

The role of civil-military cooperation in contemporary United Nations peacekeeping operations: a case study of UNIFIL

Assist. Prof. Slobodan M. RADOJEVIC, Ph.D.*

*University of Defense, Military Academy, Belgrade, Serbia
e-mail: slobodan.radojevic@va.mod.gov.rs

Abstract

The paper explores the place and role of civil-military cooperation (CIMIC) in contemporary United Nations (UN) peacekeeping operations. The author's starting point is that civil-military cooperation is important for the success of a peacekeeping operation, as the CIMIC personnel engage in the implementation of CIMIC tasks in order to create a favorable civilian environment. Through these activities, the CIMIC personnel influence the security of the unit and contribute to the success of the mission. The paper aims to advance the understanding of civil-military cooperation by clarifying how the concept is understood, shaped, and applied in contemporary UN peacekeeping operations. With this in mind, the interview has proven to be the best research technique for obtaining information on how the CIMIC personnel understand, implement, and develop the functions of the CIMIC in UN peacekeeping operations. This section presents experiences in the application of the CIMIC in the peacekeeping operation in Lebanon (United Nations Interim Force in Lebanon – UNIFIL) as a case study. The paper emphasizes that the successful implementation of civil-military cooperation in a peacekeeping operation can affect the strategic level, i.e. exert an influence on the success of the operation itself. Emphasis is placed on presenting the range of roles and functions that the CIMIC personnel perform in peacekeeping operations under the auspices of the UN. The paper concludes that contemporary peacekeeping operations have evolved and require a significant component of civil-military cooperation.

Keywords:

civil-military cooperation (CIMIC); CIMIC personnel; peacekeeping operations; civil environment; United Nations; UNIFIL.

Article info

Received: 5 November 2024; Revised: 27 November 2024; Accepted: 6 December 2024; Available online: 17 January 2025

Citation: Radojevic, S.M. 2024. "The role of civil-military cooperation in contemporary United Nations peacekeeping operations: a case study of UNIFIL". *Bulletin of "Carol I" National Defence University*, 13(4): 113-125. <https://doi.org/10.53477/2284-9378-24-52>



© „Carol I” National Defence University Publishing House

This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY-NC-SA)

Civil-military cooperation had been found long before it was officially established. During World War II, General Dwight D. Eisenhower realized: “The sooner I can get rid of all these questions that are outside the military in scope, the happier I will be! Sometimes I think I live ten years each week, of which at least nine are absorbed in political and economic matters.” (Eisenhower 1942). Modern, defined and precisely determined civil-military cooperation (CIMIC COE 2022a) is a consequence of changes that have affected all the armies of the world through the evolution of conflicts, the conditions of warfare themselves, but also the use of the army. Encountering the problems of using armed forces, primarily outside one’s own territory, and the limitations in the response of military units in situations related to the civilian population, the need arose to form a special military function that would understand the non-military component in the area of operation and establish communication and cooperation with all factors surrounding military units. Through use in different environments, within different operations and missions, civil-military cooperation has evolved and developed into the form that we encounter today in the modern armed forces of the world.

The paper aims to present the role of CIMIC in contemporary United Nations peacekeeping operations. The paper therefore discusses civil-military cooperation as defined in United Nations strategies and documents. This approach was chosen because the aim of the paper is to present the role of civil-military cooperation in contemporary peacekeeping operations under the auspices of the United Nations, with a focus on examining practices and experiences from operations in which members of the Serbian Armed Forces participated.

Civil-military cooperation

In the most general sense, civil-military cooperation represents the coordination and cooperation of the military and the civilian environment in the area of operation, in order to support the mission and tasks of the military unit. The importance of civil-military cooperation lies in establishing key links between military and civilian actors, at a certain level and space, in order to contribute to the achievement of primarily military, and then common interests through mutual activities. The decisive goal of civil-military cooperation, from a military perspective, is the establishment of a safe and secure environment and the increase of trust between the military and civilians. It involves communication and joint action of civilian and military entities through the political, security, humanitarian, development, and other dimensions of military operations in order to achieve goals related to conflict prevention, building, strengthening, and maintaining peace, as well as creating conditions for the provision of humanitarian assistance.

The factors of the civil environment are: the population, authorities, business entities, international organizations, non-governmental organizations, religious

organizations and movements, etc. In an international environment, characterized by the presence of different communities, a good assessment of the civil environment is vital, which refers to the observation of different characteristics and influences. Ignorance of the authorities, the state of the economy, the presence of international and non-governmental organizations, the composition of the population, as well as religious beliefs, customs, and traditions of the population in the civilian environment in which a military unit is engaged can have a negative impact on the success of the mission. CIMIC personnel are responsible for familiarizing military forces with the specifics of the factors of the civil environment in the area of operation, and the principle of impartiality and neutrality is the basis for the successful implementation of tasks.

It is important to emphasize that the CIMIC personnel must understand the commanders' intent and plan and propose CIMIC activities, in accordance with a well-founded, high-quality, but also timely assessment of the factors of the civilian environment that affect the execution of the unit's mission. In fact, CIMIC personnel are engaged in peacekeeping operations to implement CIMIC tasks in order to create a favorable civilian environment. Their activities, i.e. the proper and efficient application of CIMIC, increase the security of the unit and contribute to the success of the mission. The use of CIMIC in peacekeeping operations requires good training of the engaged forces and full knowledge and compliance with CIMIC procedures that are applied in contemporary peacekeeping operations and in a complex environment.

Furthermore, in addition to CIMIC as a military function, we will look at CIMIC in the UN, which implies CIMIC as cooperation between the military and civilian components of the UN mission and the UN Civil-Military Coordination, i.e. cooperation between UN mission personnel and humanitarian organizations. Civil-Military Coordination (CMCoord) in the UN system "is the system of interaction, involving the exchange of information, negotiation, de-confliction, mutual support, and planning at all levels between military elements and humanitarian organizations, development organizations, or the local civilian population, to achieve respective objectives." ([UN DPKO 2002](#), 2-3).

The definitions of CIMIC used by NATO are somewhat different, although their essence is the same. Namely, in 2022 NATO approved the new definition for CIMIC as: "a military joint function that integrates the understanding of the civil factors of the operating environment and that enables, facilitates and conducts Civil-Military Interaction (CMI) to support the accomplishment of missions and military strategic objectives in peacetime, crisis and conflict" ([CIMIC COE 2022](#)).

Also, from 2022 new definition for CMI is: "activities between NATO military bodies and non-military actors to foster mutual understanding that enhances effectiveness and efficiency in crisis management and conflict prevention and resolution"

(CIMIC COE 2022a). CIMIC is a cross-functional facilitator of CMI, using the liaison structure to facilitate the coordination mechanism. NATO CIMIC Core functions are: Civil-Military Liaison; Support to the Force and Support to the Civil Actors and their Environment ([NATO CIMIC & US Civil Affairs Doctrinal Review & Comparative Assessment 2022](#), 11-12; [Garbino, Robinson and Valdetaro 2024](#)). Namely, in addition to the above, in the field of CIMIC, there are developed policies, strategies, and doctrines of the European Union, African Union, and others which will not be discussed further, as the subject of the work is exclusively UN peacekeeping missions.

Contemporary UN Peacekeeping operations

After the end of the Cold War, due to the increase in the number, intensity and nature of conflicts in the world, the UN has significantly increased the number and capacity of peacekeeping forces, and civil-military cooperation has become increasingly important. Actually: “the end of the Cold War marked the emergence of new conflicts on the global stage and implicitly an increased number of UN missions” ([Manga 2023](#), 174). Traditional peacekeeping operations with a small number of civilian participants have been replaced by contemporary peacekeeping operations with an increased number of civilian components in the area of operation. At the same time, the capabilities of military units for civil-military cooperation have increased due to the increasing involvement of military units in peacebuilding operations and the provision of humanitarian assistance in vulnerable areas. Therefore, in modern peacekeeping operations, military forces are engaged in multidimensional and complex environments, which imposes a comprehensive view of the influence of all relevant participants, and the success of a military mission is closely linked to the mutual relationship between military forces and civilian actors.

Over the years, peacekeeping has evolved from a primarily military model of observing ceasefires and separating forces after wars and conflicts, to a complex model composed of many elements, military, police, and civilians, working together to help countries affected by wars and conflicts create the conditions for sustainable and lasting peace.

Peacekeeping operations are: “one of the instruments for resolving crises in the world and preventing armed conflicts that threaten global peace and security” ([Radojević and Blagojević 2024](#), 141). Today’s multidimensional peacekeeping operations serve not only to maintain peace and security but also to facilitate the political process; protect civilians; assist in the demining of territory; in the disarmament, demobilization, and reintegration of former combatants; support the organization of elections; facilitate the transition from interim to transitional and ultimately to democratically elected governments; participate in the training and restructuring of new police forces; promote social and economic recovery and development;

facilitate the safe return or resettlement of internally displaced persons and refugees; protect and promote human rights and assist in the restoration of the rule of law, etc. (Langholtz, 2010; UN Peacekeeping 2024).

It is clear that a dynamic and innovative approach is something that characterizes modern peacekeeping UN operations. Coordination of all actors involved has a critical function in a complex peacebuilding operation and can be understood as an effort to ensure that the peace, security, and development dimensions of the peacebuilding operation are directed towards a common goal (De Coning 2005).

Specificity of civil-military cooperation in the UN peacekeeping operations

The research included an analysis of foreign experiences in the implementation of key CIMIC functions in UN peacekeeping operations, which in methodological and substantive terms shaped and guided this research (Parepa 2013; Guezen 2018; Esler 2020; Wassay and Butt 2022; De Araujo Grigoli 2022).

In contemporary peacekeeping operations, civil-military cooperation is particularly important and implies active coordination and cooperation between the military and civilian elements in the operation zone. Namely, military forces deployed to peacekeeping missions are trained and equipped to carry out the mission mandate and create a safe and secure environment for stabilizing the situation and building sustainable peace. On the other hand, in peacekeeping operations, the requirements for humanitarian assistance, police work, infrastructure reconstruction, and population reconciliation are beyond the military's purview and capabilities.

UN peacekeeping operations are often mandated to perform a wide range of functions. Creating a secure and stable environment is primarily a military function while supporting the political process and long-term social stability (including the rule of law, humanitarian assistance, development, etc.) are civilian functions. In this context, the basic principles of CIMIC in the UN are to facilitate the integration of efforts; to provide a key link with the civilian components of the peacekeeping operation and partners such as humanitarian and development actors, the host country's military and the local population; and to provide analysis related to military operations and support the implementation of the mission's mandate.

The military component of UN peacebuilding operations uses the UN Civil-Military Coordination (UN-CIMIC) branch to facilitate liaison and coordination with the civilian components of the mission, with the rest of the UN system, and with all other actors in their area of responsibility.

UN CIMIC personnel must develop a comprehensive civilian operational "picture" and analysis of it, in order to support the planning and conduct of military operations in the mission. It provides a link between the UN military, UN police, civilian components, host country authorities, United Nations agencies, funds and

programs, other international organizations, and international and national non-governmental organizations ([UN DPKO 2022](#)).

In fact, UN CIMIC is one element in a broader coordination network that contributes to general or systemic cooperation. Civil-military cooperation, within its rightful place at the operational and tactical levels in the context of UN peacekeeping operations, has a significant role in managing civil-military relations.

Most existing UN policies and guidelines are limited to civil-military cooperation focused on resolving humanitarian issues. UN CIMIC activities can have a beneficial impact on the overall peacebuilding process if “resources, energy, and goodwill can be positively channeled in support of the overall mission objectives and so that their UN CIMIC activities become complementary to the work undertaken by the humanitarian and development community” ([De Coning 2005](#), 111).

Namely, the role of CIMIC is determined by the type and stage of the mission and should allow for flexibility. Lloyd and van Dyk emphasize the need for flexible CIMIC personnel to operate in a “participative and consultative management environment” ([Lloyd and van Dyk 2007](#), 87). The CIMIC officers „need to understand the complexities between functioning in a cooperative versus a coexistent framework” ([Lloyd and van Dyk 2007](#), 87). Lloyd and van Dyk summarize the roles and functions of the CIMIC officer as: adviser to the military commander; adviser to the humanitarian coordinator; coordination officer; project officer for community support initiatives; and training coordinator ([Lloyd and van Dyk 2007](#), 87-89).

Civil-military cooperation is often misinterpreted as a tactical activity with a public relations agenda ([Holshek and de Coning 2017](#)), when in fact it is much more than that. UN CIMIC personnel undertake two core activities: “liaison and information exchange” and “assistance to civilians”. The first core task of liaison and information exchange means that UN CIMIC personnel are the first point of “entry” for other actors in the civilian environment. In effect, they ensure that the military component is aware of the advantages and sensitivities of working with police components, civilian partners within the mission, and humanitarian organizations. CIMIC also ensures a transparent flow of information between military and civilian partners. The liaison function is carried out to support the management of civil-military interaction with the aim of assisting the military component commander in his efforts to implement the overall mandate of the mission. The aim is to ensure that the military component has adequate understanding and awareness of the situation in the area of operation for interaction with the civilian environment. CIMIC activities are actually at the “intersection” of the military and civilian environment and represent a key border element between military and civilian entities ([Guezen 2018](#), 11). The role of “civil-military cooperation activities is to achieve effective relationships with a variety of civil organizations, but also with key local authorities and population in settlement of conflicts” ([Popescu 2019](#), 56).

The UN Office for the Coordination of Humanitarian Affairs, i.e. UN-OCHA (United Nations Office for the Coordination of Humanitarian Affairs) has defined civil-military coordination (CMCoord). UN-CMCoord “is the essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency and, when appropriate, pursue common goals. Basic strategies range from cooperation to co-existence. Coordination is a shared responsibility facilitated by liaison and common training” (UN OCHA, 2015). Namely, if UN humanitarian organizations or other UN agencies (from the humanitarian cluster) have appropriate representatives in the area of operation, they can be one of the more important points of contact for CIMIC authorities to address humanitarian issues. Civilmilitary coordination “takes place between the military component and all the civilian components of the UN mission, other members of the UN system and all the other external and internal actors in the mission area” (De Coning 2007, 10). According to De Coning external actors „are all international actors engaged in undertaking humanitarian assistance, conflict prevention, and peacebuilding activities in a given country or conflict system” (De Coning 2007, 10). While internal actors “are all local actors in the country or conflict system where peacebuilding activities take place” (De Coning 2007, 10).

The role of civil-military cooperation in UNIFIL

During the research, a scientific interview was conducted with, Serbian Armed Forces CIMIC officers engaged in the peacekeeping operation UNIFIL in Lebanon. The scientific interview was semi-structured, i.e. the respondents were asked pre-formulated questions. The questions were designed based on long-standing discussions in classes at the University of Defense. Since the questions were open-ended in nature, this allowed for control over the direction and content of the conversation, but also for the scientific interview to yield unexpected data that shed light on the role of CIMIC in peacekeeping operations from a different perspective. This type of scientific interview was chosen because of its flexibility and suitability for the research question. In any case, the interview questions were based on the research question and the framework conceptual model of the phenomenon that underlies the research. Therefore, all this allowed for a more detailed look at CIMIC in peacekeeping operations. Another argument in favor of this research technique is that this type of scientific interview emphasizes the personal experience of the respondents to the greatest extent, which was very important for the research (Ayres 2008).

The scientific interview implied that the respondents were asked three questions:

1. How do CIMIC personnel achieve cooperation with civil environment factors in the area of responsibility of a peacekeeping operation?
2. What are the basic forms of engagement of CIMIC personnel in a peacekeeping operation?
3. Do and to what extent do CIMIC personnel have an impact on the efficiency and success of a peacekeeping operation?

The paper presents only the most important findings obtained during the scientific interview with CIMIC personnel in the peacekeeping operation in Lebanon, which show the very essence of the place and role of CIMIC in peacekeeping operations. Namely, “all CIMIC personnel are obliged to cooperate with civil actors in their areas of responsibility and to report to their functional superiors in the CIMIC chain in order to create a comprehensive system of connections and relationships in the area of operation” (CIMIC COE 2022b). CIMIC personnel in a peacekeeping operation are responsible for “supporting the command in terms of the smooth conduct of the operation, in a way that minimizes the impact of the civil environment on the conduct of the operation” (CIMIC COE 2024). In fact, their activities aim to create a favorable environment for the implementation of the mission mandate.

Based on the assessment of the civilian environment in the area of responsibility of the operation, CIMIC personnel, based on work plans and other planning documents, plan, organize, coordinate, and participate in meetings with representatives of local authorities, religious organizations, representatives of host state authorities, non-governmental organizations, international organizations and other civil environment actors in the area of responsibility of the operation. In this way, possible CIMIC projects and future civil-military cooperation activities are identified. The goal is to assess the state of the civilian environment, identify key civil environment actors, and exchange open information with relevant entities (CIMIC COE 2022b; 2023; 2024).

The civilian component of the UN mission deals with providing assistance to the civilian population through numerous activities. The most important and basic form of engagement of CIMIC personnel in a peacekeeping operation is CIMIC projects, which can achieve the expected effects in a short period of time. CIMIC projects represent one of the basic forms of engagement of military resources through CIMIC activities and are implemented for the purpose of cooperation and the needs of the civilian environment. In addition to projects financed from the UN budget, there are also national projects of the countries participating in the operation that are financed from national budgets. UN projects are implemented in the entire operation zone, while national projects are implemented in the area of deployment of a unit from a particular country. Projects funded by the UN are aligned with the needs of the population and are intended to establish and build trust in the mission, its mandate, and the peace process in general, creating a favorable environment for the implementation of the mandate (DPKO/DFS 2020).

The areas in which projects are implemented are very diverse. Most often, these are projects to build the capacity (development) of local communities and projects to meet the basic needs of the population. They include projects: construction or renovation of health facilities, improvement of health services (various medical equipment for local clinics and hospitals), improvement of the school and education system (equipping schools and community centers in local communities),

development of rescue and firefighting capacities (construction and renovation of fire brigade houses), construction and development of sports capacities (sports fields and sports facilities), environmental protection (waste disposal, afforestation, etc.), development of the local community through projects (purchase of generators and cables for electricity, installation of street lighting, construction of water tanks or water treatment plants, construction of sewage systems with treatment devices, and construction of smaller road sections, etc.) and generally speaking, all other conditions for improving the life and work of the local population ([CIMIC COE 2022b](#); [2023](#); [2024](#)).

The selection of projects must be aligned with the objectives and mandate of the mission, must be based on the initiative and needs of the local community, and must be accepted by the competent authorities and institutions of the host country. The subject of project implementation: “may also include activities that contribute to the creation of new jobs, training the population for crafts, etc.” ([CIMIC COE 2022b](#)).

Projects “are identified by CIMIC personnel at the battalion level in the assigned areas of responsibility through regular activities to maintain contact with the civilian environment. They can also be identified and proposed by representatives of local communities or organizations, and must be supported by the heads of local administrative units” ([CIMIC COE 2022b](#)). After identifying a possible project, coordination meetings are organized at which the projects are presented, specified, and corrected.

If the project is approved, its implementation is initiated, contracts for the implementation of the project are signed and its implementation is monitored. During implementation, “CIMIC personnel are obliged to carry out controls on the level of implementation, and report on this to the functionally competent elements of the mission” ([CIMIC COE 2022b](#)). Good coordination with other CIMIC personnel avoids duplication of projects both in terms of area of operation and in terms of locations where they are implemented.

In addition to projects, CIMIC personnel carry out various activities that represent mutual cooperation between UN forces and representatives of the local community, which does not require the expenditure of funds, which makes them very easy to distinguish from CIMIC projects. Activities most often include: “meetings and contacts with representatives of the local community, medical, dental and veterinary examinations, sports and cultural activities, education of the local population, assistance to the local population, etc.” ([CIMIC COE 2022b](#)). The implementation of such activities allows the military component to build good relations with certain segments of the local community and thus increase the security of its forces in the area of operation. The CIMIC personnel interviewed point out that medical and veterinary assistance activities are particularly well received by the civilian population, as local governments lack sufficient capacity in this area ([CIMIC COE 2024](#)). In carrying out missions and tasks in a peacekeeping operation: “members

of CIMIC personnel at the battalion level are in constant contact with the civilian environment. It often happens that several meetings are held in a short period with representatives of local authorities, organizations, and institutions in order to maintain civil-military relations. Public places and events of the local population are also visited in order to ensure the visibility of the presence of the mission forces” (CIMIC COE 2022b). Furthermore, the interviewed members point out that: “the effects achieved by CIMIC activities have a positive impact on security because their implementation creates direct communication with a larger population in the area of operation” (CIMIC COE 2023).

Some specific activities and projects with specific impact: Activities of the Serbian medical team in southern Lebanon (UNIFIL 2015); Participation of the Serbian Armed Forces in a project aimed to provide support to the local community in Lebanon in “the project, run by the UN mission, aims to promote gender equality and the locals’ understanding of the role of women in peacekeeping operations” (Ministry of Defence, Republic of Serbia 2022). In addition, humanitarian efforts during the COVID-19 pandemic were also notable. United Nations Under-Secretary-General for Peace Operations Jean-Pierre Lacroix thanked Serbia for participation in UN peacekeeping operations highlighting that in UNIFIL: “The unit has not only performed its military activities in a highly professional manner, it has also carried out humanitarian efforts to support host communities in their fight against the COVID-19 pandemic” (United Nations Serbia 2021).

The interviewed CIMIC authorities in peacekeeping operations agree that CIMIC has great potential and a great impact on the efficiency and success of contemporary peacekeeping operations because it creates a favorable civilian environment (CIMIC COE 2022b; 2023; 2024).

Conclusions

United Nations peacekeeping has evolved in recent decades. United Nations peacekeeping operations become multidimensional, encompassing military and civilian activities, political affairs, the rule of law, and the protection of human rights. This multidimensionality recognizes the interconnectedness of politics, security, development, and human rights.

In traditional peacekeeping operations, there was a division of responsibilities, with the military responsible for security and civilian organizations for humanitarian and other activities. At that time, their mutual relations were more at the level of coexistence, with occasional coordination of activities or exchange of information on security issues. The evolution of peacekeeping operations and the complexity of the operational environment have led to an increase in the participation of the military component in providing assistance to the actors in the civilian environment.

It is therefore clear that the level of cooperation has also become much higher, as contemporary peacekeeping operations require the active participation of military and civilian capacities. In such an operational environment, CIMIC has gained great importance, and in fact, it can be argued that contemporary peacekeeping operations are unthinkable without adequate CIMIC. During the research, the technique of scientific interview was applied with CIMIC personnel engaged in peacekeeping operations under the auspices of the UN. This methodological technique was chosen due to its particular convenience and the possibility for CIMIC personnel to explain the importance and role of CIMIC in contemporary peacekeeping operations as precisely and scientifically as possible. In the research, the CIMIC officers interviewed in peacekeeping operations were absolutely in agreement that CIMIC has great potential and exerts a significant influence on the efficiency and success of peacekeeping operations, with a particular emphasis on creating a safe environment for the deployed military forces. The research also largely indicated and shed light on the significant potential and opportunities that CIMIC has in the implementation of CIMIC projects in UN peacekeeping operations.

The purpose of CIMIC in a peacekeeping operation is to achieve the objectives of the two parties involved, military and civilian, which also include political, military, civilian, and humanitarian elements. It is cooperation that refers to all measures taken between the military component and the actors of the civilian environment. The most important aspect of civil-military cooperation in peacekeeping operations is the coordination and cooperation between the military and civilian elements in the area of operation. The role of CIMIC is to establish and maintain cooperation with key actors of the civilian environment in the area of operation so as to influence the creation of favorable conditions for the implementation of the mission mandate and the creation of a safe and secure environment. It also aims to create and maintain conditions to support the solutions reached to sustainable peace.

References

Ayres, Lioness. 2008. "Semi-structured interview." In *The SAGE Encyclopedia of Qualitative Research Methods 1*, ed. Lisa M. Given, 810-811, USA: SAGE Publications, Inc.

Civil-Military Cooperation Centre of Excellence [CIMIC COE]. 2022a. *New definitions for CIMIC and for CMI*. Accessed December 2, 2024. <https://www.cimic-coe.org/news/definition-CIMIC-CMI/>.

___. 2022b. Interview, CIMIC Officer.

___. 2023. Interview, CIMIC Officer.

___. 2024. Interview, CIMIC Officer.

De Araujo Grigoli, Guilherme. 2022. "The Civil-Military Relationship: from Theory to Practice in the United Nations Mission in South Sudan (UNMISS)." *Brazilian Journal of African Studies/Revista Brasileira de Estudos Africanos* 7(13): 105-130.

- De Coning, Cedric.** 2005. "Civil-military coordination and UN peacebuilding operations." *African Journal on Conflict Resolution* 5(2): 89-118. <https://doi.org/10.4314/ajcr.v5i2.39393>.
- _____. 2007. "Civil-military coordination practices and approaches within United Nations peace operations." *Journal of Military and Strategic Studies* 10(1): 1-35. <https://jmss.org/article/view/57636/43306>.
- Eisenhower, Dwight D.** 1942. Foreign Relations of The United States: Diplomatic Papers, 1942, Europe, Volume II. 851R.50/29. <https://history.state.gov/historicaldocuments/frus1942v02/d501>.
- Esler, Rory.** 2020. "Is the Irish Defence Forces Developing the Necessary Capability to Meet the Operational Requirements of its UN CIMIC Roles? A Case Study of CIMIC Operations in Lebanon." *Journal of Military History and Defence Studies* 1(2): 142-172. <http://ojs.maynoothuniversity.ie/ojs/index.php/jmhds>.
- Garbino, Henrique, Jonathan Robinson, and João Valdetaro.** 2024. "Civil-military what?!" Factsheet repository, Center for Human Rights and Humanitarian Studies, Watson Institute for International and Public Affairs – Brown University and Department of War Studies – Swedish Defence University.
- Guezen, Bente.** 2018. "Breaking Down Barriers–Towards Improving Civil-Military Coordination in 'Robust' UN Peacekeeping Operations: A Malian Case Study." Master Thesis. Radboud University Nijmegen: Program in Human Geography, Specialization: Conflicts, Territories, and Identities.
- Holshek, Christopher, and Cedric De Coning.** 2017. *Civil-Military Coordination in Peace Operations*. Williamsburg: Peace Operation Training Institute.
- Langholtz, Harvey J.** 2010. *Principles and guidelines for UN peacekeeping operations*. New York: Peace Operations Training Institute.
- Lloyd, Gary, and Gielie van Dyk.** 2007. "The challenges, roles and functions of civil military coordination officers in peace support operations: a theoretical discussion." *Scientia Militaria: South African Journal of Military Studies* 35(2): 68-94. <https://doi.org/10.5787/35-2-38>.
- Manga, Marius Vasile.** 2023. "The security of United Nations personnel in peace missions and operations." *Bulletin of "Carol I" National Defence University* 12(01): 172-180. <https://doi.org/10.53477/2284-9378-23-15>.
- Ministry of Defence, Republic of Serbia.** 2022. *Participation of Serbian Armed Forces in project aimed to provide support to local community in Lebanon*. Accessed December 2, 2024. <https://www.mod.gov.rs/eng/18389/ucesce-vojske-srbije-u-projektu-podrske-lokalnoj-zajednici-u-libanu-18389>.
- NATO CIMIC & US Civil Affairs Doctrinal Review & Comparative Assessment.** 2022. CIMIC Centre of Excellence, Concepts, Interoperability, Capabilities, NATO CIMIC – US CA Synchronisation Project.
- Parepa, Laura-Anca.** 2013. "Challenges for civil-military cooperation in peace support operations: Examining the framework of comprehensive approaches." *United Nations Peace and Progress* 2(1): 23-48.

- Popescu, Eugen.** 2019. "Civil-Military Cooperation in nowadays security environmen." *Bulletin of "Carol I" National Defence University*, no. 01 (March): 52-58.
- Radojević, Slobodan, and Srđan Blagojević.** 2024. "National interest of the Republic of Serbia for participation of Serbian Armed Forces in peacekeeping operations." *Srpska politička misao – Serbian Political Thought*, 83(1): 141-160. <https://doi.org/10.5937/spm83-48311>.
- UN Peacekeeping.** 2024. "Principles of Peacekeeping." <https://peacekeeping.un.org/en/principles-of-peacekeeping>.
- United Nations Interim Force In Lebanon [UNIFIL].** 2015. *Serbian medical team enjoys warm welcome in south Lebanon*. Accessed December 3, 2024. <https://unifil.unmissions.org/gallery-1531serbian-medical-team>.
- United Nations Department of Peacekeeping Operations [UN DPKO].** 2002. *Civil-Military Coordination Policy*, New York: UN.
- _____. 2022. *Civil–Military Coordination in UN Integrated Peacekeeping Missions*. New York: United Nations.
- United Nations Department of Peacekeeping Operations / Department of Field Support [UN DPKO/DFS].** 2020. *Policy Directive on Quick Impact Projects*, New York: UN.
- United Nations Office for the Coordination of Humanitarian Affairs [UN OCHA].** Civil-Military Coordination Section [CMCS]. 2015. *UN CMCoord field Handbook*. Geneva: UN.
- United Nations Serbia.** 2021. *United Nations thanks Serbia for its contribution to peacekeeping*. Accessed December 3, 2024. <https://serbia.un.org/en/135770-united-nations-thanks-serbia-its-contribution-peacekeeping>.
- Wassay, Muhammad Abdul, and Faruzan Anwar Butt.** 2022. "CIMIC and Peacekeeping 'Effectiveness': The Role of 'Communication' as a Critical Interface in Evolving UNPKO Dynamics." *NUST Journal of International Peace & Stability*, 1-14. <https://doi.org/10.37540/njips.v5i1.113>.

ACKNOWLEDGEMENTS

This paper was written as a part of the pre-research in scientific project funded by the Ministry of Defence, Republic of Serbia, number: VA-DH/1/24-26 "Value orientations and attitude towards the tradition of the cadets of the Military Academy".

CONFLICT OF INTEREST STATEMENT

The author declares no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.