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17th DQM INTERNATIONAL CONFERENCE

LIFE CYCLE ENGINEERING AND MANAGEMENT

ICDQM-2026

Prijevor, SERBIA, 25-26 June 2026

Proceedings

- Plenary Lectures
- Quality Engineering
- Reliability Engineering
- Industrial Engineering
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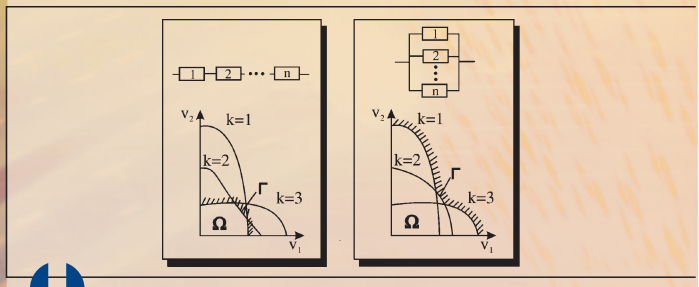
Research



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17th DQM INTERNATIONAL CONFERENCE

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PREFACE

Organizing an ambient for life cycle engineering and management should provide a delivery of effective systems, i.e. systems with minimal amount of failures during work and minimal life cycle cost. To achieve that it is necessary to integrate disciplines such as: functionability, reliability, safety, maintainability, logistic support etc. into the overall design process. Thereby, the main effort should be directed toward developing methods and tools that should be able to help designers while making decisions about investing in resources necessary for manufacturing, exploitation, maintenance and retirement of systems. Therefore, the main engineering and management life cycle principle is integrating all stages of requirements specifications and design until retirement of the system.

Therm "life cycle egineering and management" originates from attempting to develop integrated point of view on different stages of the system life cycle. Life cycle engineering and management can cover: quality enigneering, reliability engineering, maintenance engineering, safety engineering, human factor engineering, lean production etc.

As life cycle engineering and management appeared in recent years the entire philosophy in research field and exploitation of the system has changed. Now the effective systems are no longer considered to be the ones that are effectively performing their objective function but the systems whose life cycle retires safely. This is due to the fact that the profit realized using the system can be measured only after it's life cycle is over.

Philosophy of life cycle egineering and management implies integrated approach i.e. team work of everyone: designers, manufacturers, customers and maintainers of the system. The latest knowledges acquired in the last decades indicate that required degree of the system competitiveness is not possible to obtain by undertaking efforts mainly after their manufacturing and geting into the stage of usage, which is usually done. It is much more important for engineers and managers to be able to perceive the consequences of potential errors that could occurre during different early stages of specification, design and developing of the system. It means that engineers and managers should be capable to assume responsibility for the system life cycle engineering and management.

Research Center of Dependability and Quality Management (The DQM Research Center) is organizing multidisciplinary annual event, 17th International Conference on Life Cycle Engineering and Management (ICDQM-2026), during 25-26. June 2026, in the DQM Research Center, willage Prijevor, Serbia. The DQM conference ICDQM-2026 presenting new research, developments and applications of topics such as: quality engineering, reliability engineering, industrial engineering, systems engineering, military engineering, energy efficiency and lean production.

It is with great pleasure that the Research Center of Dependability and Quality Management (The DQM Research Center) welcome to you to the 17th DQM International Conference on Life Cycle Engineering and Management (ICDQM-2026). This DQM international conference are organizing The DQM Research Center and International Scientific Program Committee ICDQM-2026. Conference is regarded world-wide as the ranking conference in the promotion of scientific research, continuous education and industrial applications.

We expect that the DQM Conference will serve as a forum for researchers, academics and industrialists. Discussion will take place on the many and varied topics of the 44 papers which will be presented by delegates from 6 countries during the two days of the DQM Conference.

The following areas were addresssed by the speakers at the DQM conference and reflect the broad range of accessible international expertise in the areas:

- Plenary Lectures,
- Quality Engineering,
- Reliability Engineering,
- Industrial Engineering,
- Systms Engineering,
- Military Engineering,
- Energy Efficiency,
- Lean Production.

The quality of papers reviewed by international reviewers, and accepted for presentation and publication in this volume of the proceedings achieved a very high standard.

This DQM Conference would not have possible without the efforts of the secretarial staff in the DQM Research Center. The staff are thanked for their assistance and encoragement in preparing for this event.

We wish to thank all the authors for their contribution and efforts, which made the DQM conference possible. Their commitment and enthusiasm was the driving force behind the DQM event.

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About the Proceedings Editor

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PLENARY LECTURES

17th DQM International Conference
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June 25-26, 2026, Prijevor, Serbia

COMMAND CHALLENGES IN PEACEKEEPING OPERATIONS: OPERATIONAL AND MULTICULTURAL ISSUES IN CONTEMPORARY MISSIONS

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Summary: *Contemporary peacekeeping operations represent one of the most complex instruments of international crisis management and the preservation of international peace and security. Their transformation from traditional observer missions based on the principles of consent, impartiality, and the limited use of force into robust and integrated stabilization operations has significantly altered the nature of command and control. Command structures today operate under conditions of multinational force composition, politically defined and often compromise-based mandates, legal pluralism, and intensive civil-military interaction. This paper analyzes the operational, legal, and multicultural challenges of command in contemporary peacekeeping operations, with particular emphasis on the issue of national restrictions (caveats), the relationship between the political and military levels of decision-making, interoperability, and civil-military coordination. A comparative analysis of experiences from the ISAF operation in Afghanistan, MINUSMA in Mali, and UNIFIL in Lebanon indicates that the effectiveness of peace missions does not depend solely on military strength or the number of deployed forces, but primarily on the capacity for integrated command and political coherence. It is concluded that the key challenge of modern command lies in establishing a functional balance between political legitimacy and operational effectiveness. Improving doctrinal solutions, reducing restrictive national caveats, developing interoperability, and strengthening intercultural and civil-military competencies constitute necessary conditions for enhancing the effectiveness and sustainability of future peacekeeping operations.*

Key words: *Peacekeeping operations, command and control, multinational forces, caveats, interoperability, mandate, civil-military cooperation.*

1. INTRODUCTION

Over the past decades, peacekeeping operations have become one of the key instruments of international crisis management and the preservation of international peace and security. Since the end of the Cold War, their number, scope, and complexity have significantly increased, as a result of the changing structure of international conflicts and the increasingly prominent role of international organizations in managing security challenges [Bellamy, Williams, 2010; United Nations, 2023]. While classical peacekeeping missions were focused on monitoring ceasefires between states, contemporary operations increasingly operate within internal conflicts, weak or collapsed states, and deeply divided societies.

The change in the character of conflict represents a key factor in this transformation. Instead of traditional interstate wars, the contemporary security landscape is characterized by internal armed conflicts, fragmented paramilitary structures, irregular armed groups, and transnational terrorist networks [Kaldor, 2012; Radovanovic et al., 2023]. Such conflicts often lack clearly defined front lines or unified political representatives, which complicates the application of traditional models of peace mediation and the separation of parties. In this context, peacekeeping operations have expanded their mandates to include the protection of civilians, security sector reform, institution-building, and support for political processes [Paris, 2004; Doyle, Sambanis, 2006].

However, while operational tasks have become more complex and ambitious, the normative and institutional framework of command has not been fully adapted to these changes. The traditional principles of peacekeeping operations consent of the parties, impartiality, and the limited use of force have remained fundamental postulates of action [United Nations, 2008]. Although these principles constitute the basis of peacekeeping legitimacy, their rigid application in unstable and asymmetric conflicts may limit operational effectiveness and the capacity to protect civilians [Howard, 2008]. This discrepancy between the expanded range of tasks and the retained normative constraints is a core problem in contemporary peacekeeping operations.

Command in such an environment covers a much broader range of activities than traditional military control of units. It involves ongoing political communication with the headquarters of the international organization and contributing states, legal assessment of the use of force, coordination with civilian and humanitarian actors, and management of multinational forces whose personnel come from diverse military cultures and legal systems [Durch, 2006; Smith, 2017; Radovanovic et al., 2025]. The mission commander thus holds a role that goes beyond conventional military authority serving simultaneously as a military leader, political mediator, and manager of complex institutional relationships.

Additional complexity arises from the fact that multinational operations do not possess absolute unity of command in the classical sense. Contributing states retain national control over their contingents, which may result in the imposition of

additional restrictions (caveats) and the fragmentation of the mission commander's operational autonomy [Auerswald, Saideman, 2014]. This creates a persistent tension between political legitimacy, derived from the international mandate and national sovereignty, and operational effectiveness, which requires clearly defined authority and flexibility in decision-making.

Based on the foregoing, this paper proceeds from the assumption that the key challenge of contemporary command in peacekeeping operations lies in establishing a functional balance between political legitimacy and operational effectiveness. Without adequate coordination between the political level of decision-making and the operational structure on the ground, there is a risk of institutional fragmentation, delayed response, and diminished mission credibility. In this regard, the analysis of operational, legal, and multicultural aspects of command constitutes a necessary step toward understanding the structural constraints of contemporary peacekeeping operations and the possibilities for their improvement.

2. SPECIFIC CHARACTERISTICS OF COMMAND IN PEACEKEEPING OPERATIONS

The specific nature of command in peacekeeping operations primarily stems from the structural division of authority embedded within the institutional design of international missions. The mandate of an operation is adopted by a political body most commonly the United Nations Security Council while strategic guidance is provided through the Secretariat and relevant departments, and operational execution is entrusted to multinational forces in the field [United Nations, 2008]. Such a multilayered structure represents a compromise between the need for international legitimacy and the preservation of the sovereignty of contributing states.

Unlike the traditional military model, where the principle of unity of command is considered essential for operational effectiveness, peacekeeping operations operate within a system of divided authority. Contributing countries maintain sovereign control over their contingents, creating a parallel line of responsibility between the international command and national chains of command. The mission commander generally exercises operational control (OPCON), but does not have full command authority over strategic decisions regarding the use of forces, which stays with the national authorities [Bellamy, Williams, 2010]. This results in a departure from the traditional model of centralized command and creates structural tension between formal authority and the actual availability of capabilities.

In practice, the mission commander must continuously align operational decisions with national representatives of contributing states, often through formal and informal consultative mechanisms. Even when the mandate formally authorizes a certain level of force, individual states may impose additional restrictions known as caveats relating to the type of tasks, geographical scope of

action, intensity of engagement, or the timeframe of operations [Auerswald, Saideman, 2014]. These restrictions reflect domestic political dynamics and risk assessments within contributing states, but they also affect the mission's operational coherence. When different contingents operate under different rules of engagement, fragmentation of the operational space occurs, reducing flexibility in planning and executing tasks.

The division of authority is further emphasized by the development of the integrated mission concept, which encompasses military, political, police, and development components. The objective of this concept is to unify all instruments of international engagement into a single strategy for stabilization and peacebuilding [Durch, 2006]. However, such institutional integration requires constant coordination between the Force Commander, the Special Representative of the Secretary-General, UN civilian agencies, international financial institutions, and non-governmental organizations. This horizontal layer of decision-making complements the vertical military hierarchy and transforms command from a purely military function into a complex managerial process.

In such an environment, the mission commander no longer acts solely as a military leader, but also as part of a broader political-administrative system. The role entails balancing security requirements with political guidance, as well as maintaining trust among diverse actors. Howard (2008) emphasizes that the success of peacekeeping operations often depends on leadership's ability to integrate various national and institutional interests into a coherent strategy of action.

The specificity of command in peacekeeping operations is therefore reflected in the persistent tension among three elements: international legitimacy, national sovereignty, and operational effectiveness. In the absence of clear coordination between the political and military levels, the division of authority may evolve into operational inefficiency. Conversely, excessive centralization without political consensus may undermine the mission's legitimacy. It is precisely this dynamic balance that makes command in peacekeeping operations unique and considerably more complex than in traditional military operations.

Figure 1 presents the hierarchical and functional structure of command in contemporary integrated peacekeeping missions conducted under the auspices of the United Nations. At the apex of the structure is the Special Representative of the Secretary-General or Head of Mission, who exercises overall authority and ensures alignment between political objectives and operational implementation. The command system is organized through multiple interconnected components, including military, police, and civilian structures, each led by designated senior officials responsible for specific functional domains.

The diagram illustrates the complexity of coordination within integrated missions, where military units, police forces, and civilian agencies operate simultaneously within a unified strategic framework. It also highlights the presence of specialized structures such as Joint Operations Centres and Joint Mission Analysis Centres, which facilitate information sharing, situational awareness, and

coordinated decision-making. Furthermore, the inclusion of mission support elements emphasizes the logistical, administrative, and technical backbone required for sustaining operations in complex environments.

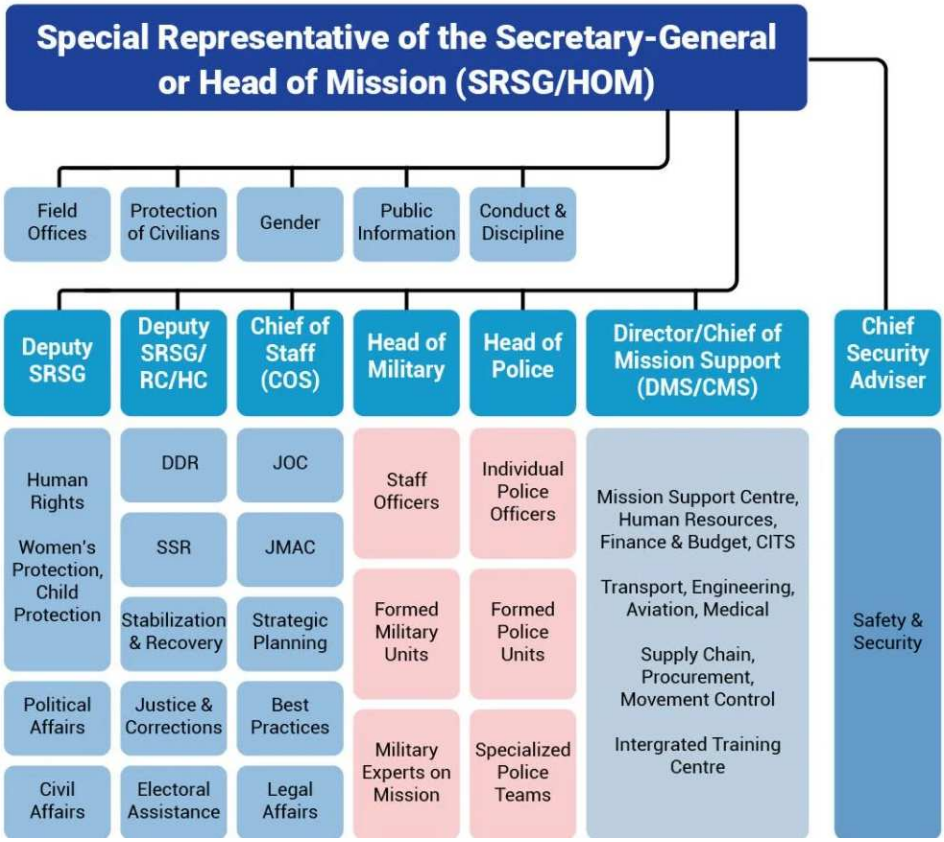

Figure 1. Organizational structure of command in integrated United Nations peacekeeping missions (Considerations for Mission Leadership in United Nations Peace Operations, 2021)

Overall, the figure demonstrates that command in peacekeeping operations is not based on a strictly centralized military hierarchy, but rather on a multidimensional system of shared authority and functional interdependence. This structure reflects the necessity of balancing political guidance, operational effectiveness, and civil-military coordination in contemporary missions.

3. OPERATIONAL CHALLENGES OF COMMAND

The operational dimension of command challenges in peacekeeping operations is primarily reflected in the structural mismatch between the normative framework defined by the mandate and the dynamic security reality on the ground. Contemporary peace missions are increasingly deployed in environments where

irregular armed groups, insurgent organizations, and transnational terrorist networks operate without recognizing international norms or adhering to the principles of impartiality and neutrality [Kaldor, 2012]. Under such conditions, the traditional model of passive ceasefire monitoring proves insufficient, while the limited use of force may weaken the mission's ability to protect civilians and its own personnel.

Doyle and Sambanis (2006) emphasize that the success of peacekeeping operations depends on the alignment between the intensity of the conflict and the robustness of the mandate. When a mandate remains formulated within the framework of the classical peacekeeping model while the security situation evolves toward intense violence, an operational gap emerges, generating uncertainty in the decision-making process. Commanders are then confronted with the dilemma between strict adherence to the mandate and the need for more decisive action to prevent escalation of violence or protect vulnerable populations. This dilemma has a pronounced political dimension, as any decision regarding the use of force may become subject to international criticism, media pressure, and political instrumentalization, thereby further narrowing the maneuvering space of the command structure [Howard, 2008].

Operational complexity is further increased by the fact that contemporary missions often operate in environments characterized by hybrid threats a combination of conventional, irregular, and informational elements of conflict. Such circumstances require a highly adaptive command structure, developed intelligence capabilities, and the capacity for rapid response. However, politically defined mandates and restrictive rules of engagement may limit preventive or proactive action, effectively conceding operational initiative to actors not bound by normative constraints.

National restrictions (caveats) represent one of the most significant operational challenges. Auerswald and Saideman (2014) demonstrate that in the NATO-led security mission in Afghanistan (ISAF), differing national caveats led to an uneven distribution of tasks and responsibilities, with certain contingents assuming considerably greater risk than others. When specific units are restricted in terms of geographical deployment, types of operations, night activities, or use of force, the commander must redistribute the burden to available forces without such limitations. This redistribution can result in overextension of certain contingents, erosion of cohesion, and perceptions of unequal risk-sharing within the mission.

In the long term, such fragmentation affects morale and internal solidarity within multinational forces. If members of certain contingents perceive that they bear a disproportionate share of operational tasks, motivation and trust in the command structure may decline. Bellamy and Williams (2010) emphasize that the coherence of a peace mission depends on perceptions of fairness and shared responsibility among contributing states.

Interoperability constitutes an additional layer of operational challenge. Although interoperability standards have been developed within NATO and partnership programs, differences in training, doctrine, logistical systems, and

technical equipment may still limit the effectiveness of joint action [Bellamy, Williams, 2010]. Operational interoperability implies the ability of units to act together in real time, with synchronized use of assets and procedures. However, it is often hindered by uneven levels of technological development and divergent national doctrinal approaches.

Beyond the technical dimension, so-called cognitive interoperability is of particular importance namely, the ability of different contingents to share a common situational assessment, understanding of threats, and interpretation of the mandate. Without a shared mental model of the operational environment, formal procedural alignment does not guarantee substantive effectiveness. Howard (2008) points out that successful peacekeeping operations are often the result of adaptive leadership and the command structure's ability to integrate diverse national approaches into a unified operational strategy.

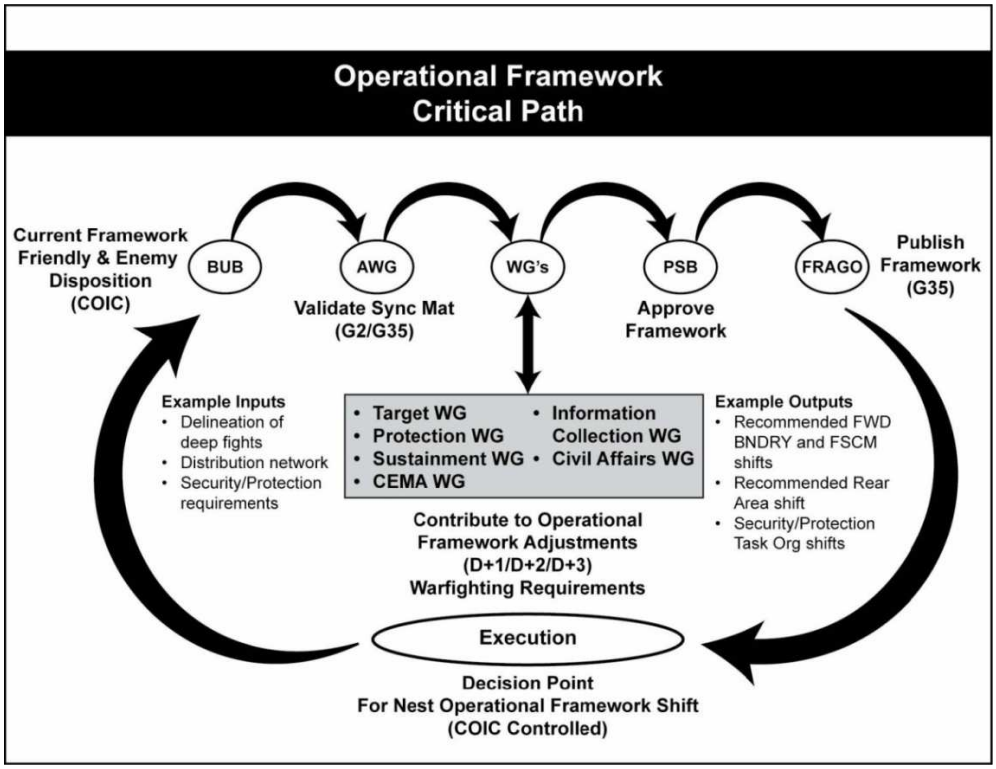

Figure 2. Operational framework and decision-making cycle in mission command processes (Mission Command Training in Large-Scale Combat Operation, Key Observations. U.S. Army, 2024)

This figure illustrates the operational framework that underpins command processes in complex mission environments, highlighting the continuous cycle of planning, coordination, validation, and execution. The model begins with the

assessment of the current operational situation, including the disposition of friendly and opposing forces, which provides the foundation for subsequent planning activities. Through structured coordination mechanisms, such as boards and working groups, operational inputs are collected, analyzed, and transformed into synchronized plans.

The framework emphasizes the role of specialized functional groups that contribute domain-specific expertise, including targeting, protection, sustainment, information collection, and civil affairs. These inputs are integrated and validated through command structures responsible for ensuring coherence between operational objectives and available capabilities. The process then proceeds to approval and dissemination of the operational framework, followed by execution in the field.

A key characteristic of this model is its iterative nature. The execution phase generates feedback that informs subsequent planning cycles, enabling continuous adaptation to evolving operational conditions. This cyclical approach reflects the necessity for flexibility, coordination, and timely decision-making in environments characterized by uncertainty, dynamic threats, and multi-actor involvement.

Operational challenges of command in peacekeeping operations therefore arise from the interaction of three factors: the normative constraints of the mandate, the political conditioning of national governments, and institutional differences among contingents. Effective management of these challenges requires a flexible approach, developed coordination mechanisms, and continuous assessment of the relationship between the security situation and the legal framework of action. Otherwise, there is a risk that peacekeeping operations will become reactive and insufficiently capable of responding to the dynamic security threats of contemporary conflicts.

4. MULTICULTURAL AND CIVIL-MILITARY CHALLENGES

The multinational character of contemporary peacekeeping operations entails the simultaneous engagement of personnel from different military systems, organizational cultures, and professional traditions. These differences do not relate solely to formal doctrines and tactical procedures, but also to leadership styles, perceptions of authority, attitudes toward risk, and decision-making processes. Empirical research on multinational operations indicates that organizational culture has a direct impact on the operational behavior of units and their ability to integrate into a unified command structure [Soeters, Winslow, Weibull, 2006].

Differences in risk perception are particularly pronounced in high-intensity operations. While some states demonstrate political willingness for more robust engagement and greater tolerance for casualties, others insist on a more restrictive approach and the minimization of exposure to danger. These differences reflect broader social and political patterns, including public attitudes toward the use of force and historical experiences with military engagement. Hofstede’s theory of cultural dimensions suggests that variations in power distance, collectivism, and

uncertainty avoidance may influence military decision-making styles and risk acceptance [Hofstede, 2001]. In multinational headquarters, this can lead to divergent interpretations of identical operational guidelines, slower decision-making processes, or the emergence of implicit informal blockages.

In such an environment, the commander must possess well-developed intercultural competencies. This includes the ability to understand diverse professional norms, build mutual trust, and create a shared operational identity. Winslow (1997) emphasizes that cohesion in multinational operations does not arise solely from formal subordination, but from processes of social integration, joint training, and shared field experience. Without the development of a sense of common mission, the formal command structure may remain functionally limited.

Multicultural challenges are further intensified by the development of integrated missions that combine military, political, police, and development components. Civil-military cooperation (CIMIC) becomes a key element of overall operational effectiveness. Humanitarian organizations, development agencies, international police forces, and local institutions possess different mandates, institutional cultures, and operational time horizons. Humanitarian actors often insist on the principles of neutrality, independence, and impartiality, whereas the military component operates within security priorities and a politically defined mandate [Barnett, Weiss, 2008]. These differences may generate tensions, particularly in situations where military presence affects perceptions of humanitarian neutrality.

Paris (2004) points out that the misalignment of military and civilian strategies can lead to fragmentation of efforts in post-conflict societies and reduce the effectiveness of stabilization processes. If the military component achieves short-term security objectives without coordination with long-term development and institutional reforms, there is a risk of apparent stability without sustainable peace. For this reason, contemporary crisis management concepts increasingly emphasize the need for a so-called comprehensive approach, which entails coordinated planning and implementation of activities by all actors [NATO, 2016; United Nations, 2008].

However, formal coordination mechanisms alone are insufficient. Effective civil-military cooperation depends on the quality of communication, mutual trust, and clearly defined responsibilities. Durch (2006) stresses that peacekeeping mission commanders must develop the capacity for strategic communication and negotiation with civilian actors, as the authority of military hierarchy does not automatically apply outside the military structure. In this sense, command in peacekeeping operations increasingly takes on the character of network governance rather than exclusively hierarchical decision-making.

Multicultural and civil-military challenges therefore represent a deeply structural problem of command. They affect not only the daily functioning of the mission but also its long-term legitimacy and sustainability. Without developed intercultural competencies, clear divisions of responsibility, and integrated

planning, peacekeeping operations risk fragmentation of efforts, duplication of activities, and a reduction in the overall effectiveness of stabilization processes.

5. EXPERIENCES FROM CONTEMPORARY MISSIONS

Experiences from contemporary peacekeeping and stabilization operations, particularly in Afghanistan (ISAF), Mali (MINUSMA), and Lebanon (UNIFIL), confirm that the operational, legal, and multicultural challenges of command are deeply interconnected. These missions demonstrate that a formal command structure alone is insufficient to ensure operational coherence in the absence of stable political consensus, a clearly defined mandate, and a high level of interoperability among actors.

The ISAF operation in Afghanistan represents a paradigmatic example of the fragmentation of operational space due to pronounced national restrictions (caveats). Although NATO established a formally unified command structure, contributing states retained the right to limit the use of their forces in terms of geographic deployment, types of tasks, and the intensity of combat activities. Auerswald and Saideman (2014) provide a detailed analysis of how differing national restrictions affected the uneven distribution of risk and responsibility, with certain contingents operating under significantly more demanding conditions than others. Such a situation complicated strategic planning and reduced the flexibility of the commander on the ground.

In addition to its operational implications, ISAF clearly demonstrated the extent to which political factors influence command. National governments, under pressure from domestic public opinion and political considerations, periodically redefined the scope of their forces' engagement, directly affecting the mission's operational capabilities [Howard, 2019]. This case confirms that formal unity of command does not guarantee substantive coherence if political support is neither stable nor long-term.

The MINUSMA operation in Mali in West Africa further exposed the limitations of the traditional peacekeeping model in a high-risk security environment. The mission's mandate included the protection of civilians and support for the implementation of a peace agreement, yet peacekeepers faced organized terrorist attacks, improvised explosive devices, and transnational jihadist networks. Williams (2018) notes that MINUSMA became one of the deadliest UN peacekeeping missions in history, raising questions about the adequacy of existing rules of engagement, equipment, and intelligence capacities. Under such conditions, strict adherence to classical principles of impartiality and limited use of force proved insufficiently adapted to asymmetric threats.

Moreover, the HIPPO Report [United Nations, 2015] emphasized the need for a more flexible and politically realistic approach to peace operations, particularly in environments where there is no clear peace to "keep." The Malian case illustrates precisely such a situation the mission operated in the context of an

insufficiently stabilized political agreement and a fragmented security structure, placing additional strain on the command system.

The UNIFIL operation in Lebanon presents a different model of challenges. Although the security situation is not characterized by continuous high-intensity conflict, the mission operates within a highly sensitive regional political context, marked by persistent tensions between Israel and Hezbollah. UNIFIL's stability depends on carefully balancing military presence, diplomatic communication, and the preservation of perceived impartiality. Bellamy and Williams (2010) argue that the credibility of this mission rests on the command structure's ability to simultaneously demonstrate resolve and restraint, thereby avoiding escalation of regional tensions. In this case, political coherence and continuous coordination with local and regional actors proved to be just as important as military capabilities.

A comparative analysis of these three missions demonstrates that the success of peace operations does not depend solely on troop numbers or technological capabilities, but also on the capacity for integrated command that unites operational, legal, and political dimensions of action. Doyle and Sambanis (2006) emphasize that the sustainability of peace depends on the alignment of security measures with political processes and institutional development. If the military component operates in isolation from the political process, its impact remains limited or short-term.

Experiences from Afghanistan, Mali, and Lebanon therefore confirm that the operational, legal, and multicultural challenges of command are mutually intertwined. Their effective management requires a stable political mandate, reduction of restrictive national caveats, developed interoperability, and effective civil-military coordination. Without such synchronization, even formally well-designed missions may become operationally fragmented and strategically ineffective.

6. CONCLUSION

The analysis demonstrates that command in contemporary peacekeeping operations represents a complex and multidimensional process that goes beyond traditional military frameworks. Its complexity stems from the structural tension between the political mandate and operational reality, as well as from the division of authority between international organizations and contributing states. The retention of national control over contingents, expressed through various engagement restrictions, relativizes the principle of unity of command and affects the operational coherence of the mission.

Operational challenges become particularly pronounced in environments characterized by asymmetric and hybrid threats, where the normative framework often lags behind the dynamics of the security situation. National caveats, uneven interoperability, and differing approaches to the use of force lead to fragmentation of the operational space and an uneven distribution of risk. At the same time, legal

pluralism and questions of accountability impose the need for a high degree of legal and political sensitivity in the decision-making process.

Multicultural and civil-military aspects further confirm that command in peacekeeping operations entails managing complex networks of relationships rather than merely issuing hierarchical orders. Experiences from Afghanistan, Mali, and Lebanon demonstrate that the success of an operation depends on the ability to integrate military, political, and civilian elements into a unified and coherent strategy of action.

It can be concluded that the future of peacekeeping operations requires the development of an integrated model of command that simultaneously ensures political legitimacy and operational effectiveness. More clearly defined mandates, the reduction of restrictive national caveats, improved interoperability, and the systematic strengthening of intercultural competencies represent key prerequisites for the successful and sustainable engagement of international forces in contemporary crisis areas.

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