Ethiopia Ministry of Defense in general and the peacekeeping main department in particular should strengthen the availability of training infrastructure, in terms of making resourcefulness so as to enhance competent staff officers and military observers. Infrastructure like internet/intranet, and outlook for training purpose, considering UN mission system, needs attention so as to solve the current officer's problem.

Furthermore, training should focus on practical aspects and need to be mission-specific rather than generic and theoretical. Special attention should also be given for trainings such as Table Top Exercise(TTX),Command Post Exercise(CPX) and Field Exercise(FTX) which could enable to develop knowledge and skills.

The FDRE ministry of defense should consider the shortcomings being evident in most of Ethiopian officers in relation to the low level of academic backgrounds hence communication barriers poor performance. For that matter, so long as such problem is not limited to a certain institution, it requires a nation-wide attention and solution. Because, army members come from the society. Having educated society means having educated army. Keeping in mind this truth, MoD should strengthen its efforts to further train its army.

MoD peacekeeping main department need to establish well organized experience sharing system, conduct continuous assessment; in order to revise its training, deployment and monitoring system. This can be carried out through giving an assignment to every deployed officer in a bid to conduct his/her assessment, organize experience and at the end of the mission to present to peacekeeping main department. This task should be taken as part of responsibility of every officer.

- Ethiopian prospected staff officers and military observers should exert their maximum effort to develop their capacity, knowledge, and skill especially, English language, skill, computer skill through self-teaching, attending schools and training centers.
- The individual staff officers and military observers should know the system, technology, and procedures they are going to use in peacekeeping mission before deployment, mainly, outlook, internet/intranet, and office equipment's.
- Staff officers\military observers are required to know the working environment, be eager and forefront to learn new thing, need to have a courage to ask others, run to

familiarize themselves with new systems. Both staff officers and military observers are also required to familiarize themselves with the UN Procedures and rules. It is also recommended to avoid silence, escalate interaction with colleagues, adjacent section, and develop communication skills.

- Team work is one of proficiency measurement for UN staffs. Of course, team work is not as such new phenomenon for the Ethiopian officers in that they use it in their home country on daily basis.
- Ethiopian officers are ranked at a highest level in maintaining the values of UNs in daily activities and behaviors mainly impartiality, fairness, honesty and truthfulness, maintain the goodwill of the UNs as well as their country by respecting international law and human rights law in UN mission. Therefore officers are recommended to sustain those values.
- For any researcher who may be interested in the performance and competency levels of staff and military observers, the researcher recommends to investigate the overall officer's competency level. Because it is difficult to investigate the entire components of knowledge, skill and abilities of FDRE MoD's officers within this research.
- Furthermore, the researcher believes that it is very important to investigate the personal motivations of MoD officers for professionalism so as to fit with the UN's current and future missions.

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Annexes

Annex-1, Questionnaire

Addis Ababa University College of Business and Economics Department of
Public Administration and Development Management

Dear sir/Madam,

I am a postgraduate student in College of business and economics, department of public administration and development management, Master art of in public management and policy. I am conducting research on “challenges and success of individually deploying Ethiopian staff officer/military observer in peacekeeping mission”. To address this research question, your participation is critically essential. Therefore, I would kindly request you to provide reliable information with at most clearly and sincerely. I would also like to assure you that all information provided by you will use only for this research purpose and all responses will kept in strictly confidential. Should you have any question about this research please be free and contact me at **0943302255** or via my email, address gebrehiwotteame4@gmail.com. I would like to express my earnest appreciation for your honesty, and prompt response in advance.

With best regards!

Teame G/hiwot

MA student, Addis Ababa University, College of business and economics

I. Personal Data

Please put your personal data in the given box by putting thick mark (☑) and fill your response in the space provided.

A. Work place -----Division/Dep't-----

B. Education level.

i. Below 10th Grade ☐

ii. From 10th – 12th Grade ☐

iii. Diploma ☐

iv. BA/BSc Degree ☐

v. MA ☐

C. Rank

i, Private ☐

ii, NCO ☐

iii, Line officers ☐

iv. Higher office ☐

E. Service years in the Army

i. 7years and below ☐

ii. 8-15 years ☐

iii. 16-23 years ☐

iv. Above 24 years ☐

F. Gender

i. Male ☐

ii. Female ☐

Section II

Please answer for following questions by putting thick mark under the number which represents that most closely matches your opinion.

1. Strongly agree =2. Agree= 3. Partially agree =4. Disagree =5. Strongly disagree

s/n	Questions	1	2	3	4	5
I	Pre-deployment training					
1.1	There is full infrastructure to train and prepare qualified officers for the deployment of UNs mission.					
1.2	There is well designed training curriculum and manuals for prospect Military officers engage to UNs mission.					
1.3	There are qualified trainers for trainee of UNs peacekeeping missions.					
1.4	There is experience sharing between officers who completed their UNs mission and the MoD peacekeeping mission trainers.					
1.5	Staff/military observers are acquired the relevant skills prior to their deployments of UNs peacekeeping missions.					
II	Communication skills					
2.1	Ethiopian staff officers/military observers are good enough in gathering, analyzing, drafting and delivering relevant information.					
2.2.	Ethiopian Staff Officers clearly briefing to other military colleagues, VIPs, civilians within the mission and other organizations as required by the HOMC.					
2.3.	Ethiopian staff officers/military observers are good enough in reading maps and GPS					
2.4	Ethiopian staff officers/military observers are good enough in using both HF and VHF radio procedures and radio format of UN mission					
2.5	Ethiopian Staff Officers have substantial expertise in the computer skills to use a PC, internet and intranet and office equipments					
III	Team work					
3.1	Ethiopian Staff Officers Works collaboratively with colleagues to achieve the UNs mission goals.					
3.2	Ethiopian Staff Officers Solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others.					
3.3	Ethiopian Staff Officers build consensus for task purpose and direction with team members came					

	from different countries					
3.4	Ethiopian Staff Officers shares credit for team accomplishments and accepts joint responsibility for team shortcomings.					
3.5	Ethiopian Staff Officers Places team agenda before personal agenda.					
IV	Professionalism					
4.1	Ethiopian Staff Officers Shows pride in work and in achievements.					
4.2	Ethiopian Staff Officers Demonstrates professional competence and mastery of subject matter					
4.3	Ethiopian Staff Officers are conscientious and efficient in meeting commitments, observing deadlines and achieving results.					
4.4	Ethiopian Staff Officers Shows persistence when faced with difficult problems or challenges					
4.5	Ethiopian Staff Officers are motivated by professional rather than personal concerns					
V	Behaving according to UNs Standards of procedures (SOP)					
5.1	Ethiopian staff officers/military observers have adequate knowledge of mission specific command procedures.					
5.2	Ethiopian staff officers/military observers are respecting International humanitarian law and human rights laws.					
5.3	Ethiopian staff officers Demonstrates the values of the United Nations, including impartiality, fairness, honesty and truthfulness, in daily activities and behaviors					
5.4	Ethiopian staff officers fully respect the code of conduct of UN missions					
5.5	Ethiopian staff officers are fully competent in UNs peacekeeping operations and are maintaining the good will of the country.					

Interviews

- 1) What do you think the Ethiopian staff officers/military observer should maintain and keep as a factor for their success, List them,

.....
.....
.....

- 2) Do you think Ethiopia's participation through staff officers/military observer is adequate? If you answer is no, please specify why

.....
.....
.....

- 3) What opportunity do you think Ethiopia is getting from peacekeeping missions?

.....
.....
.....

- 4) What do you think Ethiopia's future deployment in peacekeeping operation? Will increase or decrease.....

.....

- 5) What do you think the remedy measure to fill the gaps.....

.....
.....
.....

Annex-2.1 Tables focusing on Organizational factors

Table 4-3. Availability of training infrastructures for Military observers/staff officers

		1. There is full infrastructure to train and prepare qualified officers for the deployment of UN mission					Total
		strongly agree	agree	partially agree	disagree	strongly disagree	
Rank	Private	0	7	0	0	0	7
	NCO	0	6	6	0	0	12
	Line officers	12	6	14	32	6	70
	Higher officers	24	56	13	68	0	161
Total		36	75	33	100	6	250

Table 4.4. Availability of training curriculum and manuals

		2. There is well designed curriculum and manuals for prospected staff officers/military observers engage to UN Mission					Total
		strongly agree	agree	partially agree	disagree	strongly disagree	
Rank	Private	0	0	7	0	0	7
	NCO	0	6	6	0	0	12
	Line officers	6	45	0	13	6	70
	Higher officers	42	32	43	44	0	161
Total		48	83	56	57	6	250

Table 4.5. Availability of qualified trainers

		3. There are qualified trainer for trainee of UN peacekeeping mission					Total
		strongly agree	agree	partially agree	disagree	strongly disagree	
Rank	Private	0	7	0	0	0	7
	NCO	0	0	12	0	0	12
	Line officers	0	18	14	26	12	70
	Higher officers	18	44	44	36	19	161
Total		18	69	70	62	31	250

Table-4.6. Experience sharing system

		4.thre is experience sharing system between officers who completed their UN mission and the FDRE peacekeeping main department					Total
		strongly agree	agree	partially agree	disagree	strongly disagree	
Rank	Private	0	0	5	2	0	7
	NCO	0	0	11	1	0	12
	Line officers	8	9	19	22	12	70
	Higher officers	10	33	21	67	30	161
Total		18	42	56	92	42	250

Table 4.7. Knowledge and skill of Staff/Military Observers before UNs mission engagement.

		5.staff officers/military observers acquire the relevant skills prior to their deployments of UN peacekeeping mission					Total
		strongly agree	agree	partially agree	disagree	strongly disagree	
Rank	Private	0	0	7	0	0	7
	NCO	0	6	0	6	0	12
	Line officers	13	12	12	26	7	70
	Higher officers	12	55	13	75	6	161
Total		25	73	32	107	13	250

Annex-2.2, Tables focusing on Individual performance factors

Table-4.8, Ability of officers in gathering and reporting information

		6.Ethiopian staff officers/military observer are good enough in gathering, analyzing, drafting and delivering relevant information					Total
		strongly agree	agree	partially agree	disagree	strongly disagree	
Rank	Private	0	0	0	7	0	7
	NCO	0	6	6	0	0	12
	Line officers	0	24	6	33	7	70
	Higher officers	6	50	37	50	18	161
Total		6	80	49	90	25	250

Table-4.9. Ability of Staff/military observers in briefing for higher officials

		7.Ethiopian staff officers/military observers are able to deliver clear and precise briefing to other military colleagues, VIP, civilians within the mission and other organizations as required by the HOMC					Total
		strongly agree	agree	partially agree	disagree	strongly disagree	
Rank	Private	0	0	0	7	0	7
	NCO	0	6	6	0	0	12
	Line officers	0	20	18	32	0	70
	Higher officers	7	56	30	49	19	161
Total		7	82	54	88	19	250

Table-4.10. Technical competencies of staff/military observers (q8,q9 & q10 are merged)

Measurements	Technical competencies of staff/military observers				
	strongly agree	agree	partially agree	disagree	strongly disagree
Reading maps and GPs	5.5%	36.8%	12.8%	40%	4.8%
Using both HF and VHF radio	9.6%	26.8%	25.6%	32.8%	5.2%
Computer skills	4.8%	22%	22.4%	36%	14.8%
Total	6.6%	28.5%	20.3%	36.3%	8.3%
	35.1%+10.2%=45.3%			44.5%+10.2%=54.7%	

Table-4.11, Team work of staff/military observers (q11, q12, q13, q14 & q15 are merged)

Rank	Performance of Ethiopian staff/military observers in Team work				
	strongly agree	agree	partially agree	disagree	strongly disagree
Private	-	2.5%	0.4%	-	-
NCO	-	2.4%	1.8%	0.3%	0.3%
Line officers	5.9%	8.3%	10.4%	3%	0.3%
Higher officers	20.2%	18.1%	11.6%	11.2%	2.9%
Total	26.1	31.3	24.2	14.5%	3.5
	57.4%+12.1% = 69.5%		24.2%	18%	

Table-4.12 Professional competencies of Ethiopian staff/military observers (q16,q17,q18,q19 & q20 are merged)

Rank	Professional competency of Ethiopian staff/military observers				
	strongly agree	agree	partially agree	disagree	strongly disagree
Private	1.1%	1.1%	0.56	-	-
NCO	-	2.9%	0.96	-	1%
Line officers	4.1%	8.4%	9.6	4.8%	1%
Higher officers	12.2%	23%	14.1	10.2%	5%
Total	17.4%	35.4%	25.2%	15%	7%
	52.8%+12.6% = 65.4%		25.2%	22%+12.6% = 34.6%	

Table-4-13, Levels of Professional competency variables. (The five questions used for comparison)

S/ N	Measurements	Professional competency of Ethiopian staff/military observers	
		agree	disagree
1	shows persistence when faced with difficult problems or challenges	73%	27%
2	Pride in work and in achievements	69.4%	30.6%
3	Motivated by professional rather than personal concerns	67.8%	32.2%
4	Meeting commitments & achieving results.	64.4%	35.6%
5	Demonstrates professional competence and mastery of subject matter	52%	48%
	Total	65.4%	34.6%

Annex-2.3, Behaviors of Ethiopian officers Vs UNs Standards of procedures (SOP)

Table-4-14. Behaving according to UNs Standards of procedures (SOP) (questions 21-25)

Measurements	Behaving according to UNs SOP				
	strongly agree	agree	partially agree	disagree	strongly disagree
Knowledge of UN mission specific command procedures	14.4%	37.6%	30%	13.2%	4.8%
Respecting international law and human rights law in UN mission	41.6%	22.4%	17.6%	8%	10.4%
Maintain the values of UNs in daily activities and behaviors mainly impartiality, fairness, honesty and truthfulness	41.6%	29.6%	7.6%	7.6%	13.6%
Fully respect the code of conduct of UNs mission	41.6%	24.4%	12.8%	13.2%	8%
Maintain the goodwill of the UNs as well as their country	36.4%	35.2%	2.4%	16%	10%
TOTAL	35%	29.8%	14.1%	11.6%	9.4%
G.TOTAL	64.8%+7.05%=71.9%		14.1%	21%+7.05%=28.1%	