

**ADDIS ABABA UNIVERSITY**  
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**INSTITUTE FOR PEACE AND SECURITY STUDIES (IPSS)**

**ETHIOPIAN MILITARY DOCTRINE IN PEACE OPERATIONS:  
A COMPARATIVE STUDY ON AMISOM, UNAMID AND  
UNISFA**

By

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June 2020

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A thesis Submitted to the Institute for Peace and Security Studies of Addis Ababa  
University in partial fulfillment of the requirements for the Degree of Master of  
Arts in Peace and Security Studies

June 2020

**Addis Ababa University,  
School of Graduate Studies,  
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Ethiopian Military Doctrine in Peace Operations: A Comparative Study on  
AMISOM, UNAMID AND UNISFA

**APPROVED BY THE BOARD OF EXAMINERS**

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## **Acknowledgments**

I would like to thank my advisor, Dr. Daniel Gebreegziabher Kebede, for his valuable advice, guidance, and constructive comments that greatly enriched this paper. I wish to thank the FDRE Peacekeeping Center, the Contingent Training School, and all who provide me relevant information in due course, and without them, the materialization of this study would have been impossible.

I wish to thank Mr. Adera Bekele and Colonel Tilahun Hantal for their financial and constructive support. Most importantly, I thank my wife Diribe Yadeta for her unreserved support, standing on my side, loyal and unwavering support during my college life, I also would like to thank my brother Abera Kenea for his support and good wish for my success in due process of the study.

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## Abstract

The purpose of this thesis is to examine whether the Ethiopian troops in different peacekeeping missions with varied contexts and authorizing institutions operate similar doctrine or not, taking AMISOM, UNAMID, and UNISFA. To this end, the study employed a qualitative comparative study. Data collected through in-depth and key informant interviews and focus group discussions with those who were selected using purposive sampling based on their engagement and knowledge were analyzed thematically. The result of this thesis reveals the need to develop well articulated peace operation doctrine in the absence of a formal peace operation doctrinal guidance that shapes Ethiopian troops' participation in regional, continental, and international peacekeeping operations. In addition, the study identified that the military doctrine varies in different contexts of operation due to variation in military, technical, and political dimensions. These dimensions are manifested in variables such as the organization or structure, command, and control, the use of force, tactics, techniques and procedures, logistics, communication, values, and interaction. Moreover, the study identified challenges related to command and control in the form of lack of coordination, and decision making in both UNAMID and UNISFA while lacking continuity in control in AMISOM. The principal challenge for the three cases is a poor communication skill and logistics pitfall. Moreover, the Ethiopian troop in AMISOM predominantly engages in a war-fighting against Al-Shabaab while in UNAMID and UNISFA in peacekeeping operation where the use of force is limited to specific conditions. Hence, despite few similarities among the three missions, the doctrine, the Ethiopian troops apply in these missions vary due to contextual differences. The researcher suggests that there is a need to mitigate the challenges that the troop faces in peacekeeping operations.

Keywords: *military doctrine, operation, peace operation and peace support operation.*

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## Acronyms

AMIS=African Union Mission in Sudan

AMISOM=African Union Mission in Somalia

AU= Africa Union

C2= Command and control

COE=Contingent Owned Equipment

COG=Center of Gravity

DFS= Department of Field Support

DPKO= Department of Peacekeeping Operation

FDRE= Federal Democratic Republic of Ethiopia

FGDs= Focused Group Discussions

IDP=Internally Displaced Person

JEM=Justice and Equality Movement

MoND=Ministry of National Defense

MOU =Memorandum of Understanding

NATO=North Atlantic Treaty Organization

NCO= Non-Commissioned Officers

PCRD=Post Conflict Reconstruction and Development

PKO= Peacekeeping Operation

PSOs= Peace Support Operations

POC=Protection of Civilians

ROE= Rule of Engagement

SADC= Southern Africa development Community

SLM/A= Sudan Liberation Movement/ Army

TCC= Troop Contributing Country

TTPs= Tactics, Techniques and Procedures

UN= United Nations

UNAMID = United Nations /African Union Hybrid Operation in Darfur

UNISFA= United Nations Interim Security Force for Abyei

UNSC= United Nations Security Council

# CHAPTER ONE

## INTRODUCTION

### **1.1 Backgrounds of the Study**

Though every troop deployed in a peace operation missions are expected to comply with the doctrine of the authorizing institutions, they also operate following their respective national peace operation doctrine. The shifting patterns of conflict across peace operation, the mandate of the mission, and the operational capability of troop-contributing countries (TCCs) influence how they operate with varied contexts. The TCCs employ their command and control and the need to have operational independence at a practical level relates to the doctrinal operation along with national doctrine. While research on peacekeeping operations in the Horn of Africa is widely available; such as the contributions and roles of Ethiopia in peacekeeping (Yonas, 2018; Kaleab, 2018), joining AMISOM (Williams, 2017), Ethiopia's roles in Abyei (Mehari, 2018), and Ethiopia and Peace Support Operation in Africa (Muluken, 2020) however studies which examine how the troop operates (doctrine) in peace operations are limited. Doctrine the operation, in peace operation<sup>1</sup> context, is a sequence of organized tactical, technical, and procedural actions with a common purpose, including the conflict de-escalation. The mandating authorities adopt different doctrines even in the same context based on their interest. In peace operation in Somalia, for instance, for AU, it is a stabilization mission while for the UN it is a peace enforcement mission (Williams, 2015). Such difference impacts the operation and allows TCCs to operate flexibly. Consequently, the AU provides strategic decision and institutional framework however the TCCs operate separately according to their national military doctrine (de Coning, 2017). The TCCs disregarded the institutional framework of mandating authorities' doctrine and sought doctrinal guidance from their respective country. However, there is a gap in how the troop operates under varied contexts and mandating organizations. This triggered the researcher to examine how TCCs operate in varied contexts, mandates, and authorizing organizations.

The objective of this study is, therefore, to explore, compare and explain the doctrinal operation of Ethiopian troops under varied contexts of the peacekeeping operations in the Horn

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<sup>1</sup> In this thesis the words peace operation, peacekeeping, and peace mission are used interchangeably

of Africa. Thus, it examines whether the Ethiopian troops in different peace operations with varied contexts, operational capability, and mandating organizations operate with its military doctrine or not, taking AMISOM, UNAMID, and UNISFA. Accordingly, the Africa Union (AU) Peace and Security Council approved the deployment of AMISOM in March 2007 to restore peace and stability in Somalia. However, Ethiopia has joined AMISOM in 2014 by sending troops to fight against Al-Shabaab and contribute to collective security (Williams, 2017). Ethiopia as a TCC engaged in war-fighting and counter-insurgency operation. Conversely, UNAMID was established in December 2007 but Ethiopia joined UNAMID in 2008 by sending troops and military experts on mission. Finally, UNISFA is established in June 2011 and Ethiopia joined as the only TCC to monitor the Abyei area. These missions are authorized by United Nations Security Council under Chapter VII of the UN Charter.

The UN peacekeeping doctrine deals with peacekeeping tasks like the control and supervision of peace agreement or cease-fire. It operates grounded on the three core principles, namely consent, impartiality, and minimal use of force. However, the Africa Union peace support operations doctrine provides detailed guidelines for peace operations like single command and control, mobility, logistically self-sustainable, and flexibility or adaptability to varied scenarios (AU, 2013). The AU PSOs doctrine intended to serve as a response to complex urgent situations and incorporates the use force beyond self-defense. Therefore, this study sought to answer the basic question of how Ethiopian troops operate in peace operation, whether the military doctrine is consistent with authorizing institutions' doctrines or not.

In general, the guiding idea behind this study is that whether the Ethiopian troops operate inconsistent with its national military doctrine and/or employs the authorizing organizations' peace operation doctrines. The study intended to explore how the Ethiopian troops in different peacekeeping missions with varied settings operate across AMISOM, UNAMID, and UNISFA peace operations. Methodologically, this study employs a qualitative research approach with a case study design. The data could be generated from the primary sources. The data that has collected from primary sources could be analyzed using a qualitative comparative analysis method. Finally, the researcher inspired to explore the Ethiopian troop's doctrinal practice in peace operations since there was limited literature on the subject and the strong motivation to contribute to the field. Moreover, the researcher was triggered to explore how the Ethiopian troops operate in varied contexts of peace operations because of the vision of the Ethiopian

Defense Forces that are protecting national security, proficient participation in regional, continental, and international peacekeeping operations.

## **1.2 Statement of the Problem**

Though the troops deployed in peace missions are expected to conform to the doctrine of the mandating authorities and operate following their respective national peace operation doctrine. Thus, at a strategic level, the United Nations (UN) operates depending on the trinity principles of consent, impartiality, and appropriate use of force while AU operates based on the concept of peace support operation that incorporates the use of force to induce peace spoilers (Williams, 2015). Conversely, the UN encourages the member states to formulate their respective national peace operation doctrine (UN, 2008). Accordingly, advanced and militarily capable countries such as the United Kingdom, the United States of America, and others have developed their national peace operations doctrine (Findlay, 2002). Besides, some developing country such as South Africa has formulated their peace operation doctrine (Rickert, 2002). Albeit Ethiopia has significant experience and the largest TCC to UN peace operations, it has no well-articulated peace operation doctrine such as clear guidance on the protection of civilians. Developing countries are face challenges in the absence of national peace operation doctrine (Holt and Berkman, 2006). Besides, there is limited scholarly literature on Ethiopia's military doctrine operation in peace missions (Kaleab, 2018). Furthermore, there is a lapse in knowledge about the developing countries regarding the TCCs doctrinal operation in varied contexts (Holt and Berkman, 2006).

Thus, in the absence of well-organized, written peace operation doctrine, it would be logical to ask whether the Ethiopian troops in varied contexts, mandate, and authorizing institutions operate similar doctrine or not. Moreover, the contributions, roles, and the benefits of Ethiopia in peace operations were studied (Yonas, 2018; Mehari, 2018 and Muluken, 2020). The pattern in which the scholarly literature (Muluken, 2020) studied the three cases of Darfur, Abyei and Somalia is different from this study. Because it emphasized on the achievements, challenges, and lessons learned from the perspectives of collective security obligation and benefits. However, this study focused on troop practices (operations) in terms of doctrine. Accordingly, as far as the knowledge of the researcher is concerned; no research has been conducted about how the Ethiopian troop operates in peace operations under varied contexts. This was the research gap the

study sought to fill. To fill the gap, this study was explored how the Ethiopian troop operates under varied contexts, taking AMISOM, UNAMID, and UNISFA. Therefore, this study is conducted based on the need to better understand how Ethiopia's army operates in varied settings in a peace mission in the absence of clear doctrinal guidance on the practical level. In general, the study tried to explore whether the Ethiopian contingent troops operate with similar doctrine or not, the doctrinal issues that the army applied, the doctrinal variance in the application, and its challenges in the cases of AMISOM, UNAMID, and UNISFA.

### **1.3 Objectives of the Study**

The general objective of the study is to explore, compare, and explain how the Ethiopian army operates with its military doctrine in discharging its peace operation mandate in AMISOM, UNAMID, and UNISFA peace operations. To achieve the general objective, the study sets the following specific research objectives:

1. To explore the doctrinal issues that the Ethiopian army applies in AMISOM, UNAMID, and UNISFA.
2. To examine how the troop does operate with military doctrine in AMISOM, UNAMID, and UNISFA.
3. To explore the challenges that the Ethiopian army faces in the execution of doctrine in AMISOM, UNAMID, and UNISFA.

### **1.4 Research Questions**

The study seeks to answer the main question of how the Ethiopian army operates with its military doctrine in different contexts notably in AMISOM, UNAMID, and UNISFA. This study posed three questions to closely explore how the Ethiopian troop operates with its military doctrine in varied contexts and mandating authorities.

1. What are the doctrinal issues that the army applies in AMISOM, UNAMID, and UNISFA?
2. How does the Ethiopian troop operate with military doctrine in AMISOM, UNAMID, and UNISFA?
3. What are the challenges that the Ethiopian army faces in the execution of doctrine in AMISOM, UNAMID, and UNISFA?

## **1.5 Scope of the Study**

Given the time and financial constraints to study the broad issue related to Ethiopian army doctrine operation in different contexts. The study delimited its scope geographically and temporally. Spatially, the study emphasized the three volatile spots in Horn of Africa, namely Somalia (AMISOM), Darfur (UNAMID), and Abyei (UNISFA), where Ethiopian peacekeepers deployed. In terms of time, the study focused on the army doctrine operation in different peace operation contexts post-2007. It did not focus on the evaluation of peace operations and did not cover the other Ethiopian army doctrinal practice. Also, the study delimited into these areas due to time constraints and the limited resources for fully undertaken the research.

## **1.6 Significance of the Study**

FDRE as a key contributing country to peace support operations, this study is significant for the Ethiopian army in peace operation with military doctrine in different contexts. It is important for three reasons. First, it expands the understanding of the TCCs doctrinal operation in the absence of national peace operation doctrine in varied contexts and mandating authorities. Second, the study may contribute to academic literature and debate in the discipline of the national peace mission doctrine in varied contexts. Finally, the study has policy implications for national peace operation doctrine formulation in changing patterns of conflicts.

## **1.7 Limitations**

There were some challenges in undertaking this research. The first was the time constraints in managing the study. Besides, lack of financial resources to collect data from the spots. The other limitation of this study was the unavailability of local research documents on similar institutions to take as a benchmark and reference for the required doctrinal operation in different contexts. Finally, the research process was negatively influenced by the Corona Virus pandemic disease in collecting data and in obtaining expert consultations.

## **1.8 Definition of Terms**

The key terms relevant to this study were: military doctrine, operation, peace operation, and peace support operation.

- Military Doctrine is a set of institutionalized principles and beliefs that guides the actions of military forces.
- Operation-is a sequence of tactical actions with a common purpose or unifying theme.
- Peace operation: is an organized international assistance initiative to support the maintenance, monitoring, and building peace.
- Peace support operation: - is an operation that impartially employs diplomatic/political focus, civil and military means to restore peace and security.

## **1.9 Organization of the Thesis**

The study is organized into five chapters. The first chapter deals with the introduction part that brings together various issues such as the background of the study, the statement of the problem, the objective of the study, research questions, scope of the study, significance and limitation of the study, definition of terms and the way it organized. The second chapter covers the reviews of the relevant literature to the objectives of the study. The third chapter discusses the methodology of the study including research design, study population, sampling and sampling methods, data gathering tools, research procedures, validity, and reliability of the study and ethical issues. Chapter four, deals with data presentation, analysis, and interpretation. Finally, the fifth chapter brings a summary of findings, conclusions, and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW ON PEACE OPERATION DOCTRINES**

#### **2.1 Introduction**

This chapter presents the basic concepts of military doctrine, overviews of United Nations peacekeeping doctrine and African Union peace support doctrine. In addition, it covers the experiences on national peace operation doctrines of British, United States and the South Africa doctrine on peace mission. Finally, this chapter deals with Ethiopian military doctrine and conceptual framework.

#### **2.2 Understanding Military Doctrine**

##### **2.2.1 Defining Military Doctrine**

Etymologists attribute the origin of the term “doctrine” to the Latin word *doctrina*, from *doceo*, which refers to teaching, or learning, that represents the act of teaching. The term doctrine was first used by members of the Catholic Church in reference to the beliefs taught by the Church (Jackson, 2009). Providing a general definition of the term doctrine is not simple, because it is a contested concept (Sloan, 2012). Military doctrine is authoritative guidance in changing patterns of conflict and threats in today’s world (Posen, 2016). It provides a general direction on the multitude of tasks and underpins all military activities, like planning and execution (Lovelock, 2002). The existence of threats demands a strong military capability that appropriately applies military strategy along with operations (Donald, 2001). The occurrence of serious situations in the world has led to the establishment of peacekeeping operations (UN, 2008). Thus, an operational development that has impacted the environment of a peace mission, the growing numbers of peacekeepers in the field, and the need for clear, authoritative guidance on various tasks bring out peacekeeping doctrine (Samaai, 2017; UN, 2008). A shifting nature of conflicts from inter-state to intrastate conflicts posed challenges that the peacekeepers must respond has led to the creation of a variety of new national peace operation doctrines (Potgieter, 1996). There is no single definition of military doctrine that military writers agreed upon (Hoiback, 2015; Posen, 2016). Hence, the researcher focused on the variables used in defining military doctrine

by doctrine writers. First, some doctrine writers emphasize the strategy of the state in defining a military doctrine. For instance, in the 1980s doctrine is defined as a “critical component of a national security policy or grand strategy” (Posen, 1984, p. 13). These writers pay attention to the state’s foreign policy and assumed doctrine as a component of a national strategy to attain security.

Second, other doctrine writers pay attention to the capability of military forces to attain success in waging war. According to these writers, military doctrine is not a silver bullet but a tool that helps to confirm military competence for a specific task (Berkman, 2006). This implies that the ability of the military to analyze the best way to improve performance by coping up with existing tactics, techniques, and technologies. Finally, the other sorts of doctrine writers focus on the reasons behind the formulation of military doctrine. The reasons behind the doctrine can be determined by analyzing the contents of the doctrine. According to these writers, the doctrine is defined as an institutionalized principle about the best way to do tasks (Posen, 2016). It implies the rational calculations of the patterns of threats or uncertainty, political, technical, and military factors are the reasons for the adoption of military doctrine.

In general, the variables which were used to determine the categories of doctrine definition are the strategy, capability and reasons for the formulation of doctrine. However, the Posen’s (2016, p. 159) definition of doctrine emphasized on “how to fight” but ignored the military actions such as training and interaction with society. For this study, the researcher employed the definition of doctrine as a set of institutionalized principles and beliefs that provides guidance on actions of military forces.

### **2.2.2 The Rationale for Military Doctrine**

The shifting patterns of security threats imposed the states to have well-articulated military doctrine as well as peace operation doctrine which is used as a foundation for army building and inform a professional army how to undertake military tasks (Mehari, 2011). It is utilized as a springboard for preparing the army to maintain security and to achieve national interest (Wario, 2014). The researcher sorted the reasons for formulation of military doctrine into three major categories. First, military doctrine is serves to achieve strategic functions (Posen, 2016). The strategic functions of military doctrine comprise the preparation for the potential and actual threats that are critical to national interest. Thus, it serves as a framework for training, organizing

and operating. Doctrine serves as a strategy to achieve victory (Romaniuk, 2015). It helps to analyze unforeseen threats and sets priorities for the success of objectives and reduces the chance for the happening of threats by sending diplomatic messages that deters the possible aggressor's action.

Second, doctrine offers key guidance to the army leaders on how to think to secure the state effectively and efficiently. It helps to manage uncertainty through practiced and tested principles. The military theorists point out that military doctrine helps to minimize uncertainty based past practice about the possible threats (Posen, 2016). It helps to shape the arrangement of the army for specific missions and operations. It provides the army with the justification to strive for the achievement of national goals. It offers direction to decision-makers and policy developers in the formulation of military strategy based on experience and threat analysis (Drew & Snow, 1988). It is similar with a compass bearing because it gives the general direction of the course of action in planning and organizing operations (Tritten, 2013).

Finally, the military doctrine helps to create common understanding in performing military tasks. It enables the professional army to create a common awareness and shared procedures in selection of the best course of action (Ogawa, 2003). Doctrine is like glue that holds together the concepts of combat along strategic, operational and practical levels. It is a foundation to recognize the nature of war and the application of military forces (Posen, 2016). In addition, it helps to create awareness about the state's security agenda. Military theorists, doctrine writers, policymakers and experts will debate on the existing doctrine. This process will contribute to doctrinal change to meet the demands of the possible security threats.

To sum up, the reasons behind the adoption of the military doctrine is that it supports to attain strategic interests of a state. It creates a common understanding about security affairs through debate among society. It offers the army the reasons to work for national objectives. Besides, the doctrine guides the commanders to adopt the best way to do military tasks. The researcher argues that the Ethiopian military doctrine helps to achieve strategic goals. It guides how to operate in varied contexts and helps to create common understanding in peace operations. Therefore, the reasons for adoption of military doctrine can be traced from the contents of the doctrine. The contents of the military doctrine are where the major doctrinal issues like political, technical and military dimensions are noticed.

### **2.2.3 Sources of Military Doctrine**

Sound military doctrine development is based on the critical analysis of key variables. Military theorists and doctrine writers assess the concepts that influence the formulation of doctrine. The doctrine writers usually focus on the successful re-engineering of military organization. Indeed, the major sources of military doctrine are security threat analysis and military experience (Drew & Snow, 1988; Posen, 1984). Security threat analysis is one of the key sources of military doctrine. The state's security strategy identifies and describes the likely threats to national security which focuses on the internal and external sources of threats. The security threat of one state is different from other state. For example, the domestic challenges like corruption, lack of justice, organized crime and poverty are not necessarily a threat to all states (Facon, 2017). State's military organization has rich experience in military operations. Also, the state has a bulk history which used as lessons. For instance, the experience of war on different battlefields has influenced the doctrine (Rickert, 2002). In addition, the lessons from military training, field exercises, and scenarios are used as sources of military doctrine. The lessons learned from experience and history is an essential component in the formulation of doctrine (Schwartz, 2011).

In general, the principal sources of military doctrine are the potential security analysis, military theory (Posen, 1984) and the military experience on the issues of security. However, national military doctrine could not fully address the issues in varied contexts of peace operations.

### **2.2.4 Types and Levels of Military Doctrine**

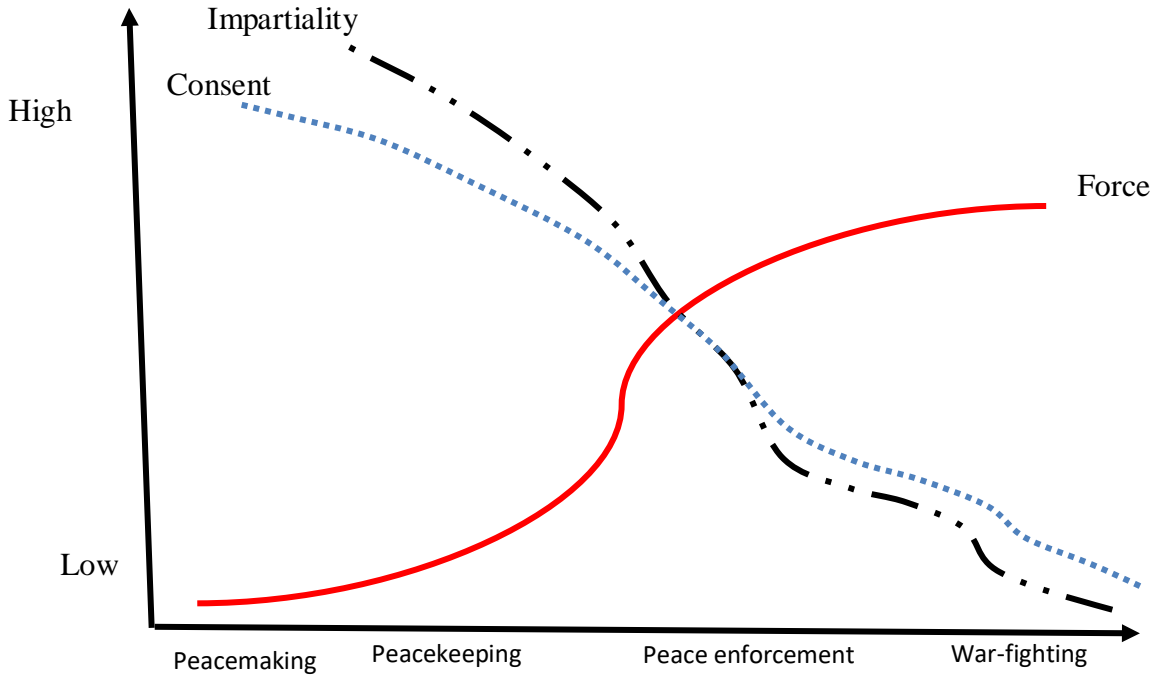
Doctrine varies based on the patterns of conflict and security threats. Military doctrine focuses on the military principles and beliefs to guide the military affairs of a state to achieve national security (Al-Rawashdeh, 2016). It primarily aimed at the destruction of enemy targets (Clingendael, 2014). However, peace operation doctrine is focused on specific functions of the peace mission to restore peace and security (Holt and Berkman, 2006). In general, the goal of military doctrine is to deter or destroy an adversary while peace operation doctrine primarily aims at promoting political peace and building the capability of the host government (Aoi, 2007). Developing countries those lack peace operation doctrine face challenges to discharge their tasks

however well-trained and equipped troops with effective command and control can operate effectively and efficiently (Holt and Berkman, 2006). Conversely, there are three levels of military doctrine, namely strategic level, operational level and tactical level. First, the military-strategic doctrine offers guidance for strategic missions and more of conceptual in nature (Jackson, 2009). It provides the theoretical framework for the application of military power (Schwartz, 2011). Second, the operational level of doctrine guides the use of force in the preparation and execution of operations. It deals with the planning, organizing and implementing of campaigns to translate strategic objectives into reality (Jackson, 2009). Finally, the tactical level of military doctrine entails the use of military weapons and tactics in combat. It describes the proper use of the military asset to perform tasks (Schwartz, 2011). This is the doctrinal level where doctrinal operation and operational divergence of doctrine can be detected.

### **2.3 Overview of UN Peacekeeping Doctrine**

UN peacekeeping operations began in 1948 and established by United Nations Security Council (UNSC) for maintaining peace and security (UN, 2008). The UN peacekeeping doctrine was first developed in the 1950s and changed over time (de Coning & Peter, 2019). UN's peacekeeping mission operates based on the trinity principles of peacekeeping, namely consent, impartiality and minimal use of force (UN, 2008). First, UN peacekeeping operates on consent of the major parties to the conflict and the adherence of local people to peace agreement or cease-fire agreement (Boutellis & Williams, 2013). This principle focuses on the presence of peace to keep, the cooperation and acceptance of peace accord by the local community enables the peacekeepers to succeed in peacekeeping operation (Berdal & Ucko, 2015). Second, UN peacekeeping operates on the principle of impartiality, this entails that the peacekeepers undertake their responsibilities without any favor to parties to the conflict. Third, UN peacekeeping operates on principle of non-use of force, except self-defense and defense of the mandate (UN, 2008). In general, these three variables determine the type of peace operation. For instance, peacekeeping relies on the existence of consent to settle dispute through the pacific means whereas peace enforcement is the use of force in the absence of consent to settle conflict.

Figure 1: Interplay of peacekeeping principles



**Source:** Adopted from Last (1995, pp. 75-77)

In peacekeeping, these trinity principles are interdependent where one serves as a basis and/or result of others. For instance, perceived or actual impartiality is a qualification to obtain the consent of parties to the conflict (Findlay, 2002; Last, 1995). The use of force has two parts, namely the use of force for self-defense and minimum use of force to defend the mandate. (Last, 1995). In general, the three variables are the guiding principles in UN-led peacekeeping operations at a strategic level (Garcia, 2017). However, the tactical level doctrinal guidance is left to the TCCs to formulate their respective national peace operation doctrine. For instance, militarily capable countries such as Canada, France, United Kingdom, United States and others have developed their respective national peace operation doctrine at the tactical level (Findlay, 2002). Conversely, the western countries such as France, United Kingdom, United States and others distorted the legitimacy and the UN guiding principles by military intervention in countries like Afghanistan, Iraq, Libya and others (LIU, 2013).

## **2.4 Overview of Africa Union Peace Support Operations Doctrine**

African Union (AU) is an important continental organization devoted to formulate a very detailed peace support operations doctrine (Williams, 2015). In the introductory part of the doctrine document, AU defines doctrine as “a codification of beliefs, or a body of teachings or instructions or taught principles or positions, that serves as the body of teaching in a branch of knowledge” (AU, 2013, p. 3). According to AU, the doctrine is the basis for teaching, the best way to do business or standard way to execute tasks. The AU peace support operation (PSO) doctrine is harmonized with a policy framework for Post Conflict Reconstruction and Development (PCRD). The PCRD outlines a number of post-conflict activities such as the restoration of rule of law; promotion of democratic institutions and supervisions of elections and others tasks (Kuehne, 2009). The AU PSOs doctrine and the PCRD are the African efforts to construct African Peace and Security Architecture. The AU PSOs doctrine provides very detail information on the threats to peace and the available mechanisms to prevent manage and resolve challenges (Birikorang, Jaye & Okyere, 2016).

The AU PSOs doctrine provides the strategic guidelines for peace support operations such as single command and control, mobility, logistically self-sustainable and flexibility or adaptability to varied scenarios (AU, 2013). The AU PSOs doctrine has developed as a way to manage the complex operations that encompasses mainly conflict resolution, peacemaking, peacekeeping and peace enforcement (Aoi, 2007). It defines PSOs as a response to complex urgent situations. It is multifunctional including diplomatic efforts, military and civil-police elements. Alike the UN and NATO, AU peace support operations doctrine focus on consent, impartiality and the proper use of force as critical elements of PSOs success. Moreover, it underlines the significance of obtaining consent and the techniques to acquire consent. Like the UN peacekeeping doctrine, the PSOs doctrine limits the use of force to self-defense. However, it permits the use of force in case of peace enforcement operations to restore peace. Similar to the UN and NATO, the focal purpose of AU PSOs is to create, promote and preserve a secure environment (Kuehne, 2009). The AU PSOs doctrine is categorized as offensive doctrine since it incorporates the use force beyond self-defense. However, in its application the AU’s PSOs doctrine is purely war fighting. In peace mission, the authorizing authorities adopt different doctrines even in the same context based on their interest. In peace operation in Somalia, for instance, for AU, it is a stabilization

mission while for UN it is a peace enforcement mission. Such a difference impacts the operation and allows the TCCs to operate a flexible manner (de Coning, 2017).

In general, the AU propose strategic decision and coordination however the TCCs operate separately at operational and tactical levels in line with their national military doctrine and use their command and control (C2) approach at tactical level (de Coning, 2017). So, the empirical literature on the practice of AMISOM relates the doctrinal operation of TCCs with their respective military doctrine guidelines. Thus, the TCCs disregarded the institutional framework of mandating authorities' doctrine and sought doctrinal guidance from their respective country. However, there is a knowledge gap in how the TCCs operate across the peace mission.

## **2.5 Doctrine and Its Underpinning**

The national military doctrines and peace operation doctrines are derived from experience, theory, and security strategy. Moreover, both peace operation doctrine and national military doctrine are consistent with the major paradigms of international relations theory. In this section, the guerrilla and maneuver warfare theories are briefly discussed as the foundation of doctrines.

### **2.5.1 Guerrilla Warfare Theory**

Guerrilla warfare is an important concept in military doctrine. The guerrilla warfare is a technique employed by troops to achieve the goals by underlining on the weak side of the enemy (Kalyanaraman, 2013). The guerilla tactical and operational doctrine discloses the guerilla fighting strategy relies on the weak points of adversary to attack (Mulhern, 2012). Accordingly, it is defined as “is a form of warfare by which the strategically weaker side assumes the tactical offensive in selected forms, times, and places” (Kalyanaraman, 2013, p. 172). It searches for the weak points to disrupt and attack the adversary. It undertakes ambushes to loosen the command and control of the enemy. The guerilla fighting techniques demands small weapons to wage war. The guerilla warfare's goal is to influence the enemy by enforcing it in terms of loss of soldiers and diminishes the enemy's inspiration to fight.

Conversly, the guerilla warfare needs sufficient information about the operational areas to win or to survive (Joes, 1996). The accurate information about the enemy's equipment, number, location and intent are essential to identify and attack weaker points (Mulhern, 2012). The guerrilla warfare is the use of a small force and highly mobile force by employing ambushes

against a large force (Bowdish, 2013). Thus, at practical level the guerilla tactics intended to organize the fighters into small units aiming at attacking the center of gravity of the adversary. Accordingly, the Ethiopian troop employs the guerrilla warfare strategy in counter-insurgency and counter-terrorist offensive operations in AMISOM. Moreover, the guerrilla tactics is successful in fighting against mobile adversary. Therefore, the guerrilla war-fare relates the doctrinal operation at practical level concerning tactics, techniques and procedures.

### **2.5.2 Maneuver Theory**

The study of the dynamic nature of warfare has become more complicated from time to time. Maneuver theory is a construct that can be applied in small or large operation and it may be used as a tactic at a tactical level. For instance, the North Atlantic Treaty Organization employed maneuver warfare as part of its tactical doctrine (Garcia, 2017). Moreover, the maneuver theory illustrates how to achieve the desired goals at an operational level of war by avoiding weak sides or gaps. It describes the role of the commander as to defeat the enemy but not necessarily to destroy. Likewise, the concept of maneuver theory is reflected in Ethiopian military doctrine, particularly at a tactical level. Similarly, the theory of maneuver warfare was incorporated in the United States' Marine Corps doctrine (Gallo, 2018).

The maneuver theory comprises three basic methods to achieve victory, namely preemption, disruption, and dislocation. The “preemption is the use of maneuver in a prophylactic way to prevent the outbreak of combat” (Simpkin, 1986, p. 140). This technique helps to gain success by ensuring tactical superiority over the enemy. In Democratic Republic of Congo, the peacekeepers effectively employed preemption technique under Chapter VII mandate (Blyth and Cammaert, 2016). Conversely, disruption and dislocation are essential methods to achieve triumph after the happening of combat. The maneuver theory modified the concept of center of gravity as the “critical vulnerability” that leads to defeat when attacked (Leonhard, 1994, p. 44). In general, the maneuver theory is incorporated in tactical level of military doctrine that describes how the troop operates in different contexts. Moreover, the maneuver theory underscores the importance of leadership, command and control in operations. Finally, both the guerrilla and maneuver warfare theories are the foundations of military doctrines. Conversely, the maneuver warfare strategies were tested tactics at practical level in peacekeeping operations. The North Atlantic Treaty Organization and militarily advanced countries such as the United

States were incorporated maneuver warfare approach as their tactics, techniques and procedures at practical level. On the other hand, the guerrilla warfare approach is critical in execution of doctrine to dismantle insurgent fighters like Al-Shabaab.

## **2.6 Experience on National Peace Operations Doctrine**

The key TCCs such as France, the United Kingdom, and United States and others have developed new peace operation doctrines. This section presents the British, the United States and the South Africa doctrines on peace mission as a benchmark. These countries are selected based on their engagement in peace support mission having a formal and well-articulated peace operation mission's doctrine.

### **2.6.1 British Peace Support Operation doctrine**

The United Kingdom peace support operation model, called Joint Warfare Publication 3-50 (JWP 3-50) is one of the influential military doctrine (UK MOD, 2004). The increase in academic and political debate about the UN's role in peace operations in the 1990s led the key TCCs to re-evaluate their own army doctrine (Findlay, 2002). The United Kingdom peace operation doctrine has formulated based on the experience of colonial conflict and peacekeeping practice (Donald, 2001). It identified three forms of peace operations. First, traditional peacekeeping operations that operate based on three principles of consent, impartiality and non-use of force. Second, wider peacekeeping that conducted under general agreement of parties to the conflict in a fragile environment. Finally, peace enforcement that carried out to restore peace and security between parties to conflict without consent (Berdal & Ucko, 2015). The category of peace operation is determined by the trinity principles of consent, impartiality and appropriate use of force (Donald, 2001). This PSOs doctrine highly focuses on military, technical and political dimensions. In a cooperative situation peacekeeping is an appropriate mechanism to handle conflict whereas in the absence of consent peace enforcement is a suitable operation to induce the parties to conflict to resolve the conflict (Lovelock, 2002). The United Kingdom doctrine for PSOs relates doctrinal operation with political primacy and military capability to conduct within varied contexts.

### **2.6.2 The United States Peace Operation Doctrine**

The United States Army doctrine had been developed for peace support operations to address the hot debate about the use of military power (Lovelock, 2002). For instance, the Powell doctrine of the United States had been developed from its experiences and lessons of Vietnam and peacekeeping in Beirut. It has focused on the non-use of force except to achieve the desired goal and to enhance the image of the United States armed forces (Findlay, 2002). The United States peace operation doctrine has revealed differences between peacekeeping and peace enforcement. Thus, the two operations are different in conduct and use of force. It relies on three variables of consent, impartiality and use of force. So, the peacekeepers in peace mission mandate should not be employed in peace enforcement role (Arena, 2018). The peace operation doctrine classified peace operation into peacekeeping and peace enforcement as a separate from war-fighting. In peace enforcement the use of coercive measures is allowed. According to the doctrine, the category of peace operation is determined by the trinity principles of consent, impartiality and minimal use of force (Donald, 2001). The United States doctrine for peace operation relates doctrinal operation from the three operational variables of consent, impartiality and non-use of force in relation to military dimensions in varied settings.

### **2.6.3 South Africa's White paper on Peace Mission**

This section presents the basic themes of the peace operation doctrine of Republic of South Africa. The South Africa has become an active player in supporting the peace process in Africa's hot spots. The country has an experience of peace mission in Africa for over 25 years. The scope of South African contribution in peace operation ranges from diplomatic efforts to peace building actions. South Africa has played an essential role in peace making and conflict resolution on African continent such as Burundi, Democratic Republic of Congo, Sudan, Zimbabwe, and Cote d'Ivoire (Tonheim and Swart, 2015). The 'White Paper on South African participation in international peace mission' is a policy framework that guides South Africa's participation in the peacekeeping mission. It defines to some terminologies to avoid confusion such as term peace operation creates the perception of military dominance; hence, peace mission is better to illustrate the broader series of diplomatic and political actions.

According to White Paper, the essential pillars of peace operations are diplomacy, peacemaking, and peace-building. The South African approach to conflict resolution has emanated from its

recent history and strong national interest. South Africa's national interest is founded on six keys the principles: promotion of human rights, democracy, justice, peace, the interest of Africa in world affairs, and economic development. Thus, the national interest of South Africa is to assist people who suffer from poverty, political repression, natural disaster, and violent conflict.

According to the revised White Paper text of 2014, the guiding principles for the participation of South Africa in peace mission are clear mandate, consent, impartiality, minimal use of force, credibility, legitimacy, promotion of national and local ownership, entry, transition and exit strategy, adequate means, transparency and unit of efforts. The White Paper on a peace mission recognizes the need for UN, AU, and Southern African Development Community (SADC) decisions as well as the consent of the parties to conflict. The mandate for South Africa's participation in peace operation is derived from four levels of mandates, namely from the UN, AU, SADC, and South Africa's foreign policy. In general, the participation of South Africa's in peace mission is guided by its foreign policy frameworks of pacific means of conflict resolution.

Two major events impelled South Africa to think in detail to produce the peace mission policy (Williams, 2000). First, the United States' Secretary of State has visited South Africa and proposed to create the 'African Crisis Response Force'. Second, a lack of clear frameworks had initiated South Africa to develop 'White Paper'. Therefore, South Africa's philosophy of its participation in the international peacekeeping mission is described in White Paper. South Africa's White Paper on the international peace mission was developed in 1999 and revised after 15 years of its approval in 2014. Accordingly, the guiding principles for the participation of South Africa in peace mission are clear mandate, consent, impartiality, and minimal use of force, credibility, and legitimacy, promotion of national and local ownership.

## **2.7 Ethiopian Military Doctrine and its Components**

The fundamental issues like military science and art, the concept of operation, command and control, and the organization of the army are shaped by the military doctrine (Mulugeta, 2017).

During the imperial regime and military government, Ethiopia's military doctrine, the concept of military operations, and command structure were influenced by foreign military advisors such as the British, United States, and Russia (Berouk, 2002; Mulugeta, 2017). However, post 1991 Ethiopia's military doctrine, the concept of military science and art was developed based on indigenous and tested principles (Mehari, 2011). Accordingly, the military doctrine of the

country has developed from the assessment of the major threats to national security, national interest, and the concept of war and army (MoND, 1996). The following sections present generic concepts on threat analysis, the nature of the military instrument, and military operation in line with doctrine.

### **2.7.1 Security Threat Analysis**

The concept of national security threat analysis emphasizes on the process of examining and assessing available information concerning the potential threats and the concerns created between the threats and remedies (Posen, 1984). Ethiopia has identified its national security threats as internal and external threats to its peace and stability. The internal threats are actions that intended to undermine political stability while the external threats can be occurred in the form of invasion or attack to destabilize the security of the country. Thus, due to the national security threats Ethiopia is forced to engage in peace support operations in its neighboring countries particular in Somalia, Sudan and South Sudan. For instance, threats posed from Al-shabaab enforced the country to participate in AMISOM peace operations.

Post-1991, the country has adopted the strategy of affordable force, a relatively small army with the highest standard, prioritizes development over military spending since economic growth is essential to long-term national security (Mulugeta, 2017). Likewise, priority was given to competency (knowledge, skill, and ability) building through intensive training and education. In general, security threat analysis shapes the formulation of the doctrine; in turn, doctrine determines the concept of operation, military science and art, and command and control.

### **2.7.2 The Military Instruments**

The military instrument is the ultimate use and expression of national power through the use of armed force to disrupt, defeat, or destroy a specific threat. National policy objectives are realized through the coherent and effective use of instruments of national power, namely diplomatic, economic, and military (Wolf, 2009). Thus, both the economic and military instruments of national power are connected (MoND, 1996). The military instrument relies on fighting powers of the military, which is operationalized as the ability to fight and consists of conceptual, physical, and moral components. The conceptual component offers a comprehensive understanding of the application of military force. It consists of doctrine, theory, and the

principle of war. The principles of war inform how we apply military instruments. The physical component offers the means to fight and comprises manpower, materials, weapons, and training. Finally, the moral component refers to a critical psychological element that provides confidence, commitment, and motivation to fight. It consists of moral integrity, motivation, aspiration, initiation, and courage (MoND, 2007). The military instrument relates to doctrinal operation as a conceptual component of fighting power.

### **2.7.3 Military Operation**

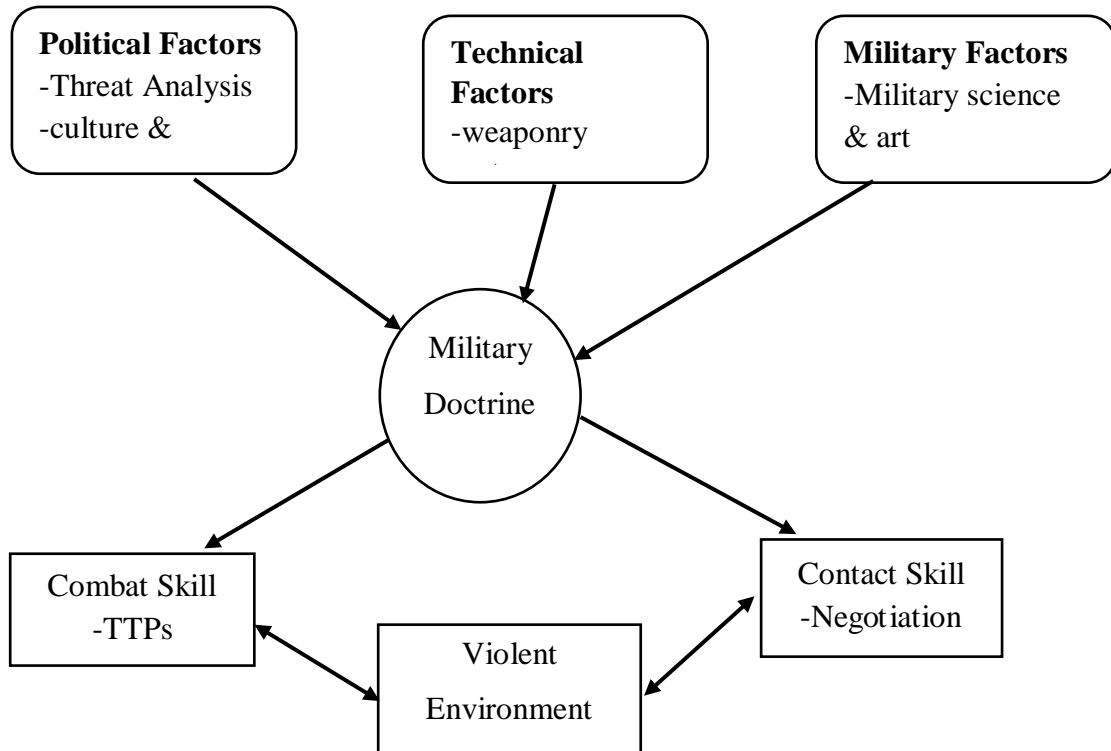
The doctrinal concept of military science and art influence the design of military operation. Thus, military operation capacity is determined by several factors such as an organization or structure of the army, technology, weapons, and enemy capacity (Ministry of National Defense, 1996). The operational capabilities of the modern army greatly depend on the nature of the way it organized (Mehari, 2011). Major military operations encompass diplomatic, economic, and military actions. Posen (1984, p. 14) identified three types of military operations as offensive, defensive, and deterrent.” Post-1991, Ethiopian military doctrine was adopted as a defensive doctrine, that aims to reject the objectives of adversary. The Ethiopian military doctrine is adopted on war tested principles and good enough to influence the enemy (Mehari , 2011). For instance, in peace operation, the Ethiopian troops' operational capability was observed in the fighting against Al-shabaab (Mastro, 2016). Ethiopia’s effectiveness as a fighting force in Somalia emanates from the combat skills, experiences, and intelligence capability. The use of force in peace operation is applicable according to the rule of engagement (ROE) and doctrinal standards. Force was used to protect the community and key infrastructures from hostile intent and act. The basic principles in armed conflict are a military necessity, avoidance of unnecessary suffering, proportionality, honorable conduct, and distinction of the enemy target (MoND, 2007). Therefore, the doctrine relates the doctrinal operation with the concept of a military operation, military science and art, and command and control.

## **2.8 Conceptual Framework**

Military doctrine is the software of the military forces that designed to respond to both national and international conflicts (Posen, 1984). In the light of peace operations doctrines discussed above, the researcher derives his comparison and interpretation essentially from the theory of qualitative comparative case study (Schatz and Welle, 2016). The conceptual framework for this

study links the concept of military doctrine as a form of military means to peace operation as a mechanism to assist conflict resolution. The key concept for this study is that the Ethiopian peacekeepers operate in a violent environment (context) using military doctrine to operate in peace operations.

Figure 2: Conceptual framework for military doctrine operation in a peace mission



Military doctrine is fashioned on principles derived from theory. In turn, military tactics, techniques, and procedures are derived from doctrine. Military doctrine creates procedures how to best operate in the field and handle conflict. Moreover, the army units in the field like infantry, mechanized, intelligence and the organization of combat systems such as weapons systems, tactical systems, and logistic systems are a vital expression of army doctrine (Paparone, 2017). The researcher employed three major doctrinal factors, namely political, technical, and military factors to explore and compare how the Ethiopian peacekeepers operate in varied contexts notably in AMISOM, UNAMID, and UNISFA. The doctrinal issues that are relevant to this study to explore doctrinal operation in peacekeeping are the army structure in compliance with peace operation, the command and control, the communication system, the army interaction with

local society, the tactics, techniques, and procedures used in a peacekeeping operation, the logistical aspects, core values and beliefs and the application of force in the peace mission.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODS**

#### **3.1 Introduction**

This chapter presents a description of the research methods used in the study. To realize this objective this chapter covers the research design, study population and sampling methods, data gathering instruments, research procedures, validity and reliability of the study, ethical consideration, data analysis and interpretation method.

#### **3.2 Research Design**

Research design is an approach adopted by the researcher to answer the research questions validly and accurately (Kothari, 2004; Kumar, 2011). This study is an exploratory qualitative approach to have a holistic understanding of the situation. Thus, an exploratory case study method is preferred to explore and compare from the opinion and attitude of the respondents. Moreover, the doctrinal practices, divergences, and challenges, in this case, exploratory case study design helps in picturing the existing situation and permits collecting relevant data using appropriate data collection instruments.

Furthermore, the study tried to answer the question of how the Ethiopian army operates in peace operations in the absence of explicit peace operation doctrine by taking cases. Accordingly, the study was founded on three missions-based on its active engagement with different contexts and mandating organizations. These missions are authorized by different organizations and nature: UN-led, AU-led, and AU &UN-led and due to resource and time constraints, one case will be selected from each context, namely AMISOM, UNAMID, and UNISFA. UNISFA is chosen purposively because it is a mission where Ethiopia is the only country deployed its troops in the mission

#### **3.3 Target Population**

Study population is the total number of persons residing in a defined area at a given time or elements we want to explore (Buglear, 2005). Accordingly, the target population of this study is

the Federal Democratic Republic of Ethiopia Ministry of National Defense (MoND). The reason behind choosing MoND is because the members of the armies are the key actors in the implementation of the national army doctrine and their exposure to peace operation in varied contexts. The reliable primary data was collected from the four categories of the participants namely non-commissioned officers (NCO), junior officers, higher officers and general officers found in MoND Peacekeeping Center, Contingent Training School and Main Departments those who were participated in peacekeeping operations.

### **3.3.1 Sampling Technique and the Sample Size**

Sampling is the process of selecting a few or a sample from a bigger population to become the basis for estimating or predicting the prevalence of unknown pieces of information regarding the bigger population (Kumar, 2011). Conversely, purposive sampling enables the researcher to judge who can provide best and reliable information to realize the goals of the study (Kothari, 2004). Considering the above descriptions, a purposive sampling method was used in the selection of participants at different levels to obtain information required for the study. Moreover, it enables the researcher to explore the doctrinal operation in peace missions from the views, thought or opinions of respondents. The researcher believes that reliable information could be collected from members of the army, who have experience in peace operations and have a better understanding of doctrinal issues. All the participants of the study were military personnel who have participated in the peacekeeping mission and who have served for more than twenty years in the army.

The population of the study is the whole army members working in the MoND. Before deciding the sample size, it needs to be aware of the nature and the legal grounds of MoND. It is uniformed personnel organized to protect and secure the country from any violence. So, the MoND's code of conduct prohibits stating the status and number of the uniformed personnel. Therefore, the researcher was restricted to declare the status and number of the army within every single unit. Based on this, the researcher has purposively selected the sample size from MoND peacekeeping Center, Contingent Training School, and Main Departments. Accordingly, 51 respondents were judgmentally chosen as a sample size form the targeted population. The sample frame for this study was arranged based on two instruments of data collection namely in-depth and key informant interviews and focused group discussion (FGDs). These were

purposively used to get the reliable information about the population from four categories of the participants namely NCO, junior officers, higher officers and general officers. The researcher deliberately selected these categories of people to obtain firsthand information about the research problem since they have a direct relation, experiences and a better understanding of the doctrinal issues and who best met the objective of the study.

Table 1: Sampling size for data collection

No.	Sampling Method	Number of participants	Remarks
1	Informants interviews	28	Participants from different units.
2	Key informant interviews	5	Key informants who have better understanding and leadership position
3	Focus Group Discussions (FGDs)	18	For 3 groups having 6 participants each
	Total	51	Non-probability sampling selection

Source: Researcher's field survey (2020)

### 3.4 Instruments of Data Collection

#### 3.4.1 In-Depth and Key Informant Interviews

An unstructured interview is a useful method to collect in-depth information by enabling the researcher to probe for more information, elaboration, and clarity of responses, at the same time as maintaining a feeling of openness to the participants' responses (Creswell, 2012). The researcher conducted an in-depth interview to collect reliable data from the army members those who have engagement, knowledge and experience of peacekeeping. The researcher used a personal interview method with face-to face interaction by questioning the respondents. The reason behind choosing an unstructured interview is that the interviewer has better freedom to ask for clarifications of responses or at times of omitting the sequence of questions. Besides, it

enables the researcher to elicit opinions by providing access to what is inside of a person's mind and is useful to supplement the information that has obtained from various methods. The respondents were given the opportunity to provide information without interruption using their own words, thoughts and experiences in the conduct of the doctrinal operation.

Key informants' interview was also employed to triangulate the data gained from the non-commissioned officers, junior officers and higher officers. Thus, the researcher selected five higher and general officers judgmentally. Accordingly, the key informants are those who have deep experience and knowledge, served in a leadership position or those who have experience both as a peacekeeper and a trainer in the contingent training school and their availability for the interview was taken into consideration in selecting them.

#### **3.4.2 Focus Group Discussions (FGDs)**

Focus group discussion is a method to collect data, it consists of 6 -12 people which is conducted to obtain a group of people's views and attitudes on a subject (Kumar, 2011). The researcher used focus group discussion to explore the opinions of a group of uniformed personnel who have experience in common concerning the doctrinal operation in peacekeeping. Besides, the researcher has conducted focus group discussions with NCOs, junior officers and higher officers from different sections. The reason behind choosing focus group discussion is that it enables the interviewer to collect more insight on an issue of doctrine and to confirm the data collected through personal interview.

#### **3.5 Methods of Data Analysis**

The qualitative data analysis requires understanding how to make sense of data so that the researcher can form answers to the research questions (Creswell, 2012). Accordingly, the researcher has employed a thematic qualitative analysis approach. In a thematic qualitative process, data analysis was used according to the flow of ideas from the answers to the research questions. In applying this approach, the researcher compares the three cases to explore the doctrinal operation in varied contexts. Accordingly, the researcher recorded thematic issues in-to separate sheet of paper and classified each views or opinions based on common themes as to target the stated objectives that comprise examining, categorizing and recombining the evidence to address the research questions. The researcher recombined the information to explore the items as expressed by informants and as it understood by the researcher. Finally, the researcher

compared each case making the study comparative in nature by associating the similarities and differences between the cases.

### **3.6 Validity and Reliability of the Study**

The researcher was consulted with experts (his advisor) in preparation of study instruments for scrutiny. The researcher also adhered to the research procedure and maintained uniformity in data collection. Likewise, the researcher employed the same interview questions for each case. Conversely, the researcher used more than one tool of data gathering to provide a better chance for triangulation of data and triangulated informants from different ranks. Conversely, the research participants were expressed in Amharic language.

### **3.7 Research Procedures**

To achieve the proposed purpose, the researcher has employed several tools in collecting relevant data. First, the researcher decided to approach the informants according to their locations. Second, informants were contacted to obtain their consent to take part in the research. Third, a series of interviews and FGDs were conducted with informants in accordance with a scheduled time and place arranged with respondents. The interviews and FGDs were conducted in the Amharic language. Fourth, responses from different respondents have studied thematically, classified and recombined to compare the information. Thus, data recorded in Amharic language was careful translated into English in consistent with thematic issues. Finally, data obtained through informant's interviews and focus group discussions have validated with key informants' interviews.

### **3.8 Ethical Considerations**

The social research that takes places within a social context demands to take in to account ethical consideration along scientific design (Kumar, 2011). Thus, the researcher has adhered to the ethical procedures of Addis Ababa University for research related Code of conducts from the Institute for Peace and Security Studies (IPSS). To start with, the support letters of permission were obtained from the MoND Peacekeeping Center and other departments for the overall process of data collection. Then, all participants of this study were informed about the purpose of the study and asked for their consent to participate in the study.

Informants were informed that their identity and responses remain confidential and not used for other purpose than objective of study. So, the researcher has assured that the objective of the study is only for academic purpose. In this way, the researcher has got verbal consent and confirmed their unconditional right not to participate at any time.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Introduction**

The objective of this chapter is to analyze the data obtained from primary sources about how Ethiopian troops operate in varied peace operation contexts and mandating authorities. The Ethiopian peacekeepers doctrinal operation in varied contexts particularly in AMISOM, UNAMID and UNISFA should be understood within the military, technical and political dimensions. Following the methodological approaches and procedures discussed in the previous chapter, this section tries to analyze the doctrinal issue of the Ethiopian troops while operating in AMISOM, UNAMID and UNISFA. The results of the analysis are presented under the thematic area according to the research questions.

This chapter comprises the doctrinal issues that the army applies in various peace operations, the doctrinal operation in varied contexts, the divergence of military doctrine in application while engaging in peacekeeping operation and the challenges the army faces in the execution of doctrine in different peace operations.

#### **4.2 Description of the Study Area**

This study aimed to explore how the Ethiopian troops operate with its military doctrine in the absence of explicit national peace operation doctrine in varied contexts and mandating authorities. Thus, the study examined whether Ethiopian troops operate with similar doctrine or not in changing patterns of peacekeeping, taking AMISOM, UNAMID and UNISFA, varied contexts in which the troops operate. In peacekeeping operations various actors are participating such as multinational military units, police personnel and civilian component. Besides, the presence of different intergovernmental organizations, non-governmental institutions and humanitarian are made peacekeeping operations complex (Basar, 2014). Conversely, the existence of different parties to conflict and factions in the vicinity of peacekeeping made the context varied. Taking this into account the researcher explains the varied contexts of AMISOM, UNAMID and UNISFA.

First, Somalia is one of the East African states which are suffering from severe conflict. As a result of the collapse of the military government the Somalis have started to fight each other along clan lines. Thus, the African Union Mission in Somalia (AMISOM) was deployed to Somalia in March 2007 to restore peace and stability in Somalia. AMISOM is AU-led ongoing regional peace operation and deployed under Chapter VII of UN Charter. It is engaged in stabilization, counter insurgency and counter-terrorism operations against Al-shabaab in Somalia (de Coning, 2019). Ethiopia launched a military operation into Somalia in 2006 intended to protect its security and support the Transitional Federal Government of Somalia and later, Ethiopia withdrew in 2009. However, Ethiopia re-entered into Somalia following the Kenyan intervention in 2011/2012 with the request of the Transitional Federal Government. The Ethiopia's engagement in Somalia militarily continued till it joined the mission in 2014. Notwithstanding its engagement in the mission, it also continued engaged through the deployment of non-peacekeeping troops to dismantle Al-shabaab (Dawit & Daniel, 2017). However, Ethiopia began its mission in AMISOM in 2014 by sending troops to fight against Al-shabaab and contribute to collective security (Williams, 2017). Accordingly, as calculated and tabulated by the researcher from different data sources, from 2014-2019 a total of more than 25,000 Ethiopian personnel was served in AMISOM.

Second, Darfur is situated in the western part of the Republic of the Sudan. The name 'Darfur' comes from the Fur sultanate in Darfur, which means the homeland of the Fur society. Historically, there were ethnic tensions between the farmers (non-Arabs: Fur, Masalit, and Zaghawa tribes) and nomad herders (Arab: Baggara) over agricultural land, pasture, and water in Darfur (Chaizy, 2011). However, the active conflict in Darfur has broken out in 2003 when the Justice and Equality Movement (JEM) and the Sudan Liberation Movement/ Army (SLM/A) rebels started an attack against Sudan government targets in Darfur ( Prinsloo & Niekerk, 2015). The government of the Sudan and its ally has conducted an offensive operation against the factions in Darfur which led to a great crisis. Thus, the African Union Mission in Sudan (AMIS) was launched and later replaced by Africa Union/ United Nations hybrid mission in Darfur (UNAMID) in December 2007. UNAMID is AU/UN-led ongoing international peace operation. It was deployed under Chapter VII of the UN Charter, allowing robust peacekeeping with the probability to enforce peace (Lanz, 2011). It mandated the protection of civilians as well as facilitate humanitarian assistance, monitor and report on the situation. Ethiopia began its mission

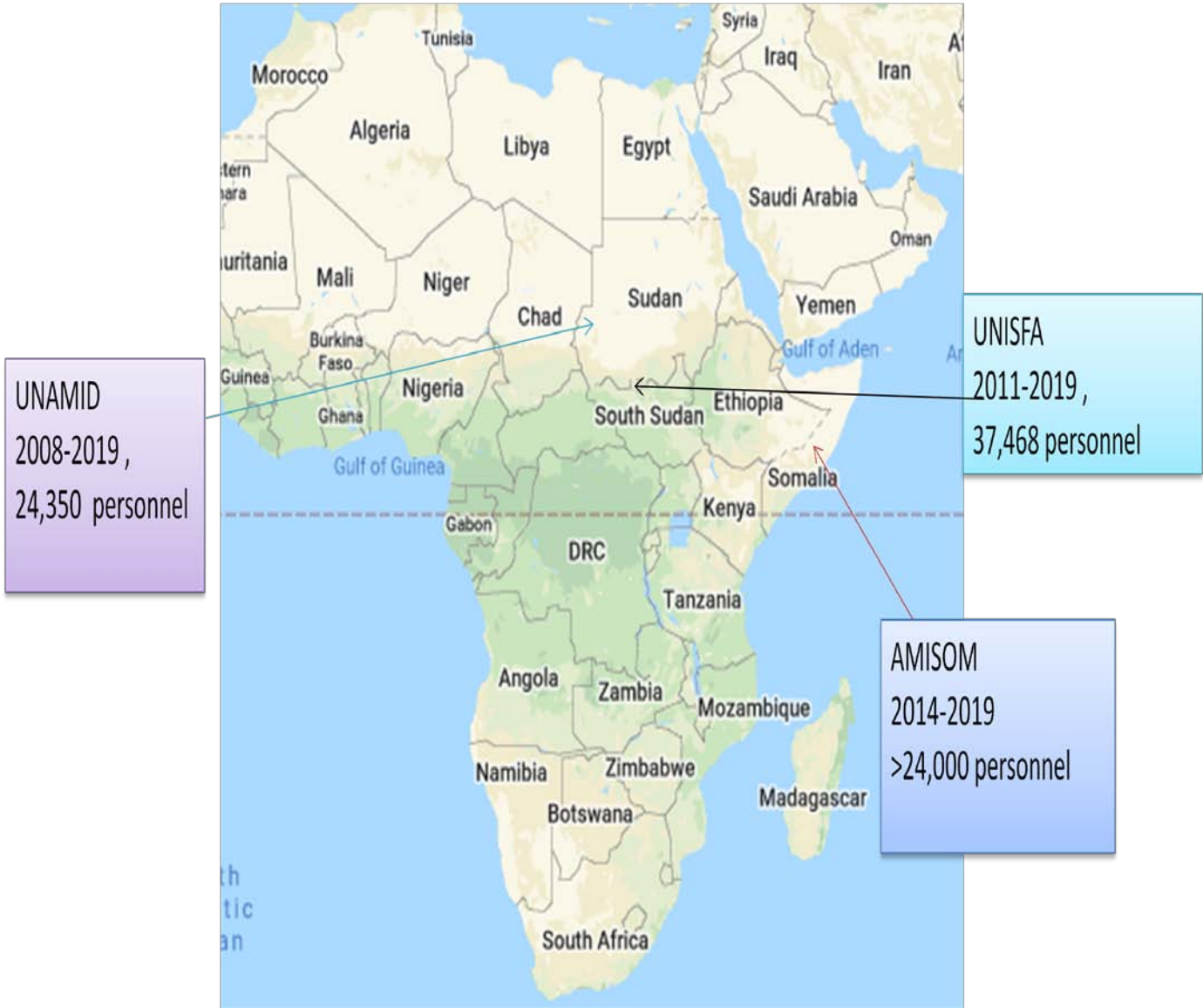
in UNAMID in 2008 by sending troops, military experts on mission, individual police and military staff officers. Thus, as calculated and tabulated by the researcher from different UN data sources, from 2008-2019 a total of more than 24,000 Ethiopian personnel was served in UNAMID. This made the country the largest troop contributor to UNAMID (Kaleab, 2018).

Finally, Abyei is a small area or a corridor situated between Sudan and South Sudan, which is rich in natural resources particularly oil (Johnson, 2012). Sudan and South Sudan have contesting over Abyei to control the region. Thus, the United Nations Interim Security Force for Abyei (UNISFA) was established in June 2011. It is a UN-led ongoing international peacekeeping operation. UNISFA is authorized by the United Nations Security Council (UNSC) under Chapter VII of the UN Charter to use military force in protecting civilians and humanitarian workers in Abyei and mandated to monitor the corridor between the two countries (Teferi, 2017). Ethiopia began its mission in UNISFA in July 2011 as the only TCC to demilitarize and monitor the Abyei area. Moreover, the mission is uniquely given to almost compose of Ethiopian peacekeepers (Jaswal, 2012). It was operated by 4,200 Ethiopian peacekeeping forces to monitor and verify the redeployment of both Sudan and South Sudan (Otaway and El-Sadany, 2012). Thus, as calculated and tabulated by the researcher from different data sources, from 2011-2019 a total of more than 37,000 Ethiopian personnel was served in UNISFA.

As described above, the three cases are varied peace operation contexts for four reasons. First, the degree of security threat in which the peace operation mission is conducting. Thus, the AMISOM is a peace support operation in which a counter-insurgency and counter-terrorism war-fighting are conducting. However, UNAMID is a peacekeeping operation with limited use of force in the protection of civilian whereas UNISFA is a peacekeeping operation to demilitarize the Abyei area since it is contested by both Sudan and South Sudan. Second, concerning the mandating authority that supervises and delivers necessary resources. Accordingly, AMISOM was authorized by the African Union and guided by AU peace support operation doctrine. UNAMID was authorized and directed by both AU and UN while UNISFA was authorized and supervised by UN. Third, regarding mandate; the core mandate of AMISOM is to defeat Al-shabaab and build capacity of host government. However, the core mandate of UNAMID is protection of civilian (POC) whereas UNISFA's core mandate is demilitarizing Abyei area and facilitate humanitarian works. Finally, regarding actors or parties to conflict, in AMISOM there

is a terrorist Al-shabaab and host government. In case of UNAMID there are several factions such Justice and Equality Movement, Sudan Liberation Movement/Army, Janjaweed and host government while in UNISFA the main actors are governments of Sudan and South Sudan. Therefore, the study intended to examine whether Ethiopia troop uses its military doctrine or mandating authority's peace operation doctrines by taking into account these contexts.

Map 1: Study Area



Source: Adopted from Google map

### **4.3 Legal and Institutional Framework for Military Doctrine**

The legal framework for a professional national army was articulated in the 1995 Ethiopian constitution, which states democratic principles, the political neutrality and the reflection of a diversity of the nations in defense forces. Under the Defense Forces Proclamation No. 1100/2019 article 72(3) the Ministry of National Defense (MoND) has the authority to develop regulation and directive to enhance the capacity of the organization's performance at high standard in any missions. So, consistent with the statute the MoND has developed the broad military doctrine of Ethiopia. In addition, Ethiopian participation in international peacekeeping operations, mandated by UN and/or AU is based on the legal framework of the UN Charter of 1945. According to UN Charter article 43 each member state of UN has a right and duty to participate in peace mission upon the call of United Nations Security Council (UNSC) to contribute to the maintenance of international peace and security. Moreover, the Ethiopia's participation in peace operation is derived from the 1995 constitution article 86(6), which encourages the participation in peaceful solutions to international disputes. In addition to this, the Defense Forces Proclamation No.1100/2019 article 57 promotes the participation in peacekeeping (Federal Negarit Gazette, 2019). However, there is no a specified body that enforces the implementation of the doctrine but the doctrine's application is embedded in all army units and departments across the institution.

### **4.4 Doctrinal Issues in Peace operation**

Military doctrine varies from state to state depending on the basic issues it contains. According to interviews conducted with key informants (IKI1, pc,27<sup>th</sup> February 2020; IKI2; pc, 1<sup>st</sup> March 2020 & IKI3, pc, 4<sup>th</sup> March 2020), depending on the field experience of Ethiopian troops in varied contexts of peacekeeping the major doctrinal issues can be categorized as the political, technical and military dimensions. First, the political factor comprises the political nature of war, security issues, the social and political purpose of waging war and the consequence of the war on development. Second, the technical dimension focuses on logistic provisions regarding combat weapons, ammunition, medical services, transportation, and communication materials. Finally, the military dimension includes the structure of the army, military operations, military science and art, methods of a fight and army building tasks. However, according to FGD discussant (FGD2, pc, 28<sup>th</sup> February 2020), the doctrinal issues are categorized as the political elements and military elements. Thus, the political elements of the doctrine deal with the political aspects in

building and preparing the army to deter and/or wage potential war. The military aspects of the doctrine are concerned with military matters such as military training, army structuring, the military science and art and tactics, techniques and principles.

In general, according to interviews conducted with operational leadership (IGO1 & IGO2, pc, 10<sup>th</sup> March 2020), the military doctrine deals with various issues like the actual and potential security threat analysis, the concepts of war and army, army building strategy, the political nature of waging war and its consequences on development. It also describes the issues of waging just war, the directional framework for military operations and logistic supply issues. However, the doctrine does not provide detailed instructions on war-fighting. Therefore, the fundamental doctrinal issues that the army applies in peace operations are political, technical and military dimensions.

#### **4.4.1 The Political Factors**

Military doctrine deals with the essential political issues that are relevant to security issues. According to interviews conducted with higher officers (IHO2, pc, 1<sup>st</sup> March 2020 & IHO7 pc, 7<sup>th</sup> March 2020), the political side of the military doctrine emphasizes the political nature of the war, the purpose of war fighting and the overall directional framework to mobilize the community to achieve the goals. Moreover, according to interviews conducted with operational leadership (IGO1& IGO2, pc, 10<sup>th</sup> March 2020), the major threats to the national security arises from internal and external forces. The internal security threats emanate from the internal politics of the state as maladministration in issues of religious and cultural diversity. The external security threats identified were the danger of external actors who try to interfere in the affairs of the country to influence the use of natural resources principally the Blue Nile water. However, interviews with a higher officer (IHO7, pc, 7<sup>th</sup> March 2020), indicates the absence of war initiated by Ethiopia as a doctrine but the country has a right to self-defense, safeguard the sovereignty and integrity of the country against an armed attack.

As per with interviews conducted with key informants (IKI4, pc, 8<sup>th</sup> March 2020 & IKI5, pc, 12<sup>th</sup> March 2020), the political dimensions that the peacekeepers applied in different contexts such as in AMISOM, UNAMID and UNISFA are the army core values and the interaction of the army with military, police and civilian components. Hence, the troops interact with local people, host governments and other national contingent units.

In addition, one of the participants of FGD2 says

*“In 2012 I was deployed in peacekeeping operation in Abyei. We were communicating with local community in different ways. For instance, local elders were invited to enjoy with us during holiday events. Moreover, we supported the local people in providing water and also the reconstruction of damaged bridge”* (FGD2<sup>2</sup>, pc, 28<sup>th</sup> February 2020, Hurso).

According FGD participants (FGD1, pc, 27<sup>th</sup> February 2020 & FGD2, pc, 28<sup>th</sup> February 2020), the army core values that are practical in peacekeeping missions are primacy for people and nation, complete personality, unreduced democratic attitude and high standard performance in any mission. So, these core values are originated from the principle of people’s army concept. The army members are built upon this principle from the beginning; as a result, the Ethiopian troops give primacy for people those who are suffering from the conflict across the peace operations such as in AMISOM, UNAMID and UNISFA.

The interviews conducted with a key informant (IKI1, pc, 27<sup>th</sup> February 2020), found that the individuals and army units in peace mission have demonstrated complete personality through acting as the procedures, code of conduct and professional ethics. Besides, the peacekeepers across peace missions applied unreduced democratic attitude by respecting people in the vicinity of peacekeeping without any discrimination. Thus, the army members appreciate the equality of gender, culture, religion and diversity. Finally, the army members in peace missions were motivated to attain high standard performance in any task assigned. Thus, the peacekeepers perform the given responsibility without any hesitation even in a difficult situation across peace operations. For instance, an interview with a higher officer (IHO2, pc, 1<sup>st</sup> March 2020) underlines the application of the value of excellence in patrolling operation by the troop under difficult and complex situations.

In general, the political dimensions of doctrinal issues that was applied by peacekeepers along the peace operations in AMISOM, UNAMID and UNISFA are the army’s interaction with military, police and civilian elements and core values and beliefs on which the army built. The interaction entails a contact skill with local society, host government and other peacekeepers in dealing with violent situations. Finally, the army core values and beliefs guide the actions and behavior of the army in the vicinity of peacekeeping operations.

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<sup>2</sup> The participant is a team leader in Combined Army Academy

#### **4.4.2 The Technical Factors**

The technical dimensions of the military doctrine deals with the logistic supply and issues related to logistics. According to FGD participants (FGD1, pc, 27<sup>th</sup> February 2020 & FGD3, pc, 29<sup>th</sup> February 2020), the technical factors of the doctrinal issues that the peacekeepers applied in peace mission are the logistics supply such as combat weapons, ammunition, transport, medical materials, communication devices and nutrition. The issues of logistic supply are important and considered as the backbone of the army in the peacekeeping operations. The combat weapons and ammunition are distributed to individual peacekeepers and army units in compliance with predetermined standards. The logistical provisions must be timely with right quantity and quality. Thus, according to the FGD participants (FGD3, pc, 29<sup>th</sup> February 2020), the communication materials and procedures are important to share information. It helps the commanders to convey orders to subordinates and to receive feedbacks or reports. In general, the logistic provision and communication process are essential for peace mission success.

#### **4.4.3 The Military Factors**

Military doctrine addresses the basic doctrinal issues of military aspects in peacekeeping operations. According to interviews conducted with all participants of the study found that the essential military factors applied in different contexts are the structure of the army, command and control (C2), tactics, techniques and procedures (TTPs), and the use of force in peace operations. Before the deployment, the army members selected from different units is gathered into training school to take peace operation training. Besides, the army members are tactically grouped and arranged for a specific mission. The structuring of the army depends on the nature of the mission, memorandum of understanding and areas of expertise. Accordingly, one of the key informants (IKI3, pc, 4<sup>th</sup> March 2020), underlines the peacekeepers are structured depending on the nature of the mission as combat unit, combat support unit, combat service support unit and staff unit. The structuring of the peacekeepers is important for military operations in command and control.

Concerning command and control (C2), the FGD participants (FGD1, pc, 27<sup>th</sup> February 2020), confirm that the C2 is a core issue for all military activities. Command and control comprise leadership, decision making and control. In the chain of command, there are commanders or leaders at all levels of army units. The commanders at all levels are organized as team leadership.

The Ethiopian army C2 system is related to team leadership concept which is the opposite of one (single) command design. In the 'one command' approach a single commander has the authority to control, decide and act all the management functions. However, in the case of a team leadership approach, the team leadership consists of a group of individuals who act together as a single commander. This approach depends on the concept of synergy, in which a combined effort is greater than the sum of their individual.

According to key informant interviews (IKI4, pc, 8<sup>th</sup> March 2020 & IKI5, pc, 12<sup>th</sup> March 2020), tactics, techniques and procedures (TTPs) are the science and art of dealing with a violent situation in peacekeeping operations. The TTPs are combat skills of the troop to control conflict. The concept of TTPs is critical for the success or failure of military operations. The TTPs emanates from military science and art and adaptable to different contexts. In addition, the use of force is an important issue in military doctrine. The use of force in peacekeeping operation is limited to specific conditions whereas peace support operations are engaged in war-fighting. Moreover, in peacekeeping, the use of force is determined by the consent of the parties to conflict while in peace support operation consent is not a subject. Finally, the use of force has procedures in the application and varies across peace operations.

To sum up, the major doctrinal issues that applied in different contexts are political, technical and military dimensions. The political dimension comprises the army's interaction and core values and beliefs. The technical dimension consists of the logistic supply and communication procedures. Finally, the military dimension includes the structure of the army, command and control (C2), the use of force in operation, tactics, techniques and procedures. These doctrinal issues are applied in different contexts such as AMISOM, UNAMID and UNISFA along with varied mandating authorities.

## **4.5 Doctrinal Operation in Peace Operations**

### **4.5.1 The Political Factors**

The doctrinal issues regarding political factors that used to measure the research study were identified as core values of the army and the interaction of the troop with the military, police and civilian component in the peace mission. According to interviews conducted with training officers (ITO1, pc, 26<sup>th</sup> February 2020 & ITO3, pc, 27<sup>th</sup> February 2020), the peacekeepers operate in line with four core values, namely primacy for people & nation, professionalism,

unreduced democratic attitude and effectiveness. Thus, the FGD discussant (FGD2, pc, 28<sup>th</sup> February 2020), described that the troop discharge its duty with a sense of professionalism, obey rules and procedures. Moreover, peacekeepers respect the equality of gender, religion, and diversity. The Ethiopian troops across peace operation have trust in society and respect for human and democratic rights. Conversely, the troop across peacekeeping operates on the principle of the economy's use of assigned resources and scientific problem-solving in difficult security threats.

According to the key informant interviews (IKI1, pc, 27<sup>th</sup> February 2020 & IKI2, pc, 1<sup>st</sup> March 2020), the peacekeepers interact with local society, host government bodies and multinational contingent units. Thus, the interaction between the army and society helps to maintain the momentum of the peacekeepers in military operations. According to FGD discussant (FGD2, pc, 28<sup>th</sup> February 2020), the Ethiopian troops have participated in the reconstruction of local infrastructures like rural road construction, school building, bridge construction, water service, financial support, medical service, assistance in local house building and harvesting. In addition, for the question forwarded on the interaction of the troop with local people in peacekeeping a training officer says:

*“Our troop is highly community oriented everywhere in Africa, whether in Liberia, Rwanda or Sudan the troop respects the local society. Our troop supports the local people in harvesting, construction of schools and renewal of mosques in Abyei was the manifestation the army's values”* (ITO4<sup>3</sup>, pc, 28<sup>th</sup> February 2020, Hurso<sup>4</sup>).

Likewise, the troop interacts with local elders, clan leaders and religious leaders during holidays. The commanders interact with host government bodies to discuss on the issues of security. Accordingly, the interaction with local society helps to share information about the security of local people. Finally, the Ethiopian troops support the local administrators with matters of stability.

Ethiopian peacekeepers interact with multinational military units in the vicinity of peacekeeping operations. According to interviews with training officers (ITO1& ITO2, pc, 26<sup>th</sup> February 2020), the army interacts with different countries contingent units. Thus, the

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<sup>3</sup> A trainer at Contingent Training School

<sup>4</sup> Personal communication (pc), Hurso is the Headquarter of Ethiopian Contingent Training School, which provides training to Ethiopian contingent peacekeeping forces.

multinational contingent units contact with Ethiopian peacekeepers in different events such as Ethiopian holidays and festivals. There is cooperation with multinational units in day to day activities like patrolling, convoy and escort, and protection of civilians (POC). For instance, the Ethiopian troops accompany other countries' troops in case of high-security threats. According to key informant interview (IKI4, pc, 8<sup>th</sup> March 2020), the Ethiopian troops made an operation to release the captured troops of other contingents who were captured by armed groups. Conversely, the Ethiopian troops interact with the police component in peacekeeping operations. Thus, the peacekeepers cooperate with both individual police and formed police unit in undertaking operations such as patrolling and civilians protection.

In general, concerning core values, the Ethiopian army operates by giving primacy and respect for local people. Conversely, the peacekeepers have contact skills to cooperate and work with local society, host governments, other contingent units and police. The army's interaction with military, police and civilian component helps to efficiently operate across peace mission at a tactical level notably in AMISOM, UNAMID, and UNISFA. Therefore, the army's interaction and core values founded on the people centered and community based approach.

#### **4.5.2 The Technical Factors**

The technical factors of doctrinal issues are logistic supply and communication design in peace operations. According to key informant interview (IKI3, pc, 4<sup>th</sup> March 2020), the logistic provisions are depending on a memorandum of understanding (MOU) between UN or AU and TCC. Thus, there are two major MOU options in the provision of contingent owned equipment (COE), namely dry lease and wet lease. In the case of a dry lease, TCC provides major equipment while the UN provides maintenance and spare parts. However, regarding the wet lease, TCC provides major equipment and assumes the responsibility of maintenance and undertakes to be self-sustained in logistic support.

According to the key informant interview (IKI4, pc, 8<sup>th</sup> March 2020), Ethiopia uses wet lease option in which the country assumes responsibility to provide equipment and maintenance. Accordingly, Ethiopia provided major equipment and self-sustainment to its troops in the mission area. Self-sustainment comprises equipment and service like catering, office equipment, communication equipment, medical services and others are provided to support the unit in mission. Likewise, major equipment consists of a military asset such as armaments, combat

vehicles, commercial vehicles and others are provided by Ethiopia to its troop in mission. Thus, logistics is the backbone of the military operation; it brings the peacekeepers and all necessary materials to the site of mission. The logistic supply such as ordnance and ammunition items distributed to peacekeepers depending on MOU and doctrinal standards.

Conversely, according to the FGD participants (FGD2, pc, 28<sup>th</sup> February 2020),, communication (signal) is an essential element of command and control. Thus, communication helps the commanders to convey instruction to the subordinates to achieve the assigned tasks. Likewise, the subordinates provide feedback or report to the commander through communication in the organizational chain of command. It facilitates military operations by sharing information through channels of communication. For instance, the commander communicates with subordinates through radio communication to send and receive information. Thus, in a military operation, commanders protect the security of information sharing process. To protect sensitive issues related to a military operation, information is coded and sent to the receiver through a communication channel. However, according to an interview conducted with a higher officer (IHO9, pc, 8<sup>th</sup> March 2020), the communication process in both peacekeeping operations is not secret while in peace support operations the communication procedures are secret.

In general, Ethiopian troop operates in peacekeeping mission under wet lease option in which Ethiopia provide COE and assume the responsibility of maintenance. In terms of ordnance and ammunitions, the logistical provision depends on MOU and doctrinal standards. The communication procedures of Ethiopian troops in AMISOM were confidential. However, in both UNAMID and UNISFA, the communication process was not secret. The issue of confidentiality depends on the level of security threats and the sensitivity of the information.

### **4.5.3 The Military Factors**

The doctrinal issues that were identified relating to military factors in varied contexts are the army structure, command and control (C2), the use of force in operation and tactics, techniques and procedures (TTPs) employed to deal with violent situations. According to interviews conducted with non-commissioned officers (INO1, INO2 & INO3, pc, 5<sup>th</sup> March 2020), the peacekeepers are organized based on the nature of mission and MOU. For instance, depending on function peacekeepers can be organized as a combat unit, combat support unit, combat service support unit and staff unit in undertaking operation. According to the key informant interviews

(IKI3, pc, 4<sup>th</sup> March 2020), in a peacekeeping mission, the combat unit directly engages with the violent situation while the combat support unit assists them in operation. However, the combat service support unit is responsible for delivering services such as logistic service, medical service, communication, transportation and others whereas the staff unit assists the commanders in day to day activities.

Conversely, based on the MOU the Ethiopian troops hierarchical organized as battalion, company, platoon and squad. In each successive unit there are commanders who are responsible for command and control functions. According to key informant interviews (IKI2 , pc, 1<sup>st</sup> March 2020 & IKI4, pc, 8<sup>th</sup> March 2020), the setup of command is team leadership approach in which the individual commander in a team act together having a common objective, vision and mission and strive to achieve the mission through planning, controlling and decision making. Everyone, in a team assumes common authority and responsibility as a team and as an individual. The team leadership setup is an engine in command and control design in Ethiopian troops. The team leadership style in AMISOM, UNAMID and UNISFA is similar in approach. Thus, the C2 structure of the army in AMISOM best suited to disrupt the center of gravity (COG) of the adversary. The commanders at the tactical level in AMISOM exercise relatively restricted C2 to achieve the assigned tasks. The reason for the strictness of command and control in the AMISOM emanates from the degree of security threat which is war-fighting.

According to the FGD participants (FGD1, pc, 27<sup>th</sup> February 2020), in terms of freedom of action, the commanders in AMISOM have relatively minimum freedom of action to plan, execute and respond to unexpected situations. Thus, in AMISOM the senior commander strictly controls the actions of subordinate commanders in decision making and execution of military operations. For instance, in conducting convoy operations the senior commander firmly oversees the decision of subordinate commanders. Conversely, according to interviews with higher officers (IHO3, pc, 2<sup>nd</sup> March 2020 & IHO4, pc, 3<sup>rd</sup> March 2020), the commanders at a tactical level in UNAMID and UNISFA make decisions and discharge the assigned task fairly with lenient freedom of action.

According to interviews with non-commissioned and junior officers (IJO7 and INO4, pc, 6<sup>th</sup> March 2020 & IJO8, pc, 7<sup>th</sup> March 2020), the use of force by peacekeepers in AMISOM is beyond self-defense and defense of the mandate. Thus, the peace enforcers engaged in the application of a range of coercive measures in fighting against Al-shabaab. The army undertakes

the military operations as per rules of engagement by identifying hostile forces prior to operation, avoid collateral damage, use proportional force and follow firing procedures. According to the interviews with the key informant and non-commissioned officers (IKI2, pc, 1<sup>st</sup> March 2020 and INO4 & INO5, pc, 6<sup>th</sup> March 2020), the firing procedures include verbal and visual warning, the firing of the warning shot and if the hostile act moving on, the army member or units have a right to use deadly force. This firing procedure is true for AMISOM, UNAMID and UNISFA peacekeeping operations. However, in case of a surprise attack by hostile force the peacekeepers can open fire without warning. In addition to this, the peace enforcers are engaged in war-fighting and counter-insurgency operations against Al-shabaab. Conversely, in the case of UNAMID and UNISFA, the use of force by Ethiopian peacekeepers is limited to minimum use of force. In addition, for the question forwarded on the use of force a key informant says

*“There was a violent situation in 2017 in Sortony area of Darfur, a fight between Janjaweed and the SLM/A. The civilian was shocked and some of them were run-away. There was negotiation for a couple of days but the parties were not agreed. Our unit received a duty to intervene between the two parties to the conflict. The commanders collected relevant information and reorganized the units as Ethiopian tactical formation. Then, we proceed to Sortony and cordon the area to isolate it. In the meantime, the parties to the conflict were agreed to stop the conflict. Finally, the UN delivered us the certificate of recognition for proper use of force as per ROE”* (IKI3<sup>5</sup>, pc, 4th March 2020, Hurso).

According to the interviews conducted with higher officers (IHO1, pc, 28<sup>th</sup> February 2020 & IHO5, pc, 4<sup>th</sup> March 2020), the peace enforcers in AMISOM employed tactics, techniques and procedures (TTPs) to deal with violent situations.

In addition, for the question forwarded on how the troop operates a key informant says

*“Our army in AMISOM fights against Al-Shabaab firmly. The troop gathers important information about the enemy then made situational analysis. Thus, the troop carefully cordons the identified area to isolate and defeat the adversary”* (IKI1<sup>6</sup>, pc, 27 February 2020, Hurso).

Accordingly, the troops undertake patrol, convoy and escort, cordon and search, ambush, counter ambush, and offensive operation as a tactical combat skill. In the case of AMISOM, the

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<sup>5</sup> A trainer at Contingent Training School

<sup>6</sup> Commandant at Major General Hayelom Araya Military Academy

troop employed combat tactics to defeat the explicit enemy. However, in both UNAMID and UNISFA, the Ethiopian troops employed patrol, convoy and escort and ‘one-back’ tactics to deal with violent situations. The troop employed interpersonal contact tactics in absence of enemy in peacekeeping operations. Thus, the commanders negotiate or discuss with local society and parties to conflict to address the security issues. According to the interviews with a junior officer and a training officer (IJO1, pc, 26<sup>th</sup> February 2020 & ITO3, pc, 27<sup>th</sup> February 2020), the principle of impartiality or neutrality is important to enhance interaction between the troop and local society as well as parties to the conflict. Thus, the troop operates among local people genuinely in dealing with violent situations.

Besides, for the question forwarded how the troop operates, an informant says

*“The Ethiopian troop in peacekeeping operation executes the tasks given to it. Our army is capable in field-craft skills. However, there is a gap in making timely report and uploading the evidence on webpage”* (IHO2<sup>7</sup>, pc, 1<sup>st</sup> March 2020, Hurso)

Hence, patrolling as a tactic helps to observe the situations in the vicinity, build the confidence of the local community and helps to obtain information about stability. Conversely, patrolling as a contact technique it enables the peacekeepers to obtain information about security issues in peacekeeping environs. Likewise, according to an interview with the training officer (ITO1, pc, 26<sup>th</sup> February 2020) there is an explicit adversary and a tactical deception in AMISOM whereas no adversary, tactical deception and camouflage in both peacekeeping operations.

According to the interviews conducted with the FGD participants and a junior officer (FGD2, 28<sup>th</sup> February 2020 & IJO2, pc, 2<sup>nd</sup> March 2020) the Ethiopian troop communicates with the local community as a technique to control violent conflict. Thus, the commanders negotiate with local clan leaders and elders to settle disputes between local people. Conversely, sometimes the commanders use the deployment of troops in a specific area to control the violent situation as a technique to ensure stability. For instance, the Ethiopian troops in AMISOM act as conventional and/or an insurgent (guerrilla) fighter as doctrinal technique. Consistent with the interviews conducted with the FGD participants and a junior officer (FGD3 & IJO2, pc, 29<sup>th</sup> February 2020) in both peacekeeping operations the troop operate through frequent patrol in a specific point of area as a technique to deter a potential conflict that was expected to have happened. In addition, the troop in peace operation employed fixed point sentry with a rotation sequence of actions is a

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<sup>7</sup> A team leader in signal unit

doctrinal procedure to protect civilians in internally displaced persons (IDPs) camps. For instance, commanders arranged fixed sentry in cardinal directions and mobile sentry with varied procedures to ensure security of IDPs.

In general, the Ethiopian troop operates with its national military doctrine in the absence of explicit (written) national peace operation doctrine in varied contexts and mandating authorities. The army employed its conventional structure, command and control, the use of force in operation and TTPs originate from military science and art. Thus, the commanders at a tactical level in AMISOM practiced comparatively minimum level of freedom of action while in UNAMID and UNISFA; commanders experienced a sufficient degree of freedom of action. The two peacekeeping operations are similar to each other in how they operate in the field however the AMISOM is quite different. AMISOM is different because, it is engaged in war fighting targeted operations against Al-shabaab whereas the two peacekeeping missions are intended to monitor and supervise the implementation of a peace agreement. In the AMISOM there is the act of deception but this not true for UNAMID and UNISFA. Finally, the use of force in the AMISOM is beyond self-defense while in UNAMID and UNISFA the use of force is limited to specific conditions. In addition, in both peacekeeping operations the army used its national military doctrine in collaboration with UN tactics. However, in the AMISOM the Ethiopian troops use its national military doctrine, C2, and TTPs at a practical level.

## **4.6 Doctrinal Divergence in Peace Operations**

The objective of this section is to analyze the data obtained from primary sources about the divergence of military doctrine in application across peace operations. Military doctrine deviates in varied patterns of operations due to variation in context, mandate and capability. This section covers the variation of doctrine in the application in the technical, political and military dimensions.

### **4.6.1 The Technical and Political Dimensions**

The technical and political dimensions comprise the doctrinal issues such as interaction, values and beliefs, logistic provision and communication (signal). The interviews with higher officers (IHO2, pc, 1<sup>st</sup> March 2020 & IHO4, pc, 3<sup>rd</sup> March 2020), indicates that the interaction of Ethiopian troops across peacekeeping operations with military, police and civilian component is

relatively uniform. Thus, the troops' contact (communication) skills with local people, host government and national contingents in AMISOM, UNAMID and UNISFA peace operations are almost unchanging. The similarity across the three peace operations originate from the strong doctrinal principle of the army's foundation on the concept of a people's army.

As stated by FGD participants and a junior officer (FGD2, pc, 28<sup>th</sup> February 2020 and IJO6, pc, 3<sup>rd</sup> March 2020), the prevalence of core values and beliefs across the three cases of peace operations are almost uniform. However, there is too little variation in the degree of implementation of the core values; this arises from the context since AMISOM is war fighting that demands adequate motivation than the two peacekeeping operations.

Consistent with the interviews with a key informant and a junior officer (IKI2 & IJO3, pc, 1<sup>st</sup> March 2020), confirm the logistic provision in ordnance and ammunition in both peacekeeping operations are almost similar but the AMISOM peace operation is different. The difference emanated from the MOU and implicitly from the context of the operation. Conversely, according to the interviews conducted with the FGD discussant and junior officers (FGD1, pc, 27<sup>th</sup> February 2020 and IJO5 & IJO6, pc, 3<sup>rd</sup> March 2020), the reimbursement for individual troops who have participated as peacekeepers in AMISOM peace operation is quite different from both peacekeeping operations. Conversely, according to an interview with a higher officer (IHO9, pc, 8<sup>th</sup> March 2020), the communication process in the AMISOM is confidential whereas in UNAMID and UNISFA peace operation the communication procedure is not secret. The difference in communication process emanates from the degree of security threat (context) and the sensitivity of the information.

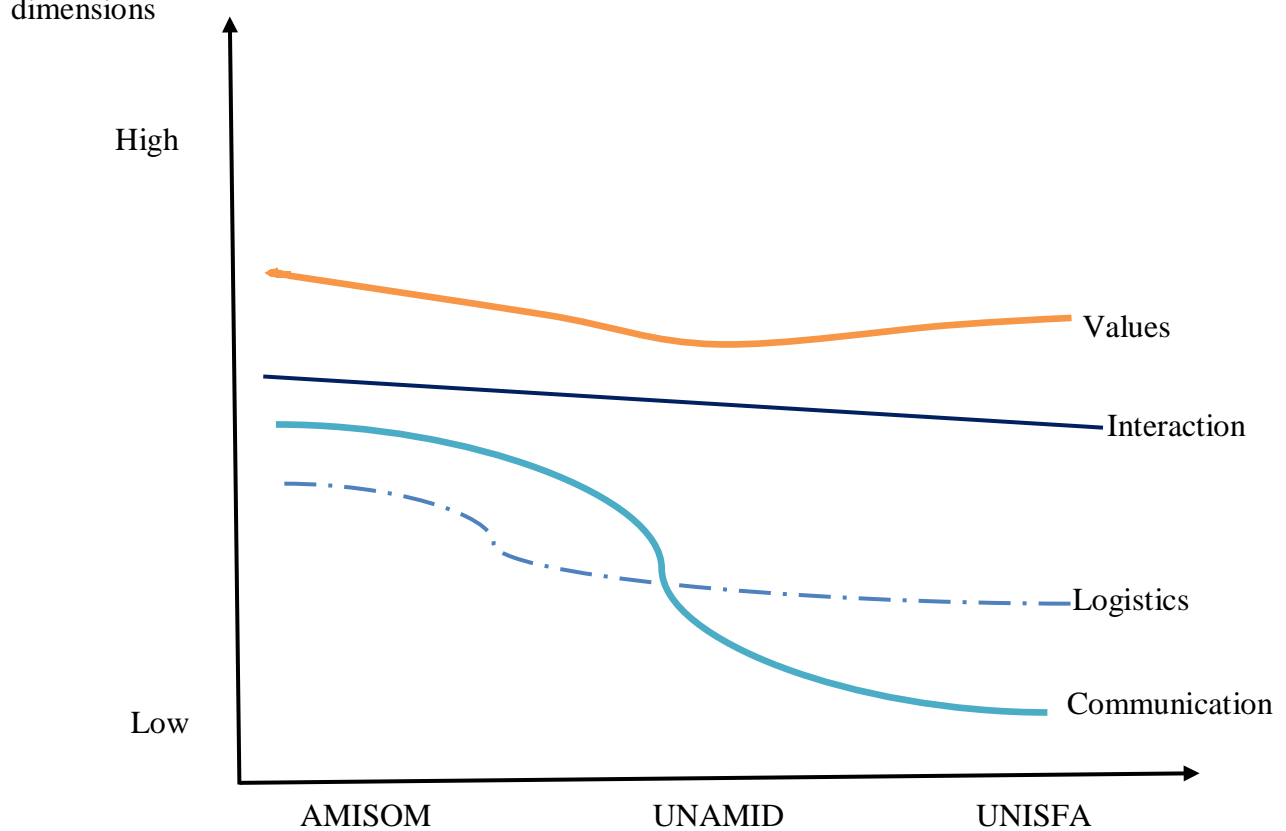
Besides, for the question forwarded on communication procedures, an informant says

*“The army in peacekeeping communicates using radio communication. The communication procedure varies depending on the nature of mission. In AMISOM our troop's communication process is protected but in UNAMID and UNISFA the communication system is not protected”* (IHO9<sup>8</sup>, pc, 8<sup>th</sup> March 2020, Addis Ababa)

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<sup>8</sup> A team leader at Peacekeeping Center

Figure 3: The pictorial representation of doctrinal variation in technical and political dimensions



**Source:** Researcher’s field survey (2020)

To sum up, the doctrinal issues such as the logistical provisions and communication procedures varies across peace operations due to the variation in context and mandating authority. However, the Ethiopian troop core values and beliefs, and interaction with military, police and civilian component is almost similar across peace operations. Though, both UNAMID and UNISFA are almost similar whereas AMISOM is different in application of communication, logistics and values. Therefore, In terms of doctrinal components, all missions have similar political element of the doctrine but vary their technical elements.

#### 4.6.2 The Military Dimensions

The key informant interviews (IKI3, pc, 4<sup>th</sup> March 2020 & IKI4, pc, 8<sup>th</sup> March 2020), underline the doctrinal divergence in army structure. Accordingly, the Ethiopian army structure is fluid and subject to frequent change. The structure of the troop is not uniform across peacekeeping operations depending on the nature mission and MOU. For instance, the structure of the troop in

the AMISOM peace operation is similar to the usual (regular) formation that fits conventional and irregular warfare. However, in both peacekeeping operations there is a slight difference from the usual organization. Though, both UNAMID and UNISFA resemble each other in structure but there is a slight variance from AMISOM structure.

According to key informant interviews (IKI1, pc, 27<sup>th</sup> February 2020 & IKI5, pc, & 12<sup>th</sup> March 2020), the team leadership setup is similar across peace operations. Though, there is variation in commander's operational independence. Thus, according to FGD discussant (FGD2, pc, 28<sup>th</sup> February 2020), in both peacekeeping operations commanders have sufficient freedom of action in military operation. However, in the case of AMISOM commanders have relatively minimum level of freedom of action in operations. Moreover, the C2 in AMISOM is stricter than both in UNAMID and UNISFA peace operations that emanates from the degree of security threat. Thus, the control function in both peacekeeping missions is relatively lenient.

One of the key informants (IKI4, pc, 8<sup>th</sup> March 2020), asserted the difference in the use of force across peace operations. Consequently, in the case of AMISOM, the troop engaged in war fighting whereas in both peacekeeping operations the use of force in peace operation is limited to specific conditions. Thus, the difference in the use of force arises from the context of operations since AMISOM is war fighting but UNAMID and UNISFA are peacekeeping operations.

According to the interviews conducted with FGD participants and higher officers (FGD1, pc, 27<sup>th</sup> February 2020, FGD3, pc, 29<sup>th</sup> February 2020, IHO6, pc, 4<sup>th</sup> March 2020 & IHO8, pc, 7<sup>th</sup> March 2020), there is a divergence (variance) in the application of tactics, techniques and procedures in peace operations. For instance, in AMISOM the troops act as a conventional fighter at some events however in other cases depending on the context the troops operate as guerrilla fighters. Besides, for the question forwarded how the troop employs tactics a key informant says

*“The peacekeepers in AMISOM organized itself based on the mission. The way the army executes in the field varies. The enemy cannot predict our approach because our tactics are flexible”* (IKI2<sup>9</sup>, pc, 1<sup>st</sup> March 2020, Hurso).

The peace enforcers use the same tactic in varied ways. For instance, in convoy and escort operation the troop applied different versions of the TTPs due to variations in context. Moreover, the procedure of patrol, convoy and escort in AMISOM is stricter than those of UNAMID and

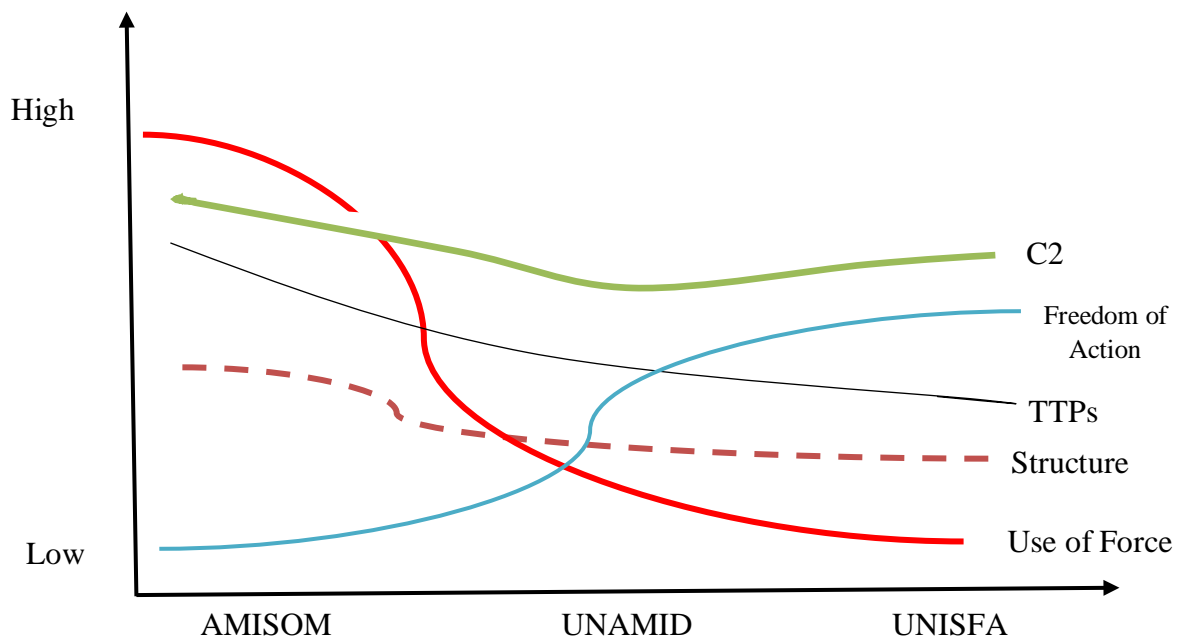
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<sup>9</sup> Regiment commander in Eastern Command

UNISFA. Conversely, in AMISOM there is a tactical deception and camouflage. However, in both UNAMID and UNISFA there is no a tactical deception and camouflage. According to the FGD participants and key informants (FGD2, pc, 28<sup>th</sup> February 2020 & IKI3, pc, 4<sup>th</sup> March 2020), there is an adoption of the ‘one-back’ tactic from the UN in both peacekeeping operations at the tactical level while in AMISOM there is no adoption of a tactic from mandating authority’s doctrine. Thus, the Ethiopian troop uses its national military doctrine in AMISOM.

The Ethiopian military doctrine varies across different peace operations due to context dynamism, the local difference and case sensitivity. According to interviews conducted with a key informant and a higher officer (IKI2 & IHO2, pc, 1<sup>st</sup> March 2020), the Ethiopian troop in AMISOM operates based on the nature of enemy. The adversary changes its tactics rapidly. Thus, the army changes its tactics, techniques and procedures to cope up with the situations. In addition, the troop employs different approaches and different versions of the same tactic. The peacekeeper in AMISOM employs a single tactic in varied ways to obtain the advantage of surprise attack. Conversely, the army uses tactical deception to mislead the adversary in the wrong way. Moreover, there is a difference in employing military tactics based on the settings of local situations. Therefore, the army executes its tasks by reorganizing itself with the shifting nature of the enemy.

Figure 4: The pictorial representation of doctrinal variation in military dimension



Source: Researcher’s field survey (2020)

To sum up, the doctrinal issues such as the use of force, structure, tactics, techniques & procedures (TTPs), freedom of action and command and control (C2) varies in application across peace operations due to the variation in context. Thus, both UNAMID and UNISFA are almost similar whereas AMISOM is different in the application of C2, TTPs, structure, and freedom of action and use of force. In general, there is a doctrinal variation in its application across peace operation due to the context and mandate. The Ethiopian military doctrine is flexible enough to adapt to the changing pattern of conflict. There is variation in structure, C2, communication process, logistical provision, the use of force and TTPs due to context and mandate across peace mission. In addition, the Ethiopian troops adopted UN tactics implicitly as a part of its doctrine in the military operation. Though, in AMISOM the troop employs its national doctrine, command and control approach. In terms of doctrinal components, all missions vary in the military elements. To conclude, in terms of doctrinal components, all missions have similar political element of the doctrine but vary their technical and military elements. Furthermore, despite their authorization under Chapter VII as robust peacekeeping in UNAMID and UNISFA and peace enforcement in AMISOM, doctrine of the missions varies with contexts (conflict dynamism & local differences) and this led to high flexibility in operation. Therefore, there is a space for the flexibility the military doctrine across peace operations.

#### **4.7 Doctrinal Challenges in peace Operations**

The challenges in doctrinal operation in peacekeeping differ across peace operations in scope and time. Thus, this study used doctrinal issues to explore the challenges that exist within the three cases of AMISOM, UNAMID and UNISFA peace operations. According to one the key informant interview (IKI2, pc, 1<sup>st</sup> March 2020), the challenges noticed in terms of C2, values, logistic provision and interaction.

Regarding interaction (exchange of thought), one of the key informants and the FGD participants (IKI2, pc, 27<sup>th</sup> February 2020 & FGD3, pc, 29<sup>th</sup> February 2020), assert that the commanders were facing a challenge in poor communication skills in the English language in analyzing information, presentation and making timely report. Commanders were lack confidence during introduction and presentation. In addition, according to an interview with the key informant (IKI4, pc, 8<sup>th</sup> March 2020), due to poor communication skills in the English the commanders

unable to well communicate with UN staffs and negotiate for provisions of services and logistic needs.

One of the participants of FGD3 says

*“Our troop is strong enough in field-craft skills but there is a gap in communication skills in English language. In addition, in peacekeeping there is still a limitation in logistic provision specially in providing spare parts”* (FGD3, pc, 29<sup>th</sup> February 2020, Hurso).

Conversely, one of the key informants (IKI4, pc, 8<sup>th</sup> March 2020), confirm that the existence of logistical pitfalls in provision of compulsory items has negatively influenced the country’s participation in peace operations. Moreover, the problem in providing major equipment, spare-parts and maintenance as per MOU led to the economic disadvantage which was to be earned from UN peacekeeping operations. In addition, question forwarded about the challenges of the troop peace mission, a key informant says

*“There is a deficiency in providing necessary materials and spare parts timely. Nowadays this problem emanates from the long procedures of purchase and lack of motivation. The shortage in logistic provision is affecting the revenue gained from the UN”* (IKI4<sup>10</sup>, pc, 8<sup>th</sup> March 2020, Addis Ababa).

Finally, according to an interview with a higher officer (IHO1, pc, 28<sup>th</sup> February 2020), the challenges concerning core values of complete personality and bias led to the selection of incompetent individuals, poor resources management and lack of professionalism. Accordingly, according to interviews conducted with a key informant and a junior officer (IKI1, pc, 27<sup>th</sup> February 2020 & IJO8, pc, 7<sup>th</sup> March 2020), the challenges in the operation of doctrine about command and control in both UNAMID and UNISFA are identified as lenient in control, coordination and decision making. However, in AMISOM there is lack of continuity in control functions.

To sum up, in this chapter the doctrinal operation of Ethiopian troops in varied contexts and mandating authorities were analyzed. Accordingly, the Ethiopian peacekeepers doctrinal operation in varied contexts particularly in AMISOM, UNAMID and UNISFA should be understood within the existing military, technical and political dimensions. In this chapter the basic research questions are answered and the research objectives are addressed. The results of

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<sup>10</sup> Team leader in Peacekeeping Center

the analysis are presented under the thematic area according to the research questions. First, the doctrinal issues that the army applies in various peace operations are the structure of the army, command and control (C2), logistic supply, communication, interaction, core values and beliefs, the use of force in operation, tactics, techniques and procedures. Second, Ethiopia troop operates in different contexts using its military doctrine with the collaboration of the UN tactics in the cases of UNAMID and UNISFA. However, there is no tactical adoption from AU in AMISOM. Third, military doctrine deviates in application in varied patterns of operation across peace mission. The variation of doctrine in application appears at practical level. Fourth, the Ethiopian military doctrine is flexible to adapt to the changing pattern of contexts. Fifth, the challenges, the army faces in the execution of doctrine in different peace operations are lack of timely decision making, coordination, and lack of continuity, lack of professionalism, logistic pitfall and poor communication skill in peace operations.

Finally, the Ethiopian troops operate with its national military doctrine across peace operations depending on the context. There is a doctrinal divergence in the application in the same temporal and mandate due to variation in the context. There is variation in the structure, C2, communication process, core values, logistical provision, use of force and TTPs due to the context and mandate across a peace mission. To end with, the Ethiopian troops adopted the UN tactics implicitly as a part of its doctrine in a peace operation. Though, in AMISOM the troop employs its national doctrine, command and control approach.

# **CHAPTER FIVE**

## **SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

### **5.1 Introduction**

This study is triggered to explore the main question how the Ethiopian army operates with its military doctrine in different contexts notably in AMISOM, UNAMID, and UNISFA. Accordingly, the doctrinal issues that the army applied in varied contexts, the deviation of doctrine in application, the doctrine operation in peace mission and the challenges that the army face in the operation of doctrine are examined. In this study the researcher used in-depth and key informants' interviews and FGDs to collect data. To this end, a qualitative comparative analysis was used to analyze the data consistent with the research questions of the study. The data gained from interviews and FGDs were analyzed thematically. Finally, this concluding chapter is organized into three sections, namely a summary of the findings, conclusions, and recommendations.

### **5.2 Summary of the Findings**

The overall intent of this research was to explore how the Ethiopian army operates with its military doctrine in varied context especially in AMISOM, UNAMID and UNISFA. Accordingly the key findings of this study are summarized as follows. First, Ethiopian military doctrine has three components while engaging in peace missions, including political, technical and military dimensions. Second, the Ethiopian military doctrine is consistent with the AU and UN PKO doctrines at a strategic level. However it is not consistent at the tactical level. Third, despite their authorization as peace enforcement, doctrine of the missions varies with contexts (conflict dynamism & local differences) and this led to high flexibility in operation. Thus, in terms of doctrinal components, all missions have similar political element of the doctrine but vary their technical and military elements. Finally, the prevalence of challenges in peace Operations including poor communication skills, logistical pitfalls and weak command and control (weak interoperability). The Ethiopian military doctrine varies in different missions because of contexts dynamism and difference, and case sensitivity.

Accordingly, in the absence of formal, written national peace operation doctrinal guidance the study has policy implication so there is a need for the development national peace operation doctrine, clear framework that shape the participation of Ethiopia in regional, continental and international peacekeeping operations. Moreover, the findings show that the Ethiopian military doctrine is flexible in a different context. The key findings coming from comparative research of the doctrinal operation, divergence and challenges in three cases of peace operations are summarized as follows.

Table 3: A summary of Doctrinal Comparison among peace mission in East Africa

No	Doctrinal Issues		Cases		
			AMISOM	UNAMID	UNISFA
1	Interaction		Regular/as usual	Regular	Regular
2	Values		As usual	As usual	As usual
3	Communication		Confidential	Unclassified	Unclassified
4	Logistics		Regular	Vary	Vary
5	Organization/structure		Regular/ as usual	Vary	Vary
6	C2	Control	Strict	Fair	Fair
		Command	Team Leadership	Team Leadership	Team Leadership
		Freedom of action	Minimum	Sufficient	Sufficient
7	Use of force		War fighting	Self defense	Self defense
8	Tactics, Techniques & Procedures		Conventional and irregular	Negotiation and One-back	Negotiation and One-back
			Deception	No deception	No deception

Source: Researcher's field survey, 2020

### **5.2.1 Summary of the Findings on Doctrinal Issues in Peace operation**

Outcomes from the comparative study point out that the doctrinal issues that the army applies in different peace operation concerning military, technical and political aspects of the military doctrine are identified as the structure, command and control, the use of force, TTPs, logistics, communication, values and interaction. These are critical issues that are applied across peace operations in the three cases AMISOM, UNAMID and UNISFA. They are common to all cases except their variation in application across the three cases of peace operations.

### **5.2.2 Summary of the Findings on Doctrinal Operation in Peace Operation**

The study identified key findings concerning the doctrinal operation of the Ethiopian peacekeepers in the cases of AMISOM, UNAMID and UNISFA using doctrinal issues the key findings are summarized as follows:

The Ethiopian peacekeeping force organized depending on the nature of mission and MOU. In the AMISOM peace operation the army is organized as a usual or regular structure that is suitable to disrupt the adversary in peace operations. Though, in the cases of UNAMID and UNISFA, the structure of the army resembles each other but varies from usual structure. The setup of the C2 structure is a team leadership approach in which the individual commanders in a team act together having a common objective and strive to achieve the highest standard performance.

In terms of freedom of action, the commanders at a tactical level in AMISOM peace operation experienced a minimum level of freedom of action while in UNAMID and UNISFA, the commanders have sufficient freedom of action to undertake the assigned tasks of peace operation. The use of force in AMISOM peace operation is beyond self-defense, which is pure war-fighting. Though, in the case of UNAMID and UNISFA, the use of force is limited to specific conditions. In addition, the communication procedures in AMISOM are confidential whereas in both UNAMID and UNISFA, the communication process is unclassified or not secret.

The logistical provisions of the Ethiopian troop in peacekeeping are based on wet-lease option in which the country assumes responsibility to provide equipment and maintenance. However, there is a challenge in providing logistic items as per MOU regarding major equipment. Conversely, concerning core values of the army, the application of values and beliefs in the three

cases of peace operations are almost similar. Likewise, the interaction of the troop with local community, host governments and multinational military units across peace operations is an unchanging.

The Ethiopian troops in AMISOM act as a conventional fighter at certain events. However, depending on the situations, the troop acts as a guerrilla fighter in other events. Moreover, the troops in UNAMID and UNISFA employed both the Ethiopian army TTPs in collaborations with the UN tactics. To end with, the army uses a tactical deception in the case of AMISOM whereas there is no a tactical deception and camouflage in both UNAMID and UNISFA peace operations.

### **5.2.3 Summary of the Findings on Doctrinal Divergence in Peace Operation**

Military doctrine is formulated to achieve coherence and harmony in military field operations. However, lack of common approach and contexts are reasons for the differences in the practice of military doctrine in a peace operation. For instance, the army structure in AMISOM is similar to regular organization but in the cases of UNAMID and UNISFA, the structure varies from usual structure. Conversely, the C2 setup and operational procedures in AMISOM, UNAMID and UNISFA are similar and consistent with doctrinal principles. Though, in the freedom of action and decision-making process, AMISOM is stricter than UNAMID and UNISFA. This difference emanates from the context of a peace operation.

The interaction of the army with local people, host government, national contingents in AMISOM, UNAMID and UNISFA peace operations is almost unchanging. However, the communication process in AMISOM is confidential while in the cases of UNAMID and UNISFA, it is not a secret. The provision of logistical supply in ordnance and ammunition for UNAMID and UNISFA is almost similar but different from AMISOM peace operation. The prevalence of core values and beliefs across peace operations are almost uniform. However, the degree of implementation in AMISOM peace operation is stricter than UNAMID and UNISFA peace operations.

The use of force in AMISOM is beyond self-defense however in UNAMID and UNISFA, it is limited to self-defense. This difference arises from the degree of security threat (context) in peace operations. Finally, regarding TTPs, the peacekeepers in AMISOM peace operation employs tactics, techniques and procedures as conventional and guerrilla combat skills of

doctrine whereas limited use of force, negotiation and ‘one-back’ as a combat and contact skills in UNAMID and UNISFA.

#### **5.2.4 Summary of the Findings on the Doctrinal Challenges in peace Operation**

The challenges the army faces in the operation of doctrine principally observed in terms of C2, logistics, interaction and values in the three cases of the study. Accordingly, the challenges in the operation of doctrine regarding C2 in both UNAMID and UNISFA are identified as lenient in control, coordination and decision making. However, in the case of AMISOM there is lack of continuity in control functions. With regard to interaction, in all cases the commanders were facing a challenge in poor communication skills in the English language in analyzing information, presentation and reporting. Moreover, the existence of logistical pitfalls in the supply and management of compulsory items have negatively influenced peace operations. Finally, regarding the core values the presence of bias led to the selection of incompetent individuals, poor resources management and poor professionalism in the three cases of the study.

### **5.3 Conclusions**

The Federal Democratic Republic of Ethiopia Defense Forces has envisioned that the army protects national security, efficient participation in regional, continental and international peacekeeping operations. Considering the vision of the MoND, the researcher triggered to explore how the Ethiopian troops operate in different contexts and mandating authorities. In the three cases, the Ethiopian troops’ doctrinal operation explored was intersect in some issues and entirely dissimilar in others. These differences are aroused from the varied contexts of peace operations. The MoND has developed military doctrine, rule of engagement and regulations to organize and harmonize the national instruments of military power. Accordingly, the army is expected to be consistent with the doctrine in discharging its duty efficiently. The comparative study on how the Ethiopian army operates in peace operations particularly in AMISOM, UNAMID and UNISFA found that the army implicitly uses its national military doctrine in discharging its task in AMISOM peace operation. However, the army impliedly uses the UN peacekeeping doctrine in collaboration with its national military doctrine in both UNAMID and UNISFA peace operations.

The study sought to answer the questions concerning how the Ethiopian troop operates in varied contexts; the doctrinal issues that the army applies, variation in doctrine in application and the

challenges that the Ethiopian army faces in AMISOM, UNAMID, and UNISFA. Accordingly, the outcomes from comparative study show that these research questions are answered. Conversely, due to intricacy of bureaucracy, the study encountered difficulty in gaining access to the documents. In addition, the Corona Virus pandemic disease negatively influenced the research process in collecting data and in obtaining expert consultations.

The study concludes that the Ethiopian military doctrine in its application consistent with the UN and AU peace operation doctrines at a strategic level. However, at the tactical level it is not consistent with AU and UN peace operations doctrine in application due to the context of peace operations. The Ethiopian troops deployed in three missions follow a flexible approach due to contextual difference and dynamism. These variances reflected on the technical and operational elements of doctrine while consistent across the missions in political dimensions. The army impliedly employs its national military doctrine in line with UN peacekeeping doctrine. This study has policy implications in the absence of a written national peace operation doctrine that shapes the participation of the country in peace missions. The researcher suggests that there is a need to formulate well-articulated national peace operation doctrine that enhances the participation of the country in peacekeeping. Finally, the study suggests further investigation on the strategies to diminish the challenges of peacekeepers in execution of military doctrine in peace operations.

#### **5.4 Recommendations**

The findings show that the Ethiopian troop employed its national military doctrine together with the UN peacekeeping doctrine both in UNAMID and UNISFA peace operations. However, the Ethiopia troop uses its military doctrine in peace support operations. The major issues the troop applied in the peace operation are military, technical and political dimensions. In peace operation, the Ethiopian military doctrine is flexible to adapt to the changing nature of peacekeeping missions. The doctrine diverges in the application under varied contexts and mandating authorities.

This study has policy implications in the absence of an explicit national peace operation doctrine that shapes the participation of the country in regional and international peace missions. Accordingly, there is a need to formulate well-organized national peace operation doctrine that enhances the participation of the country in peacekeeping. The existence of challenges like poor

communication skills in the English needs attention to solve the problem to enhance peacekeeping participations. In addition, there is a need to re-evaluate professional competences in terms of knowledge, skill and behavior in the light of professionalism. The challenges in peace operation such as a pitfall in logistic provisions, command and control and selection process requires revitalization. Finally, the findings show that the study may contribution to the scholarly literature about the developing countries regarding the TCCs doctrinal operation in the absence of clear national peace operation doctrine in a varied context and mandating authorities.

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## Appendices

### Annex table 1: List of Interview Participants

Codes are given to the respondents with the intention of keeping the names of respondents confidential

S/No.	Name of Respondents (Code)	Rank	Sex	Mission	Place of interview	Interview date
1	IJO1	Captain	M	UNISFA	Hurso	26 <sup>th</sup> February 2020
2	ITO1	Major	"	UNAMID	"	"
3	ITO2	Captain	"	UNISFA	"	"
4	IKI 1	Colonel	"	AMISOM	"	27 <sup>th</sup> February 2020
5	ITO3	Captain	"	UNISFA	"	"
6	ITO4	Senior Warrant Officer	"	"	"	28 <sup>th</sup> February 2020
7	IHO1	Major	"	UNAMID	"	"
8	IJO2	Lieutenant	"	"	"	29 <sup>th</sup> February 2020
9	IJO3	Captain	"	UNISFA	"	1 <sup>st</sup> March 2020
10	IHO2	Colonel	"	"	"	"
11	IKI2	"	"	AMISOM	"	"
12	IHO3	Major	"	UNISFA	"	2 <sup>nd</sup> March 2020
13	IJO4	Captain	"	"	"	"
14	IHO4	Major	"	"	"	3 <sup>rd</sup> March 2020
15	IJO5	Captain	"	"	"	"

16	IJO6	"	F	UNAMID	"	"
17	IKI3	Major	M	"	"	4 <sup>th</sup> March 2020
18	IHO5	"	"	AMISOM	"	"
19	IHO6	"	"	"	"	"
20	INO1	Sergeant	"	"	"	5 <sup>th</sup> March 2020
21	INO2	lance-corporal	F	"	"	"
22	INO3	"	"	"	"	"
23	IJO7	Lieutenant	M	"	"	6 <sup>th</sup> March 2020
24	INO4	Sergeant	"	"	"	"
25	INO5	lance-corporal	"	"	"	"
26	IHO7	Colonel	"	UNAMID	Hurso	7 <sup>th</sup> March 2020
27	IJO8	Captain	"	"	"	"
28	IHO8	Major	"	"	"	"
29	IHO9	Lieutenant- Colonel	"	"	Addis Ababa	8 <sup>th</sup> March 2020
30	IKI4	"	"	"	"	"
31	IGO1	Brigadier- General	"	AMISOM	"	10 <sup>th</sup> March 2020
32	IGO2	"	"	UNAMID	"	"
33	IKI5	Major General	- "	UNISFA	"	12 <sup>th</sup> March 2020

## Annex table 2: List of FGDs Participants

Codes are given to the respondents with the intention of keeping the names of respondents confidential

Name of Respondents (Code)		Rank	Sex	Mission	Place of interview	Interview date
FGDs 1	1	Colonel	M	AMISOM	Hurso	27 February 2020
	2	Major	"	"	"	"
	3	Captain	"	"	"	"
	4	Lieutenant	"	"	"	"
	5	Sergeant	"	"	"	"
	6	"	"	"	"	"
FGDs 2	1	Lieutenant-Colonel	F	UNISFA	Hurso	28 February 2020
	2	"	M	"	"	"
	3	"	"	"	"	"
	4	Captain	"	"	"	"
	5	"	"	"	"	"
	6	"	"	"	"	"
FGDs 3	1	Lieutenant-Colonel	M	UNAMID	Hurso	29 February 2020
	2	Major	"	"	"	"
	3	Captain	"	"	"	"
	4	"	"	"	"	"
	5	"	"	"	"	"
	6	"	"	"	"	"

**Annex-1: In-depth Interviews, Key Informants and FGDs guide for all officers who have served in AMISOM, UNAMID and UNISFA**

**Note:** The researcher deliberately used the same interview guide for all participants to enhance validity.

1. What are the doctrinal issues that the army applies in different peace operations?
2. How does the army organize itself in compliance with operation in a peace mission?
3. How does the army apply command and control in different peace mission context?
4. How does the army communicate within the chain of command in peace mission? What are the means of communication?
5. What is your observation on the interaction of the army with the host community, host government, and other peacekeepers? On what occasions and events, the army interacts with local people?
6. What TTPs, principles, and procedures does the army follow in discharging a variety of duties in the provision of a secure environment in peace operations? How do you patrol, escort & protect civilians?
7. Does the army use AU or UN Tactics and procedures? If yes could you explain?
8. What is your observation in the provision of materials to the peacekeepers? Are there any standards in supply?
9. What are the core values and beliefs of the Ethiopian army in peace mission?
10. Do you think, how does the army use force? What are the procedures in the use of force?
11. What are the challenges the army face in peace operation?