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Guidelines

Management of Temporary Operating Bases (TOBs) in United Nations Peacekeeping Missions

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GUIDELINES ON THE MANAGEMENT OF TEMPORARY OPERATING BASES (TOBs) IN UN PEACEKEEPING MISSIONS

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ANNEXES

A. PURPOSE AND RATIONALE

1. The United Nations Secretariat, troops and police contributing countries (T/PCCs), the Special Committee on Peacekeeping Operations (C34) and the UN's legislative bodies have repeatedly emphasized the importance of adequate support for uniformed personnel serving in peacekeeping missions, including in Temporary Operating Bases (TOBs). In its cross-cutting Resolution A/RES/76/274 adopted on 7 July 2022, the General Assembly requested the Secretary-General to continue his efforts to ensure that adequate and safe accommodations that meet the relevant United Nations standards are provided, as required, by the United Nations or T/PCCs, for uniformed and civilian personnel serving in peacekeeping operations. It further requests Missions to take measures to ensure that TOBs, when in use for more than 30 days, meet the relevant standards. In particular, specific consideration should be given to ensuring the welfare, safety, security and effectiveness of personnel, with due regard to efficient resource management and consistent with the operational requirement of providing essential support to TOBs that are operating beyond 30 days. Diligent effort in managing TOBs will contribute to Action for Peacekeeping Plus (A4P+) priorities of "Accountability to peacekeepers" and "Accountability of peacekeepers".
2. The purpose of this document is to provide strategic guidance to peacekeeping Missions, in accordance with the General Assembly resolution on cross-cutting issues related to adequate and safe accommodation for peacekeepers and provide a framework for an integrated process for the management of TOBs in UN peacekeeping operations.

B. SCOPE

3. These guidelines apply to all DPO-led peacekeeping Missions and establish accountability for the safety, security, welfare, conduct and discipline and performance of the peacekeepers in accordance with A4P+ priorities. Compliance with these guidelines is strongly recommended.

4. The guidelines provide Member States and Missions, including Special Representatives of the Secretary-General (SRSGs)/Heads of Mission (HOMs), heads of uniformed components (i.e., military and police) and Directors/Chiefs of Mission Support, clarity on the expected roles of respective components, with regards to the establishment and management of TOBs in the complex settings of peacekeeping Missions.

5. All uniformed and relevant civilian personnel in peacekeeping Missions, as well as personnel of all departments and offices at United Nations Headquarters involved with UN peacekeeping operations, shall be familiar and comply with these guidelines.

6. These guidelines establish a Mission-level decision-making process that includes comprehensive management and oversight of TOBs. This process should set clear timelines and criteria for decision-making processes on the establishment, assessment, and extension of TOBs and the support requirements. It is recommended that Missions use the Contingent-Owned Equipment (COE) and Memorandum Of Understanding (MOU) Management Review Board (CMMRB)[1] to support this requirement.

C. STRATEGIC GUIDANCE ON TOBs

7. Peacekeeping Missions face increasingly complex political and security challenges. In dynamic security situations, TOBs are an essential operational tool to effectively and temporarily extend a Mission's footprint within its area of operations to address acute security concerns and provide operating bases for the implementation of aspects of Mission mandates, in line with specific Mission concepts, strategic priorities and political and protection strategies. While TOBs are a tool for flexible and swift action, Mission leadership should take into account the required Mission resources, as well as the capacity of the unit providing the TOBs when taking decisions on their use.

8. TOBs offer an immediate response capability to establish a secure environment in furtherance of political, protection or humanitarian assistance / services objectives. As such, TOBs should be established in line with the Mission's political and protection strategies, including on human rights with a clearly defined end state and timeline, as they are not a long-term tool to achieve sustainable peace and protection gains. The overreliance and/or prolonged deployment of military TOBs should be avoided to ensure the integrity of combat units and their command and control, mitigate impacts on the reaction capabilities of units and reduce risks related to the safety and security of peacekeepers and serious misconduct, including sexual exploitation and abuse (SEA). Missions should regularly assess the purposes and utility of existing TOBs, as well as risks related to SEA and other forms of misconduct.

9. **Establishment of TOBs in UN Peacekeeping Operations**. TOBs shall be established and managed with an integrated approach through the 'Mission Integrated Management process' as follows:

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[1] As per the TOR on CMMRB, it should "[a]ct as an oversight mechanism of all temporary deployments including temporary operating bases (TOBs), standard combat deployments (SCDs) and austere operating bases (AOBs), to review their establishment, assessment, extension, and the support requirements. The board shall also review the findings of the joint verification visits and recommend remedial actions." While the CMMRB is used to report on the number of troops deployed in TOBs, the Operational Coordination Committee (OCC), chaired by the Mission Chief of Staff (COS), is the body which recommends to the Principles Management Meeting (PMM), chaired by the SRSG, any decision pertaining to the establishment, assessment, and extension of TOBs and the support requirements thereof.

9.1. Heads of Military Component (HOMC) may establish TOBs that are specific for military operations (i.e., area domination including quick responses to a security situation, long range patrolling, long range convey escort and similar tasks) that may not be effectively executed from respective Permanent Operating Bases (POBs) of the military units under his/her operational control (OPCON). When the military footprint is extended beyond POBs for the execution of military tasks, the Director of the Mission Support Division (MSD) should be notified. If logistical support is needed from MSD, confirmation of the feasibility and availability of resources must be obtained from MSD. HOMC will ensure that Director, MSD is involved in the planning and execution of TOBs established for all military tasks. TOBs will be task organized and sustained for the duration of time required, not exceeding 180 days, to accomplish the task while ensuring necessary force protection (See Paragraph 11 on Duration of TOBs).

9.2. Heads of the Mission (HOM) may establish integrated TOBs that include multiple Mission components (i.e., military, United Nations police (UNPOL) and/or host nation security forces[2] or both as well as civilian staff) to enhance the Mission footprint as preventive/responsive force to adverse security situations emerging from direct action by armed groups or political unrest. TOBs will be Mission-oriented with a defined desired end state. Assessment, planning, decision-making and oversight of such TOBs will be through a Mission level integrated process while the decision to establish such TOBs shall be by the Senior Mission Leadership Team[3] (SMLT) or equivalent in each Mission.

10. **Capability and capacity of UN uniformed military units for the establishment of TOBs.** The Statement of Unit Requirement (SUR) for UN uniformed capabilities, military and police are specific to each field Mission. Each unit is structured to implement the United Nations Security Council mandate in accordance with the Mission's strategic priorities. The establishment of TOBs is among the military's tasks and the SUR reflects the capacity of the unit, i.e., maximum number of TOBs (each up to a company size), that the unit is capable of establishing within its resources. In general, infantry/maneuver units will be a core component of the TOBs. However, infantry may be tasked to provide force protection to the TOBs when they are considered enabling assets. When deciding to establish a TOB, the Mission must ensure that the unit tasked to establish it is **NOT** stretched beyond the total number of operating bases (permanent and temporary) mentioned in the SUR. The Mission shall also ensure that TOBs maintain a minimum size to ensure that the execution of tasks is not compromised due to a lack of force protection measures including base defence, reserves to respond to contingencies and administrative elements to support the TOBs.

11. **Duration of TOBs**. TOBs are intended to be temporary solutions. While, in many cases, TOBs do not exceed 30 days, there are circumstances where the duration may be extended up to a maximum of 180 days. Such extensions are based on the operational requirements of the Mission and require a decision from the SMLT. If, under exceptional circumstances, a Mission decides to establish a more permanent presence like a POB or a Mission field office instead of a TOB, based on the evolution of the situation on the ground, this decision should be made well before the 180-day period of establishing the TOB. Exceptionally, TOBs may operate for up to 12 months if a decision has been taken by the Mission to convert the TOB

[2] In a context where UN system is currently engaged- or likely to be engaged- in any form of support to non-UN security forces, such support should be provided in compliance with the Human Rights Due Diligence Policy (HRDDP). Compliance with the HRDDP is mandatory and is the responsibility of all UN entities to ensure that such support positively influences the behavior of local security forces and contributes to protect and promote human rights of local population and to maintain the credibility and impartial reputation of the UN. Therefore, such decisions to support the local security forces should follow the HRDDP process at the country-level that includes the development of risk assessment, including for hosting them at the TOB, mentoring, training, and providing financial or other logistical supports.

[3] The SMLT is comprised of the SRSG/HOM, other Mission leaders and component heads, including the head of the military and/or police components. This composition may vary for each field mission.

into a POB (or other permanent form of presence). If, in the first 180 days, a decision is made to close the TOB, the SMLT can accommodate a withdrawal period to ensure that all stakeholders are informed and prepared. However, in this case, the TOB must stop operations of all kinds by the 180th day and withdraw immediately.

12. **Logistic Sustainment to the TOBs**. MSD has a pivotal role and shall, therefore, be involved in the integrated process of the management of TOBs. MSD shall be responsible for providing SMLT/equivalent with the operational logistics (OPLOG) requirements and cost estimates for informed decision-making and provisioning of necessary logistics support for smooth operations by the TOB throughout its lifespan. In the event of the extended duration, graduated support shall be provided to the TOBs subject to resources being available during the ongoing financial cycle or included in the following budget submission. Suggested logistic support concept to the TOBs is at **Annex A**. This logistics support concept is designed for TOBs occupied by military personnel only. Separate plans and arrangements are required from MSD if any civilian component, including international uniformed personnel, is present.

13. **Mission-specific SOPs on Management of TOBs**. Missions shall utilize these Guidelines on the Management of TOBs to develop a Mission-specific SOP on the Management of TOBs, taking into consideration local conditions.

14. **Provisioning of budgetary support to TOBs**.

    14.1. In accordance with the Resolution A/RES/76/274, UN peacekeeping Missions shall undertake a rationalization exercise for all existing TOBs that are deployed beyond 30 days in order for them to be closed or transformed from a TOB to POB, as per these guidelines. Such exercises shall be timed in accordance with the budget cycle.

    14.2. **Budget support to the Missions**. UN peacekeeping Missions shall include the budget requirement for TOBs (i.e., for the support to extended TOBs) and also forecast budgetary support required for the transformation of TOBs to POBs for each budget cycle submitted to Headquarters. If funding is unavailable in the current financial cycle, UN peacekeeping Missions shall incorporate budgetary needs for extended TOBs in the subsequent budget submission. Additionally, plans for transitioning TOBs to POBs should be made in a manner to ensure proper inclusion in future budget submissions.

15. **Quarterly update on TOBs**. Missions shall make provisions to communicate to Headquarters the static layout of uniformed personnel in the Mission theatre on a quarterly basis, through the established CMMRB.[4]

16. **Accountability to Peacekeepers**. The management of TOBs, through effective and efficient mechanisms, is a driver that supports collective efforts in implementing the A4P+ priority under the action plan to ensure safety and security of peacekeepers.

17. **Accountability of Peacekeepers**. Working to minimize the risk to people, societies and ecosystems caused by Missions' environmental footprint is essential. The effective management of TOBs helps to ensure this.

18. **Misconduct risk management**. The management of TOBs shall include management of misconduct risks, including SEA, as well as the implementation and monitoring of mitigation measures associated with such risks.

[4] Excerpt from UNHQ CMMRB TOR "Review the status of all temporary deployments including temporary operating bases (TOBs), standard combat deployments (SCDs) and austere operating bases (AOBs) across field missions and the mission recommendations that require UNHQ action."

D. PROCEDURES FOR MANAGEMENT OF TOBs

19. The schematic representation of the strategic management process of TOBs is at Annex B, while the process is outlined in the following paragraphs.

19.1. **Decision to establish TOBs**. The establishment of TOBs should be operationally justified and shall be made by the SMLT, based on an integrated decision-making process and prioritization of mandated tasks since the establishment of new TOBs (e.g. resources and budget meriting) may require the reprioritization of tasks by leadership. The integrated decision-making process shall be enabled by integrated assessment, planning and coordination by the staff consisting of uniformed and civilian personnel including from substantive and Mission support components, who shall provide recommendations for the justification of establishing TOBs to SMLT (or equivalent in the Mission). The decision of the SMLT to establish TOBs shall be issued through Mission Order (MSNORD) signed by the HOM or delegated authority, and indicate the following:

19.1.1. The mission of the TOBs and their desired end state.

19.1.2. The tasks for the TOBs, explaining the roles of all embedded components for coordinated actions and unity of effort to achieve Mission objectives.

19.1.3. The command-and-control structure of the TOBs.

19.1.4. The composition and size of the TOBs, including details of all components.

19.1.5. Logistic and coordination instructions, reporting and integrated assessment, conduct and discipline guidelines /instructions, including any misconduct and SEA mitigation measures, based on a misconduct risk analysis conducted by the Mission. Misconduct risk analysis, including SEA and mitigation measures to be implemented.

19.2. **Assessment and Planning.**

19.2.1. **Integrated assessment of situation**. Mission-level situational awareness is a key driver for the effective assessment of the situation. The timely flow (vertical and horizontal) and sharing of actionable information among all Mission components greatly enhances integrated assessments at each level. Assessments should address the security situation and operational and logistics viability.

19.2.2. **Justification**. The requirements of TOBs will be analyzed by staff consisting of uniformed and civilian personnel /Mission support, and consider other possible means (e.g., Long Range Patrols, aerial domination etc.) for their desired effect. The justification for the establishment of TOBs shall be provided, including why their establishment is deemed to be the most appropriate means to achieve the desired effect for mandate implementation.

19.2.3. **Prioritization**. The decision to establish and/or extend TOBs must adhere to a prioritized approach. Given the need for additional Mission resources, establishing and/or extending a TOB requires precedence over other Mission tasks and programmatic elements within the Mission's mandate. This prioritization will also require reviewing and prioritizing the availability of resources.

19.3. **Task and desired end state**. The uniformed and civilian components / stakeholders should ensure that the establishment of the TOB allows the achievement of the desired end state/ effect (i.e., covering emerging hotspot, deterring armed groups, preventing conflict-related sexual violence (CRSV), enhancing the confidence of the population, protection of civilians (POC), peace mediation and peacebuilding efforts, etc.). The operations section of the infantry battalion and controlling HQs should be fully involved in determining the tasks[5] that the TOB should undertake to achieve the desired effect.

[5] For general tasks to be considered by TOB, see the 2020 UNIBAM, page 43, para "2.6.8.4".

Clearly defined tasks and desired end state will enable the planning of a TOB with specific line of efforts by all components and phasing the TOB operations to achieve the results through coordinated efforts. In general, a TOB's tasks for a pre-established short duration, as per the strategic priorities of the Mission, may include, but are not limited to, the following:

a. Response to adverse security.

b. Effective domination and control of designated Area of Operations (AO) or population centre.

c. Support of an ongoing operation or strategic/operational/logistic movement of Mission assets.

19.4. **Criteria for TOBs**. The Mission must consider the following criteria while evaluating the decision for TOBs. Planning guidance on criteria for TOBs is at Annex C:

19.4.1. **Operational viability**. The TOBs must be operationally viable[6], which may include:

a. Possess defensibility including adequate base defence measures[7].

b. Ease of access to sustain the location of TOBs, preferred to have minimum two road axis.

c. Unhindered movement between TOB to centers designated for POC.

d. Proximity to existing/ improvised Heli Landing Sites (HLS) with day/night access.

19.4.2. **Size and composition**. The size and composition of the TOBs shall depend upon the assigned task and desired end state. TOBs shall be composed of preferably a company[8] size force along with other constituents like UNPOL / and host nation security forces (if required)[9]. The composition shall also include military enabling assets like engineers, medical, signal or aviation effort etc to support the establishment of the TOBs. The Mission shall provide dedicated community liaison assistants (CLA) for the TOBs. The reporting mechanism of CLA shall be as per Mission Policy on Community Liaison Assistants (2024).

19.4.3. **Command and Control**. Command and control over the entities operating from a TOB shall be assigned by the SMLT to the commanders of the contingents[10] (being responsible for the discipline and good order) in the MSNORD.[11] .

19.4.4. **Administrative and Logistics viability**. TOBs are expected to operate in difficult geographic locations, and this can result in logistic stress on the unit establishing the TOB. Therefore, sustenance, including casualty evacuation must be carefully examined by the MSD. Recommendations for a workable support plan, including risk mitigation measures for high and very high-risk situations, shall be presented

[6] Refer to planning considerations in the UNIBAM (page 42).
[7] Missions will be expected to assess the base defence requirement in accordance with DPO Policy on Integration of Capabilities for Defence of Bases, January 2023.
[8] Composition of TOBs shall be balanced, with all components, as per the tasks and end state and the troop size of the TOB will be to ensure ability to perform peak operational tasks (away from base) per day with adequate Force protection while ensuring troops for base defence, dedicated reserve and administration. Troop-to-task for TOB may consider the 1/3 rule i.e., operational activities (1/3 troops), Reserve and Base Defence (1/3 troops) and administrative tasks (1/3 troops).
[9] The support of host nation security forces by MSD would need to be agreed upon between the host nation and the specific mission, subject to the availability of mission's resources.
[10] Article 7 of MOU.
[11] Operational control of all entities is recommended to be centrally exercised for effective coordination and optimum utilisation of resources for operational activities including Force protection.

to the SMLT. The plan should also include logistical analysis of support for anticipated extended deployment.

19.4.5. **Living conditions**. The management of TOBs must ensure that the personnel deployed to the TOBs have an adequate standard of living condition, including adequate food, water, housing, electricity, and other required technological services.

19.4.6. **Conduct and discipline**. Mission reviews have identified key conditions in TOBs that have led to a higher risk of committing misconduct, including SEA. These include: 1) the absence of an integrated process in the management of TOBs; 2) poor security arrangements, such as poor quality of the perimeter fencing or failure by commanders to ensure strict procedures to ensure access control; 3) and poor accommodations and welfare facilities.

In order to ensure adequate misconduct/SEA risk management for the Mission, the Chief CDT must be informed of any plans to establish a TOB and be part of the integrated TOB planning and oversight processes. The CDT shall provide advice and analysis on misconduct risks, especially with regard to SEA and other elements, which include, but are not limited to, security arrangements, living conditions, recreation and welfare activities and access to telecommunications, in the oversight of the TOBs.

19.4.7. Following a decision to establish a TOB, Missions must take into consideration risks of misconduct posed by the troops deployed to the location, as assessed in the Mission's ongoing misconduct risk management, especially with regard to SEA and ensure that the TOB is established and maintained with a view to mitigating these risks and ensuring the duty of care to all personnel based there. The Mission shall ensure, with advice and analysis from the CDT, that any practical risk mitigation measures shall be implemented, which include, but are not limited to the following:

a. Involve all Mission components (Force, Police, civilian) in the planning and operation of TOBs, to ensure an integrated approach.

b. Involve the CDT team in the development of the Mission-specific SOP on the Management of TOBs (mentioned in para 14 ante).

c. When deciding the location of a TOB, take into consideration proximity to water supply and distance from residences to minimize interactions with local population.

d. Ensure that the conditions of the camp are kept clean and livable, with hygienic ablutions.

e. Provide access to internet or other telecommunications[12], so that personnel can keep in touch with family at home.

f. Provide access to welfare facilities and activities for physical and mental health.

g. Effective oversight shall be established to ensure that troops are rotated between TOBs and POBs, when TOBs are extended beyond 30 days of initial establishment. The maximum duration for troops to be in TOBs will be evaluated by each Mission and stated in the mission specific SOP. It shall be ensured that rotation of troops or temporary withdrawal of TOBs shall not be

[12] Telecommunication (incl., internet) falls within the self-sustainment category and is the direct responsibility of the TCC.

seen as new TOB but calculated in the overall time of the TOB under the MSNORD.

h. Consider providing a comprehensive logistic modal to make it easier to quickly deploy to remote locations.

i. Encourage T/PCC to grant leave to uniformed personnel (outside the mission area) and ensure personnel rotate regularly.

j. Secure the camp with adequate field defense/perimeter security measures, access control and proper lighting.

19.4.8. Conduct regular assessment of the need for establishing and maintaining the TOBs through frequent and unannounced visits by Senior Leadership, including the SRSG/HOM and Force Commander.

19.4.9. **Environmental Risks**. Establishment of TOBs must consider the potential of environmental risks, such as the generation of wastewater, domestic waste, biomedical waste and hazardous waste, the use of fuel and other petroleum, oil and lubricants (POL) and site-specific environmental hazards such as extreme climate events. Please refer to Annex E for further guidance on responsible environmental management in temporary deployments.

19.5. **Initiation of FRAGO/ equivalent instructions to components**.

19.5.1. **Force Commander (FC)** will initiate the Fragmented Order[13] (FRAGO) for all TOBs established by military component.

19.5.2. **Logistic Instructions**. A FRAGO initiated by Force HQ shall have the logistic instructions (LOGINSTR) developed through consultation with MSD normally cleared through the Mission Support Center (MSC).

19.5.3. Specific tasking for participating Mission components will be issued by respective offices of head of components; however, incorporated in overall LOGINSTR as applicable in consultation with MSD.

19.6. **Oversight and Strategic Communication.** It is essential to institute an oversight to assess the effectiveness of TOBs. Oversight will also ensure that measures for the safety, security and wellbeing are addressed for collective accountability to peacekeepers.

19.6.1. **Integrated Assessment of TOBs**. An assessment shall be conducted by an integrated assessment team[14], composition and timeline indicated in the MSNORD. The assessment report shall be presented to the SMLT for review and decision-making on the closure or extension of TOBs. Any extension to the TOB shall be through MSNORD and should follow a similar process of integrated assessments at pre-decided dates mentioned in the MSNORD. Under the circumstances of continued presence beyond six (6) months, a decision must be made by SMLT to transform the TOB into POB. In addition to MSD confirming the feasibility and availability of resources and / or budgets, the decision to transform the TOB must be based upon the military unit's net capacity to establish permanent operating bases, as per the MOU/SUR. Decisions shall be made in consultation with the unit commander, to ensure that increase in the number of POBs is not at the cost of its capacity to establish TOB for routine military or any other Mission priority tasks.

[13] This FRAGO is essential for the reimbursement of premium for extended TOBs to the TCC, when applicable.
[14] Suggested composition to have subject matter experts from Force/Military and Police/Substantives, Mission Support Division including EFMS, LSS and COE, POC, Gender, UNDSS, CDT, environment etc.)

19.6.2. **Review visits by leadership**. Mission leadership, including component heads, shall be encouraged to visit the TOBs. This shall assist the leadership and decision maker to assess effectiveness of the TOBs towards its end state while more importantly, interact with the troops on the ground to address their concerns, if any and lift their morale.

19.6.3. **Strategic communication**. Missions must be effective with their strategic communication and active engagement with the population. The effectiveness of the TOBs must reflect confidence among the local population, therefore, MSNORD will include strategic communication as line of operation for TOBs operations.

19.6.4. **Safety and Security of Peacekeepers**. Mission will ensure that the safety and security of peacekeepers operating from the TOBs is compliant with relevant policies and Mission specific SOPs which are recommended to be developed while utilizing these guidelines.

19.6.5. **Environmental Risk management**. Missions shall ensure that enhanced footprint through extended or extension to TOBs should be managed in compliance with the requirements of the UN Environmental Policy for Peacekeeping Operations and Field-Based Special Political Missions and related guidance. Missions will be responsible to make provision of environment friendly equipment where possible for the extended or extension to TOBs, till COE equipment is deployed by the units. UNHQ will encourage T/PCCs to deploy environment friendly equipment in each mission with priority for any TOB deployments. Specific guidance on environmental management in the context of TOBs is provided at Annex E and military commanders tasked to establish and manage TOBs are required to make use of this guidance.

19.7. **Closure of TOBs**. Experience has shown that the sudden closure of TOBs may be met with concern, legitimate grievance, and possibly resistance by the local community and other stakeholders. Uniformed personnel should engage with local leaders and community groups to address any emerging concerns, to maintain trust and limit the risk of mis- or disinformation emerging, regarding the closure. Therefore, closure of TOBs should be carefully planned and executed, including any human rights and protection gaps it may create. Moreover, adequate analysis on substantive and operational risks that may be generated by closure of TOBs should be duly conducted and inform the timing and modality of closing TOBs.

19.7.1. **Strategic communication for closure of TOBs**. Clear and consistent messaging to the local community in advance of and during the closure, is critical for maintaining trust and ensuring a smooth disengagement. Military Strategic Communications Officers should work closely with Community Liaison Assistants (CLA) and other members of the civilian component to ensure local dynamics and cultural sensitivities are integrated into the planning and implementation of the closure.

19.7.2. **Performance of the TOBs** in addressing the concerns of local stakeholders will be important factor for timely closure. The local stakeholders will need the requisite assurance of security, by the uniformed component, follow-up on relevant concerns by mandate implementation teams.

19.7.3. **Domination and follow up visits**. Following the closure of a TOB the Mission should continue to engage in the area, especially if instability persists. The military component should ensure domination of the area and civilian Mission components should conduct regular visits. The tempo of domination may further be reduced once the situation is assessed to be completely stabilized.

E. ROLES AND RESPONSIBILITIES

20. Field Missions will ensure that peacekeepers operating from TOBs, beyond initial 30 days, are provided with necessary support in accordance with these guidelines.
21. All DPO led peacekeeping Missions must establish Mission specific Standing Operating Procedures (SOP) on 'Management of TOBs' in consultation with all relevant stakeholders at the UNHQ within 6 months of the release of the guidelines.
22. Training and orientation of Mission leadership and military commanders on management of TOBs. UNHQ and respective Mission HQ will have the responsibility of maintaining continuous training of leaderships and Mission components on the TOBs management as under:
    - 22.1. Mission Leadership. UNHQ shall institute 'TOBs Management' training for all incoming Mission Leadership including Force Commander and Police Commissioner at UNHQ.
    - 22.2. Military and Police leadership. Military and Police Commander courses conducted by OMA and PD will include 'TOBs management', including logistics sustenance in remote locations, in training courses i.e., Sector and Battalion Commanders.
23. Review of TOBs included in the reviews conducted by OPSP and Military/Police Capability Study.
24. UNHQ to obtain quarterly feedback from the T/PCC on effectiveness of TOBs management in each field Mission.

F. TERMS AND DEFINITIONS

25. The terms and definitions, developed over UNIBAM, will supersede all previous definitions and shall be applicable in UN peacekeeping operations:
    - 25.1. **Permanent Operating Base (POB)** is established for military unit, minimum company sized, or Formed Police Unit (FPU) having all essential operational and logistical capabilities to project its combat power to achieve operational goals and tactical objectives to support effective implementation of mandate as per the Mission's scheme of maneuver. The establishment of a POB is through shared responsibility between the unit (TCC) and UN i.e., a) accommodation, as per the UN standards, provision is arranged as per the MOU and COE Manual ; b) base defence and the force protection[15]; c) sustenance, provisioned by UN and the MOU on major equipment; d) self-sustenance, under the responsibility of unit unless agreed for the provision under UN arrangements in the MOU. The arrangement, through agreement with unit, shall be applicable for units deployed in Mission and assigned with new POB under the OPCON of Head of Military Component.
    - 25.2. **Temporary Operating Bases (TOBs)** is a tool with UN peacekeeping Mission to extend Mission footprint in response to security situation or pursuant to objective(s) as per Mission strategic priorities while working together with other Mission elements, police and civilian substantive for a duration up to 30 days or more however, not exceeding 180 days. A TOB is established by a task organized force, preferably up to a company, under the integrated command structure[16] when having heterogenous

[15] Refer to policy on base defence and force protection.
[16] Preferable to assign the command and control to entity responsible for the overall protection of TOB. It is assessed that military commander establishing the TOB may be assigned with command and control of an integrated TOB.

component i.e., two or more combat units, Mission enabling assets including military assets, FPU[17] or security forces from host nation.

25.3. **Logistics Support** - In UN Peacekeeping Missions, the Mission MSD is responsible for providing and planning for integrated logistics support across the Mission in concert with the other Components (Military and Police), which includes the provision of life support (fuel, rations and water), medical services, engineering and facility maintenance and waste management (including the provision of accommodation and major engineering), field technology (communications and information technology solutions), aviation and transportation (movements). The Joint Mission Support Centre (MSC) acts as point of entry for Mission clients (including Military and Police) regarding logistics support and planning.

25.4. **Self-sustainment** A logistics support concept for a unit in a peacekeeping Mission whereby the contributing State provides some specific, or all, logistics support to the contingent on a reimbursable basis. The unit is reimbursed for all categories agreed in the MOU.

25.5. **Mission order (MISNORD)** will be a document issuing the intent, mission, task (s) and end state for an operation executed by the Mission components in individual or integrated capacity. The order will serve the authority of command of the operation and provide operational level coordinating instructions.

G. REFERENCES

Normative or superior references

A. United Nations Peacekeeping Operations, Principles and Guidelines (, 2008.

B. General Assembly, Fifth committee resolution on cross-cutting issues, A/RES/76/274 dated 7 July 2022.

C. Policy on Formed Police Units in United Nations Peacekeeping Operations, 2017.

D. United Nations Infantry Battalion Manual, 2020.

E. COE Manual.

F. Policy on Authority, Command and Control in United Nations Peacekeeping Operations, 2019.

G. Policy on Integration of Capabilities for Defence of Bases, January 2023.

H. Policy on Police in United Nations PKOs and SPMs, January 2014.

I. Policy on Integrated Assessment and Planning, Dec 2022.

J. Environmental Policy for Peacekeeping Operations and Field-Based Special Political Missions, April 2022.

K. Human Rights Due Diligence Policy on UN support to non-UN security forces (2011).

Related procedures or guidelines

A. Guidelines on Force Protection for Military Components of United Nations Peacekeeping Missions, September 2021.

[17] Refer to para 47-54 of Policy on FPU in UN Peacekeeping Operations.

B. Mission and UNHQ COE/MOU Management Review Board Terms of Reference.

C. Guidelines for Field Verification and Control of COE and Management of MOU.

D. Guidelines on Combined Military and Police Coordination Mechanisms in Peace Operations, 2019.

E. Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions, 2015.

H. MONITORING AND COMPLIANCE

26. The Office of Military Affairs will monitor compliance with these guidelines.

I. CONTACT

27. The contact for these guidelines is the Military Planning Service in the Office of Military Affairs.

J. HISTORY

28. This is first Guidelines on the Management of TOBs in UN Peacekeeping Missions.

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DATE OF APPROVAL:
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ANNEX A

LOGISTICS SUPPORT CONCEPT FOR TOBs

1. **Introduction.** As per the guidance document "Management of Temporary Operating Bases (TOBs) in United Nations Peacekeeping Missions", a TOB is generally designed to operate for short period of time (up to 30 days) being self-sufficient/sustained. However, it has been identified that TOBs may have to operate beyond planned time frame of 30 days, but typically not exceeding 180 days. Exceptionally, TOBs may operate up to 12 months if a decision has been taken by the Mission to convert the TOB into a POB (or other permanent form of presence). The TCC will be self-sustained throughout the duration of a TOB as specified in the SUR (irrespective of the different timelines of 30 days and 180 days).

2. **Objective.** The objective of this annex is to provide a generic logistics support concept for TOBs, recognizing the different timelines for TOBs that may exist. Missions are encouraged to create Mission specific logistics support plans suited to their operational context and specific requirements.

3. **Reference documents.** The main documents governing the management of TOBs are: (i) UNIBAM, (ii) COE manual and (iii) SUR of Infantry Units (as included in the MOU). The guidance document "Management of Temporary Operating Bases (TOBs) in United Nations Peacekeeping Missions" provides additional guidelines based on the principles and policies described in UNIBAM, COE manual and SUR.

4. **COE Major Equipment and Self-sustainment.** TCCs are responsible for deploying major equipment and self-sustainment support required against the SURs, as negotiated during the MOU, and maintaining them. Integrated teams from Mission COE Unit and Force/Police HQ are responsible for conducting regular inspections to verify and report on the living conditions and safety requirements in both POBs and TOBs.

5. **Logistics Support Concept for TOBs**. The logistics support concept to sustain a TOB is directly linked with the TOB lifespan. Additionally, environmental and gender considerations will also influence overall logistics arrangement. Accordingly, based on the TOB lifespan and other requirements a generic logistics support concept was developed and reflected below.

5.1. Logistics Support for TOBs up to 30 Days.

5.1.1. TCC is responsible for providing all applicable major equipment and self-sustainment requirements, including welfare, as reflected in the SURs and agreed during MOU negotiations, including (but not necessarily limited to) the following:

- Accommodation (Deployable tentage).
- Portable ablution units or field toilets.
- Field kitchen.
- Mobile Generators.
- Mobile/small water treatment plant.
- Soak pit / Septic Tank / Sewage Truck.

- Ration storage (including frozen and chilled rations).
- Fuel storage.
- Self-sustainment based on the MOU.

5.1.2. While the UN provides Life Support (Sustenance) Items (Water, Rations and Fuel) to the TCC POB, the TCC is responsible to transporting these items from their POB to the TOB. Supporting equipment (e.g., Reefer Trucks, Fuel Trucks/Trailers, Water Trucks/Trailers) should be included in the SUR and agreed during the MOU negotiations.

5.1.3. The UN has the responsibility to provide field defense stores (FDS) for construction of self-defense fortification/ field defense structures. While assessing actual need of FDS following needs to be considered:

- Based on the security threat level assessment, identify what field defense needs to be installed/constructed.
- Identify the capability and capacity needed for field defense installation/construction.
- Check if the unit has an Engineering section/platoon in their SUR that can handle minor field defense construction tasks. If yes, then the unit will be responsible for the task. If the unit lacks the necessary engineering resources, the UN can provide support or assistance as needed.
- Based on the threat assessment and units' capability, the Force will consult with the MSD component and include the specific field defense tasking details in the LOGINSTR as part of the TOB establishment FRAGO (see para 19.5).

5.1.4. Similar to the Life Support Items, the TCC is responsible for transporting the FDS or construction material items from their POB to TOB using its utility trucks or trailers. An example of a smaller scale FDS package designed for a short-term deployment is shown in Table-1, Appendix-1.

5.1.5. In case of challenges and exceptional circumstances of transporting equipment and supplies to the TOB location (e.g., TCC is not equipped with transportation means according to SUR, transportation equipment is out of order, or road condition does not permit land transportation), TCC may request for MSD logistics support.

Table 1 - Responsibilities for Logistics Support Concept for TOBs up to 30 days

Responsibilities	Equipment and Logistics Requirements
TCC	Accommodation (Deployable tentage)
	Portable Ablutions / Field Toilets
	Field kitchen (including suitable rations storage)
	Generators (including fuel storage/tanks/bladders)
	Mobile/small water treatment plant (including drinking water storage)
	Soak pit / Septic Tank / Sewage Truck
	Self-sustainment based on the MOU.
	Transport of Life Support items and other materials to TOBs
UN	Life Support Items (Water, Rations and Fuel) to TOBs
	Field defense stores (FDS) to TOBs

5.2. <u>Logistics Support for TOBs beyond 30 Days</u>.

5.2.1. Most of the major equipment and self-sustainment items deployed by TCC unit in support of TOBs have long shelf life and will remain operational beyond 30 days. After the initial 30-day period, TCC will remain responsible for deployment, operations and maintenance of this equipment and self-sustainment facilities. The Unit Commander is responsible for the safety and welfare of its personnel in the TOBs and shall review the conditions of the provided equipment and facilities on a regular basis. The Unit Commander shall identify and implement any upgrades or improvements necessary to meet the standards for the extended temporary deployments.

5.2.2. Integrated teams of Mission and T/PCC contingent shall conduct regular inspections, at least once a quarter, to verify and report on compliance to MOU, including the living conditions for uniformed personnel.

5.2.3. Other categories, such as field defense structures, solid waste management and wastewater management may require improvement and UN support. For this, a UN support package, (TOBs Support Package-2) has been designed and shown in Table-2, Appendix-1.

5.2.4. UN continues to provide Life Support Items (Water, Rations and Fuel) to the TCC POB, while the TCC remains responsible for transporting these items to the TOBs.

5.2.5. In case of challenges and exceptional circumstances of transporting equipment and supplies to the TOB location (e.g., TCC is not equipped with transportation means according to SUR, transportation equipment is out of order, or road conditions does not permit land transportation), TCC may request for MSD logistics support.

Table 2 - Responsibilities for Logistics Support Concept for TOBs extended beyond 30 days.

Responsibilities	Equipment and Logistics Requirements
TCC	Continued operation and maintenance of major equipment and self-sustainment facilities
	Upgrades or improvements to equipment and living conditions, as required.
UN	Continued provision of Life Support Items (Water, Rations and Fuel) to POB.
	Support for field defense materials, solid waste management and wastewater management, as required.

5.3. Logistics Support for TOBs beyond 180 days.

5.3.1. As per the guidelines on Management of TOBs, the Mission shall either close the TOB or convert it to a POB (or other permanent presence) if the duration is beyond 180 days. The logistic support stated in para 5.2 will continue to apply until the closure of the TOB or its conversion to a POB.

5.3.2. During this transition, planning and close coordination between the Contingent and the MSD is required to ensure living conditions continue to meet the basic standards and to agree with MSD on the areas where support from the UN continues to be possible/available.

5.3.3. A comprehensive UN logistics support package, comprising of different modules, has been defined which can be deployed by MSD, on an as-need basis, to support the transition to a permanent presence (POB or field office) and improve living conditions and security of the camp. This Logistics support package can be stored either at a regional hub or at the Mission logistics base, taking into consideration the distance and time for deployment/installation. SMLT may deploy this logistics package based on the expected lifespan and other Mission factors. Details of this logistics package are provided below in paragraph 6.

5.3.4. If required, the deployment of additional equipment or transfer of applicable self-sustainment responsibility to UN can be assessed and subject to the feasibility, the resulting amendment to MOU can be negotiated between T/PCC and UNHQ.

6. UN Logistics Support Package beyond 180 days

6.1. General Considerations.

6.1.1. The logistics support package is designed to support the transition from TOB to a permanent presence. Generally, the Logistics support package shall not be utilized for TOBs that are designated to be closed.

6.1.2. The logistics support package is designed for a set of 50 personnel in a TOB considering a generic layout of a military camp. Actual camp layout may vary from the generic layout depending on geographic, security and/or other factors.

6.1.3. Solutions included in the logistics support package are aimed at temporary improvement and to provide the minimum standard of living, hygiene and sanitation, security, welfare as described in COE manual.

6.1.4. The logistics support package consists of different modules and MSD can deploy any module/s as necessary. Each module has been designed so that it can be transported by MI-8 or MI-17 helicopter.

6.1.5. The logistics support package includes equipment and items which can be installed/assembled by infantry units' integral troops (Engineer Platoon/ section within the Infantry battalion) considering that it may not be possible to provide engineering support.

6.1.6. Environmental aspects regarding the installation, operation and maintenance of Logistics Support Modules shall be considered in accordance with the Guidance on Responsible Environmental Management – Temporary deployments[18].

6.2. Solutions and Support Modules for different Logistics Requirement.

6.2.1. Accommodation. The T/PCC tents provided could still be in good condition but may require temporary flooring and fans. Generally, no prefabricated or hard wall (masonry) structure will be constructed in TOBs. UN may provide necessary tents as outlined in Appendix-1, Table-3, if required.

6.2.2. Ablution. UN may provide portable containerized ablution unit if possible, to transport to the TOB location. TCC will continue to be responsible for minor engineering tasks for maintenance, with materials provided by the UN, as stipulated in the COE Manual.

6.2.3. Kitchen. UN may provide mobile kitchen. Alternatively, UN may provide materials to construct a temporary kitchen in situ. in such case, TCC will be responsible for construction of the kitchen utilizing Infantry battalion's integral engineer platoon resources, if included in the SUR and included in the MOU.

6.2.4. Power. UN may provide (additional) generator capacity (ensuring backup coverage), if required, to ensure security and well-being of the troops in the TOBs. In such case, the TCC will be responsible for operation and maintenance of the provided generator.

6.2.5. Water Supply.

a. If feasible and practicable, TCC will collect treated water from nearby POB.

b. If collection of treated water from POB is not feasible or practicable due to distance/road condition/ any other geographic or security reasons, TCC will collect water from nearby sources and will treat the water utilizing COE water treatment plant (WTP). Depending on the situation, UN may assist with identifying and developing a water source, provide WTP module and additional storage tank/blader. In any case, UN will provide support in water quality control (Laboratory Tests).

c. If none of the above mentioned is feasible, the decision to extend TOB needs to be reviewed.

6.2.6. Security/Field defense. For TOBs transitioning to POBs with a duration beyond 180 days, it will not be possible to construct rigid perimeter wall, rigid watchtower, or any kind of

[18] Guidance on responsible environmental management – Temporary deployments

hardened shelter. A balance needs to be achieved in security measures required, anticipated duration and economy of effort. Following security elements can be a feasible option. Security measures suggested in this paragraph are examples and can be considered as the minimum requirement. This security measures and related FDS package can be modified/improved based on the Mission's security assessment.

a. Concertina- Barbed wire Perimeter Fence. A perimeter fence will be constructed all around camp. UN will provide necessary defense stores. TCC will construct the fence.

b. Guard Post. Instead of watchtower, TOBs may have guard posts. TCC will construct necessary guard post according to TCC practice. UN will provide necessary sandbags, Iron Angle, wooden pole, wooden beam, CGI sheets, gabion box (e.g., Hesco-bastions) and any other stores as necessary for a generic guard post.

c. Vehicle access control. UN will provide defense barrier materials and TCC will utilize those to create vehicle access control and to create road barrier at the main entrance.

6.2.7. Solid waste Management. UN will provide basic solid waste management equipment (drum incinerator or similar) for TCC use.

6.2.8. Wastewater Management. UN will provide all the necessary pipe and plumbing materials and accessories to connect the wastewater to the existing/ new soak pit/septic tank. The soak pit/septic tank will be back filled during closure of TOBs.

Appendix-1 To Logistics Support Concept for TOBs

1. TOB Support for TOB up to 30 Days.

Table 1:TOB Support package 1 (50 Person Camp)

Serial	Item	Quantity	Remarks
1	Concertina wire (roll=15m)	25	All items can be recovered at the time of withdrawal (Except Binding wire and used sandbags)
2	Ground locking pegs (6-unit pegs per roll)	100	
3	Barbed wire (200m per coil)	5	
4	Binding wire (1.4mm, 25kg coil)	2	
5	Angular iron pickets (unit long =185 cm): (2 at 5 m interval)	60	
6	Sandbags (40X70cm)	750	

2. TOB Support for TOB beyond 30 Days.

Table 2: TOB Support package 2 (50 Person Camp)

Module	Type	Item	Specification	Quantity
1	Water and wastewater	Water Storage Tank/Bladders for ease of transport	5000 L Tank/ Bladder	6
		Water Pump	3HP	1
		Pipes and fixtures (Plumbing package)		1
		Standalone complete Septic System Module for 5000 liters -	Parameters Material: Polyethylene Dimensional load: 120 liters/P.E. Flow: 120 liters/P.E. x day Retention time: 24 hours Volume ratio chambers: 5:3:2	1

2	**Solid Waste**	Portable drum incinerator		1
3	**Perimeter security and guard posts** (Actual field defence measures will depend on ***Security Threat Assessment*** and to be decided by the camp commander/DSS representative)	Concertina wire (roll=15m)	High level Security	50
		Ground locking pegs (6 unit pegs per roll)		200
		Barbed wire (200m per coil)		10
		Binding wire (1.4mm, 25kg coil)		5
		Angular iron pickets (unit long =185 cm): (2 at 5 m interval)		120
		Sandbags (40X70cm)	Burlap	1500
		Corrugated galvanized iron sheets (0.7mm x 0.9 m x 3.0 m)		80
		Polyethylene film (black) - (1.6m X 32 m) - Roll		10
		Nail 2"(5cm) - 120 piece/box		10
		Nail 4"(10cm) - 140 piece/ box		10
		Timber (4"x4"x12')		50
		Timber (2"x4"x1 2')		78
		Plywood(3/4”x4'x8’)		25
		Mosquito mesh - Roll (4' X 8')		2
		2 "Wire Mesh - 4'X 150' (roll)		1

3. TOB Support for TOB beyond 180 Days.

Table 3: TOB Support package 3 (50 Person Camp)

Module	Type	Description	Purpose/ Capacity	Quantity	Specification
1	**Living Accommodation**	Tents for deployable squad (up to 10 persons)	Sleeping	10	As per COE manual standard Chapter 3, annex A, Paragraph 19 - 24 and Annex B.
		Tents for deployable squad (up to 10 persons)	Sleeping	2	Floor area 35m2 (W5m x L7m)

		Tents for deployable squad (up to 10 persons)	Dining	2	Floor area 35m2 (W5m x L7m)
		Tents for deployable squad (up to 10 persons)	Food Distribution/Storage	1	Floor area 35m2 (W5m x L7m)
		Tents for deployable squad (up to 10 persons)	Recreation	2	Floor area 35m2 (W5m x L7m)
		Tents for deployable squad (up to 10 persons)	Office/Administration area	1	Floor area 35m2 (W5m x L7m)
2	**Ablution**	Provide ablution in tentage accommodation		5	As provided in COE manual (To be clarified)
3	**Kitchen**	Field Kitchen Facility (Proposed)			Needs to be defined and specified
		Catering			As defined in COE Manual
		Mobile/portable grease trap	1000 L Capacity		1000ltr/hr grease trap
4	**Water and wastewater**	Water Storage Tank/Bladders for ease of transport	30,000 Liter Total capacity (for 7 days) - raw/treated (potable)/treated drinking.	6	5000 Lt Tank/Bladder
		Water Pump		1	3HP
		Pipes and fixtures (Plumbing package)		1	
		Standalone complete Septic System Module for 5000 liters -		1	Parameters Material: Polyethylene Dimensional load: 120 liters/P.E. Flow: 120 liters/P.E. x day Retention time: 24 hours Volume ratio chambers: 5:3:2
5	**Solid Waste**	Portable drum incinerator		2	
6	**Perimeter security and guard posts**	Concertina wire (roll=15m)		50	High level Security
		Ground locking pegs (6-unit pegs per roll)		200	
		Barbed wire (200m per coil)		10	
		Binding wire (1.4mm, 25kg coil)		5	

	(Actual field defence measures will depend on ***Security Threat Assessment*** and to be decided by the camp commander/DSS representative)	Angular iron pickets (unit long =185 cm): (2 at 5 m interval)		120	
		Sandbags (40X70cm)		1500	Burlap
		Corrugated galvanized iron sheets (0.7mm x 0.9 m x 3.0 m)		80	
		Polyethylene film (black) - (1.6m X 32 m) -Roll		10	
		Nail 2"(5cm) - 120 piece/box		10	
		Nail 4"(10cm) - 140 piece/ box		10	
		Timber (4"x4"x12')		50	
		Timber (2"x4"x1 2')		78	
		Plywood(3/4”x4'x8’)		25	
		Mosquito mesh - Roll (4' X 8')		2	
		2 "Wire Mesh - 4'X 150' (roll)		1	
7	**Power**	Trailer mounted IP65 (all weather, silent) diesel generators 76 to 100kVA)		2	
		Standalone pneumatic collapsible self-powered diesel-powered mobile tower lights, 5kVA, IP65		2	
		Electrical Packages		1	

Note: These packages can be augmented by additional FDS items based on security and threat assessment. Based on the unit capability, MSD may also be required to assist the installation / construction of FDS.

In general, providing field defence stores and construction of field defence structures/ fortification remains UN responsibility. In this logistics support concept, construction of field defence structures was assigned to TCC, going against the COE Manual, considering the temporary nature of TOB and practicability. In the exceptional case of TOBs being transformed into a POB, MSD is responsible for the provision and construction of FDS, which is in line with responsibilities stipulated in the COE Manual.

Assumptions:

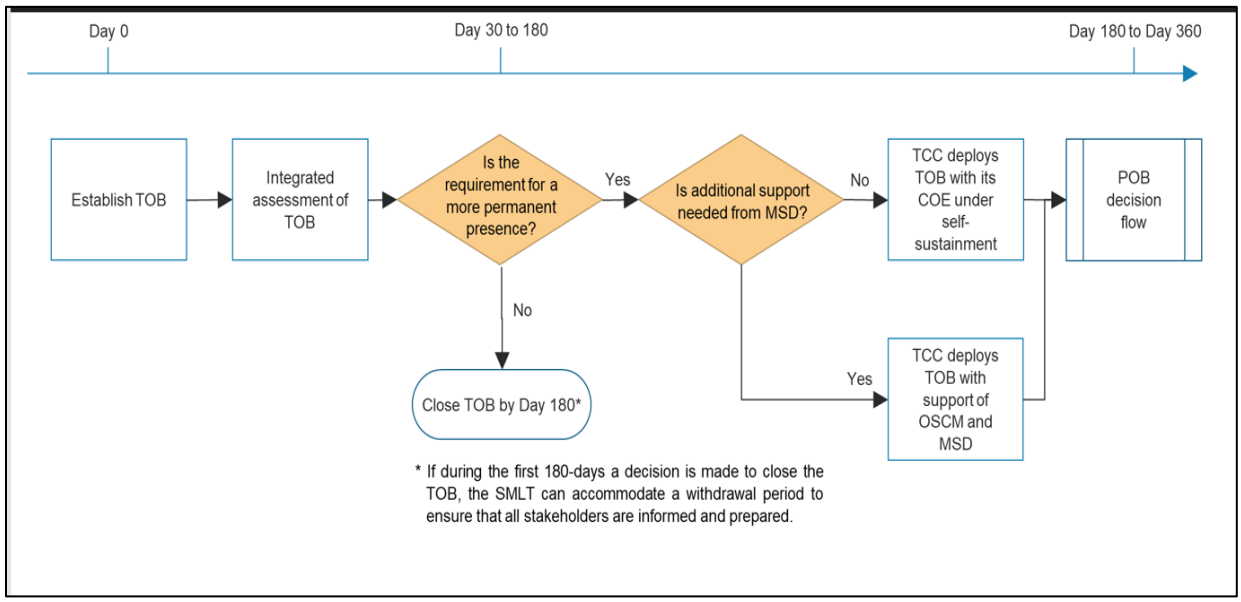
1. This Logistics Support Module is designed for TOBs occupied by military personnel only. Separate plans and arrangements are required from MSD if any civilian component is present.

2. The occupancy of a TOB is designed for a company size of 120 pax (not to exceed 150 pax). The Logistics Support Modules are broken into smaller modules of 50 pax.
3. The utilization of FDS in building field kitchens is required to meet minimum standards of safety / security, environment and functionality, regardless of the capabilities of the T/PCC.
4. The storage and production capacities must adhere to the UN DOS/DPO standard ratios, with an emergency / strategic reserve lasting a maximum of three (3) days (considering possible extraction / retreat of personnel) but not to exceed five (5) days. The final decision depends on local conditions on the ground.

The logistic estimation module is based upon a typical camp layout. The actual layout will depend on the ground and security situation.

Annex B

Schematic Representation of the Strategic Management Process of TOBs



Annex C

Planning Guidance on Criteria for TOBs

- **Operational (non-negotiable):**
  - Inherent defensibility of the location of TOBs.
  - Accessibility – Location of TOBs from sustenance point and proximity to population centers.
  - Proximity to an existing/ improvised HLS with day/night access.
  - Within constant communication range of nearest POB of same unit.
  - Not exceeding maximum number of TOBs in the SUR of the contingent.
- **Operational (360º Protection):**
  - Physical security measures for troops from direct attacks in the TOBs.
  - Counter EO measure in high threat area, when applicable.
  - Legal and social protection including attitude of local population.
  - Should not be prone to environmental hazards like floods, etc.
- **Administrative:**
  - Location to provide conducive space for accommodation and accessible re-supply.
  - The availability of MSD resources when TOBs stop being self-sustained is non-negotiable.
  - Preferably separate access for entrances and exits for operational and administrative activities.
  - Secure ammunition/weapons, POL, food and water storage facilities, a cook house, ablution facilities (separate for women and men), accommodation (separate for women and men), a protective perimeter and watch towers.
  - Facilitate self-sustain requirement for the period of deployment.
  - Ammunition storage in accordance with the UNMAM (UN Manual on Ammunition Management) 2020 edition.
  - Effective CASEVAC/MEDEVAC[19]. SMLT would need to approve the high and very high risk and mitigating measures if 10-1-2 is not complied with at any location.
  - Accessibility to potable water.
  - Risks to misconduct/SEA are identified and mitigation measures implemented with regular oversight in line with the Mission's misconduct/SEA risk management plans.

[19] All operational activities outside operating bases i.e., permanent, and temporary operating bases as per the "10-1-2" guideline metric adopted in the UN system.

Annex D

Suggested: Mission Decision Matrix

Consideration	Factor	Stake holders				Remarks
		T/PCC	Force	MSD	Decision	
Substantive	Relevance and impact					Mandate implementation
	Proactive Starcom					
Tactical	Strength and size					
	Comd & Control					Distance from the MOB
	Security					
	Communication*					*CLA
	Accessibility					By the Substantive components (stress through provisioning of escorts)
Technical	Evacuation					Air and Road
	Replenishment chain					Rations (dry and perishables), fuel/lubricants
	Repairs and recovery					Technical support & spare parts management
	Environmental impacts					Waste disposal
Administrative	Accommodation					Living, ablution, kitchen, power backup
	Conduct and Discipline					Internal controls: SEA
	Welfare					Recreation rotation and amenities (internet)
	Environmental hazard					

Annex E

Guidance: Responsible Environmental Management – Temporary Deployments

1. Introduction

When not managed in a responsible manner, UN Peace Operations can have a significant impact on the local environment and the host community. Environmental protection is a strategic priority for the United Nations and the Member States, as highlighted by several resolutions from the UN General Assembly and the Security Council.

In field Missions, uniformed components play a key role in ensuring that operations are conducted in a way that does not harm the host community and the local environment. As directed by the Memorandum of Understanding (MOU) signed between the UN and Troop and Police Contributing Countries (T/PCC), formed military and police units are required to observe a policy of no littering around the bases and on patrols and to take concrete steps to conserve water and energy, reduce and segregate waste and properly manage hazardous/ medical waste and wastewater for which they are responsible. In addition, as per the MOU, formed units will leave the premises and physical environment in the conditions in which they were provided to them.

These principles apply to all activities conducted by formed military and police units, including in temporary deployment activities, where a contingent conducts tasks outside the UN operating bases for several days at a time. Significant efforts have been made by the United Nations and formed units to improve environmental practices in main and permanent operating bases over time. It is as equally important that environmentally responsible practices are implemented during temporary deployments, using adapted, realistic and achievable measures.

2. Aim

The document aims at providing guidance and practical advice to commanding officers on the environmentally responsible practices to implement during temporary deployments, such as how to manage wastewater and solid waste in a responsible and safe manner and on how to prevent fuel and chemical spills and related soil and water contamination. Its overarching goal is to provide field adapted solutions to conduct mandated operations while doing no harm to the host community and the local environment and protecting the reputation of the formed unit and of the UN as responsible peace partners.

The practices recommended in this document are deemed to be realistic and achievable in most field operational contexts, without requiring resources beyond the typical capacity of military units deployed at UN Missions. Additional guidance on environmental management in the context of the UN Peace Operations may be found in the *UN Environmental Handbook for Military Commanders*, the *Environmental Policy for Peacekeeping Operations and Field-Based Special Political Missions* (Ref: DOS/2022.01), the *Water and Wastewater Manual for Peacekeeping and Special Political Missions in the context of field operations* (Ref:DOS/2021.16) and the *Waste Management Handbook for Peacekeeping Operations and Field-Based Special Political Missions* (Ref. : DOS/ 2022.02).

3. Scope

This guidance document applies to temporary deployment activities carried out by all types of military units in UN Peace Operations, including the following activities:

- Short-duration patrols, long-duration patrols, standard combat deployments, combat transport and similar types of activities carried out away from the unit's main operating base or other UN support base.
- Temporary operating bases and patrol operating bases and similar types of temporary bases
- Main supply road repairs and other engineering activities and convoy security / force protection activities where the establishment of a temporary camp is required.

The proposed environmental management approaches detailed in this document have been developed to apply to the self-sustainment phase of temporary deployments outside UN main and permanent operating bases.

As such, the establishment of permanent operating bases, main operating bases or temporary operating bases planned to be used for more than three (3) months is outside the scope of this guidance document and other guidance documents must be consulted.

4. Limitations

This document is intended to provide minimum standards on how to minimize human health and environmental risks related to wastewater and solid waste management and to spill prevention during multiple-day operations conducted outside main and permanent UN bases. When the host Mission has promulgated directives, standard operating procedures or other such guidance documents for temporary deployments, these documents take precedence.

Similarly, when the host Mission is providing standard combat deployment kits or similar deployment kits to military formed units conducting off-base activities, these kits are to be used as a matter of priority. When the kits do not provide equipment to manage wastewater and/or solid waste material, this document is then to be used as a reference by commanding officers to ensure responsible and safe management of such waste materials during temporary deployments.

5. Responsibilities

Military commanding officers are responsible for implementing UN environmental guidance as required by the MOU. In the context of temporary deployments and other activities within the scope of this document, the commanding officers are responsible for ensuring that:

- No harm is done to the local environment, the host community and community livelihood.
- No littering of waste occurs.
- No discharge of untreated wastewater directly into streams, rivers, groundwater, other bodies of water, or outside the established temporary operating base occurs.
- No hazardous or biomedical wastes are discharged to land, water or atmosphere without prior treatment appropriate to the waste type.
- As much as possible, hazardous/e-waste and biomedical waste should be segregated and transported from a TOB to POB when organizing convoys to collect Life support commodities or other materials or during rotation of troops between POB and TOB.

Environmental focal points at unit, sector or Force HQ level, the Mission Support Center, the Mission Engineering Section and the Mission Environment Unit may be contacted by military commanding officers for additional technical advice.

6. Wastewater management – recommended practices

Two different types of wastewaters may be generated in temporary deployment settings: 1) blackwater from toilets and human waste; and 2) greywater from field showers and field kitchens. Both types of wastewaters must be managed properly to reduce risks to human health, both for the personnel and the host community and to reduce the impacts on the local environment. Practices aimed at preventing or minimizing the generation of oily water are detailed in section 8.

In temporary deployments, the amount of wastewater generated by the contingent is expected to be minimal as sanitation facilities used are generally not connected to a running water network during the self-sustainment phase. Consequently, the main options available for commanding officers to ensure the safe and responsible management of wastewater during temporary deployments are the following:

- Use of portable field toilet / shower unit and portable / chemical toilets
- Construction of field / pit latrines
- Construction of field showers with soak pits
- Use of existing water and sanitation facilities, when proper
- Ensure black and grey water are kept separate and not drained into the same septic tank/soak pit.

6.1 General principles

Untreated wastewater shall not be discharged in open water bodies or drainage channels under any circumstances. Untreated wastewater shall not be allowed to flow outside the temporary operating base under any circumstances. Piping must be used to convey untreated wastewater from the point of generation to the point of treatment and disposal. Conveyance of untreated wastewater using open trenches or channels is prohibited due to the risk to human health.

6.2 Portable field toilet / shower unit or portable / chemical toilets

When available, the use of portable field toilet / shower unit is advisable in temporary deployment settings as such units are readily deployable and their use does not require extensive engineering work. Whether contingent-owned or UN-owned, portable field toilet / shower units are generally composed of prefabricated enclosed toilet cabinets with or without showers and with basic sanitation facilities, mounted on a vehicle or trailer. They are typically equipped with wastewater / sewage holding tanks. Figure 1 presents examples of portable field toilet / shower units.

Figure 1. Examples of portable field toilet / shower units

When using a portable field toilet / shower unit, the full volume of wastewater generated should be stored and hauled back to the unit home base or the nearest main operating base for proper disposal in a UN wastewater treatment facility or governmental facility. If wastewater from a portable field toilet / shower unit needs to be disposed of before coming back to the unit home base or another main operating base (i.e., tank is full or unit is faulty), it may be disposed of in a locally available government approved sewage disposal site, in an existing septic tank, or in a sewage disposal pit, located and built as detailed at Table 1.

Alternatively, the blackwater flow generated by a portable field toilet unit may be directed, using piping, to such a sewage disposal pit, or existing septic tank, located inside the temporary deployment camp. The greywater flow generated by the portable field shower unit (or shower section of the combined field toilet / shower unit) may be discharged into a soak pit built in accordance with Table 3.

Chemical or portable toilets are self-contained and require the usage of chemical additives to minimize odor. They must be emptied regularly to avoid overflows of untreated wastewater. If not returned to the unit home base (or other UN main or permanent operating base), sewage from chemical or portable toilets may be disposed in a locally available government approved sewage disposal site, in an existing septic tank, or in a sewage disposal pit, located and built as detailed at Table 1.

Table 1. Sewage disposal pit

Location	Sewage disposal pit(s) must be located more than 30 meters away from any borehole / surface well / water point used by the community for water supply, laundry, bathing or livestock watering and from any water body, river, creek, steam or drainage channel. Such pit(s) must be located in an area where soil excavation is possible. Rocky outcrops are not proper locations for sewage disposal pits.
Construction	• Prepare an excavation of at least 150 centimeters deep and large enough to contain the full volume of sewage that is expected to be generated during the deployment. • Make sure that the bottom of the pit is not wet or damp before using it; if the bottom remains wet, this may indicate that the water table is high and an alternative location must be found. • If used in conjunction with a portable field toilet unit, direct wastewater from the toilet unit to the excavated pit using piping only. • Keep the excavated soil aside to backfill the pit after use.
Other considerations	If blackwater and greywater are collected separately in the portable ablution / shower unit, greywater may be disposed in a soak pit as detailed at Table 3 while blackwater must be disposed in a locally available government approved sewage disposal site, in an existing septic tank, or sewage disposal pit.

When leaving the area, or when the pit fills up to 50 centimeters from the ground surface, properly close the sewage disposal pit by:

- Spreading lime or a chlorine disinfecting diluted solution (when available) on the accumulated excreta
- Properly backfilling the pit(s) with the excavated soil
- As much as possible, compacting the backfill area to reduce vermin access to the human waste, using mechanical means or manually.

6.3 Field / pit latrines and soak pits

Prefabricated or built-in place, field / pit latrines may be used to collect excreta and urine when no running water or very little running water is available (pour flush toilet or dry toilet). This is generally the case during the self-sustainment phase of a temporary deployment. Field / pit latrines are to be located and constructed as detailed at Table 2 below.

Table 2. Field / pit latrines for blackwater

Location	Field / pit latrines must be located more than 30 meters away from any borehole / surface well used by the host community and from any water body, river, creek, stream or drainage channel. Such latrine(s) must be located in an area where soil excavation is possible. Rocky outcrops are not proper locations for field / pit latrines.
Construction	• Dig a pit or a trench at least 100 cm deep; ideally the bottom of the pit / trench is 3 meters or more above the groundwater level. • Make sure that the bottom of the pit is not wet or damp before using it; if the bottom remains wet, this may indicate that the water table is high and an alternative location must be found. • Keep excavated soil aside to backfill the pit after use. • Install / construct field latrines over the excavated pit or trench or directing wastewater from the field latrines to the excavated pit using piping. • Install a temporary shelter or structure providing privacy and preventing ingress of rainwater, over the excavated pit or trench. • Provide hand washing facilities with soap or hand sanitizer.
Other considerations	It is suggested to install / construct at least one field latrine for every 20 troops and an adequate number of field latrines for the female staff, providing proper gender separation.

When leaving the area, or when a pit / trench fills up to 50 centimeters from the ground surface, properly close the field / pit latrine site by:

- Removing the temporary shelter / structure
- Spreading lime or a chlorine disinfecting diluted solution (when available) on the accumulated excreta
- Properly backfilling the pit(s) and trench with the excavated soil
- As much as possible, compacting the backfill area to reduce vermin access to the human waste, using mechanical means or manually.

If additional pits are required (e.g., when the unit presence in the area is extended), repeat the steps above.

6.4 Field showers and soak pits

Greywater generated by field showers must also be managed in a safe and environmentally responsible manner. Greywater from field showers may be reused or disposed in soak pits as detailed in Table 3. Similarly, greywater generated by field kitchens must also be disposed in a soak pit (the same soak pit may be used for greywater from showers and kitchens), after flowing through a prefabricated or make-shift grease interceptors (any container allowing for the retention of grease and fats while allowing water to flow through). To collect food debris, field kitchen sinks and washbasins should be equipped with screen or strainers.

Table 3. Soak pits for greywater

Location	Soak pit(s) must be located more than 30 meters away from any borehole / surface well used by the host community and from any water body, river, creek, stream or drainage channel. Such pit(s) must be located in an area where soil excavation is possible. Rocky outcrops are not proper locations for soak pits.
Construction	• Digging a pit at least 100 centimeters deep; ideally the bottom of the pit / trench is 3 meters or more above the groundwater level. • Make sure that the bottom of the pit is not wet or damp before using it; if the bottom remains wet, this may indicate that the water table is high and an alternative location must be found. • Keeping excavated soil aside to backfill the pit after use. • Ideally cover the pit to minimize mosquito breeding and odor generation.
Other considerations	The same soak pit(s) may be used to collect greywater from showers and from kitchens, when sized appropriately.

When leaving the area, or when a soak pit fills up to 50 centimeters from the ground surface, properly close the pit by:

- Properly backfilling the pit with the excavated soil
- As much as possible, compacting the backfill area, using mechanical means or manually.

6.5 Existing locally available water and sanitation facilities

In specific circumstances, using locally available water and sanitation (WASH) facilities may be considered by commanding officers. Proper WASH facilities are generally those operated by governmental agencies, UN Agencies (e.g., IOM, UNHCR, WFP, UNICEF), international non-government organizations (ex. Red Cross, Médecins Sans Frontières) or governmental managed facilities (e.g., schools). Such facilities may also be available in camps that were used by the UN in the past, or those used on a seasonal basis.

Local WASH facilities may be considered proper for use by UN formed units during temporary deployments when they meet the following specifications:

- No visible untreated wastewater discharge or leakage
- Provide hygienic separation between the user and the excreta
- Well-maintained and safe
- Hand washing point available in the vicinity

- Integrate gender considerations (separate facilities for female users)

Before using such facilities, commanding officers must seek approval from the relevant authorities and ensure that the use of the local facilities by the troops will not prevent their use by the regular users (e.g., schools, refugee camps, local communities, etc.) and that *there is no simultaneous use of the facilities by the community users and the uniformed personnel.*

7. Solid waste management

Two different types of solid waste material may be generated in temporary deployment settings: 1) domestic waste; and 2) hazardous waste, including biomedical waste. Both types of solid waste material must be managed properly to reduce risks to human health, both for the personnel and the host community and to reduce the impacts on the local environment. Practices aimed at preventing or minimizing the contamination of soil from fuel and lubricants are detailed at section 8.

7.1 Hazardous waste

Biomedical waste, expired medicine and all hazardous waste (used petroleum, oil and lubricants – POL – waste oil containers, batteries, used oil filters, oily rags, electronic equipment, etc.) must be segregated from the general solid waste stream. They must be transported back to the unit POB or the nearest main or permanent operating base, after being properly packaged for safe transportation. Commanding officers can take advantage of troop rotation / resupply activities to transport hazardous waste back to the home base. Such hazardous waste shall not be disposed of locally during temporary deployment activities. *Waste fuel, lubricants, petroleum products, plastic/rubber items, old tyres and other chemicals shall:*

- *Never be openly burnt in temporary burning pit or otherwise.*
- *Never be buried on site.*
- *Never be discharged in water bodies or drainage channels.*

7.2 Recyclables

Unless the local disposal site offers formal and government approved recycling services, recyclable solid waste (plastic bottles, aluminum and tin cans, glass containers, juice and milk cartons, carboard, paper) should be segregated at the source and packaged properly for transportation back to the unit home base, or nearest main or permanent operating base. In case of space limitation on transportation vehicles, priority should be given to taking back plastic bottles and aluminum / tin cans to the home base.

7.3 Domestic waste

Four main options are available for commanding officers to ensure the safe and responsible management of domestic waste during temporary deployments:

- Take all solid waste back to the unit home base or other UN main or permanent operating base.
- Dispose of domestic waste using portable barrel incinerators (with air induction system only)
- Dispose of domestic waste at the local authorized landfill
- Dispose of domestic waste on site

Taking all solid waste back to the home base (or other UN main or permanent operating base) and disposing of domestic waste using portable barrel incinerators (air-induced only) are considered the preferred methods and should be prioritized by commanding officers whenever possible. Still, disposing of domestic waste on site or using the local landfill may be acceptable, when implementing the practices detailed below.

7.3.1 *Take all solid waste back to the unit home base or other UN main or permanent operating base.*

Collecting all solid waste and bringing them back to the unit home base or nearest main or permanent operating base for proper disposal as per normal procedures, while minimizing food waste, is the best method to reduce the environmental footprint of the unit when operating outside UN premises. Whenever possible, taking all solid waste to the home base should be prioritized by commanding officers. This option is best suited for short duration deployment lasting up to 5 days.

7.3.2 *Dispose of domestic waste using air-induced portable barrel incinerators*

Domestic waste can be safely disposed of using portable barrel incinerators with air induction systems. These portable incinerators are generally UN-owned equipment that can be provided to the formed unit by the Mission support division. The figure 2 presents the air-induced portable barrel incinerator available through UN Global Systems Contract 4700019173 (PD/C0135/20).

Figure 2. Air-induced portable barrel incinerator

Air-induced portable barrel incinerator(s) may be used in conjunction with composting pits for the on-site disposal of organic waste, as detailed at Table 4.

Only air-induced barrel incinerators may be used in temporary deployment. Air-induced incinerators can reach the high-temperature level required to safely dispose of non-hazardous solid waste (> 500 °C, which will produce an efficient combustion with minimal emissions), due to the forcing of air by an electric motor. Incinerator ash can be disposed of within the temporary deployment camp by digging a hole at least 50 centimeters deep and mixing the ash, once cooled, with the excavated soil.

Low temperature open burning of domestic waste in make-shift drums is not an acceptable practice during temporary deployments.

7.3.3 *Dispose of domestic waste in a local landfill*

When a proper governmental authorized waste disposal site is available in the area of deployment, it may be advantageous to locally dispose of the domestic waste to such a disposal site. Doing so allows to minimize the amount of solid waste to be returned to the unit home base (or other UN main or permanent operating base) for proper disposal. Before using such facilities, commanding officers must seek approval by the relevant authorities.

After segregation, non-recyclable and non-hazardous domestic waste may be transported to an existing governmental authorized waste disposal site. Proper waste disposal sites are generally those operated by governmental agencies, UN Agencies (e.g., IOM, UNHCR, WFP, UNICEF), international non-government organizations (ex. Red Cross, Médecins Sans Frontières) or governmental built facilities, where access is controlled (i.e., entrance gate, secured perimeter, fenced). *Only government authorized waste and access-controlled disposal site may be used to dispose of domestic waste.*

An open area where free dumping of waste takes place without proper management and no access control is not considered as a proper facility and commanding officers shall not allow the use of such site for domestic waste disposal.

7.3.4 *Dispose of domestic waste on-site*

In situation where it is not practical to return all solid waste material to the home base (for example when the duration of the mobile deployment or temporary operating base is extended), where air-induced barrel incinerators are not available and where there is no proper and/or government authorized disposal site in the area of deployment, it is possible to dispose of the domestic waste within the temporary deployment camp, provided that the practices detailed below are implemented. This portion of the solid waste stream is composed of organic and combustible non-hazardous waste. Hazardous waste must be returned to the home base as stated above in all circumstances.

Composting organic waste, including food waste

Organic waste includes food waste, vegetation debris and garden waste. As organic waste is biodegradable, they may be disposed of in the area of deployment by building a composting pit as detailed at Table 4.

Table 4. Composting pit for organic waste, including food waste.

Location	Composting pit(s) should ideally be located more than 30 m away from the unit sleeping quarters, field kitchens and dining areas, when the required space is available. Such pit(s) must be in an area where soil excavation is possible. Rocky outcrops are not proper locations for composting pits.
Construction	• Digging a pit at least 1,5 m deep and large enough to contain the amount of organic waste expected to be generated during the deployment. • Keeping the excavated soil aside for backfilling prior to closure of the pit.
Other considerations	The following steps should be considered every time the pit is loaded:

	• Segregate and dispose of food waste and greens in the composting pit every day (ideally after each meal). • Add water when available. Keeping the pile moist will accelerate the composting process. • Provide aeration mechanically (if available) or manually, by tilting the upper layers of the pile or pinching the content every time materials are added. • Add a layer of soil. • Secure the pit and cover it to avoid attracting vermin and minimize odor nuisance. • Remove the cover only when adding additional food waste.

When leaving the area, or when the compositing pit fills up to 50 centimeters from the ground surface, properly remediate the pit by:

- Properly backfilling the pit with the excavated soil.
- As much as possible, compacting the backfill area, using mechanical means or manually.

Disposal of non-hazardous combustible material

Combustible non-hazardous material includes paper, cardboard, untreated wood and dried-up vegetation may be safely disposed with an air-induced portable barrel incinerator. In the absence of such incinerator, combustible non-hazardous material may be disposed of in a temporary burning pit located and constructed as detailed at Table 5.

Burning of any plastic or rubber material shall be prohibited by commanding officers as they generate toxic fumes when improperly burnt. All plastic bottles and containers, or rubber material should be segregated, collected and either disposed of in a locally available government approved disposal site or returned to the home-base (or other UN main or permanent base) for proper disposal.

Table 5. Temporary burning pit for combustible non-hazardous waste

Location	Temporary burning pit(s) should ideally be located more than 30 m away the unit sleeping quarters, field kitchens and dining areas and more than 100 m from community dwellings, taking prevailing wind direction in consideration.
Construction	• Digging a pit or a trench at least 1,5 m deep • Keeping excavated soil aside from remediation
Other considerations	Safely set fire to combustible non-hazardous waste using a small amount of diesel, or other flammable liquid. Monitor the fire to ensure that it does not spread out of the burning pit and always put the fire out before sunset, using the excavated soil to cover the burnt waste and residual ash.

When leaving the area, properly remediate the temporary burning pit by:

- Properly backfilling the pit with the excavated soil
- As much as possible, compacting the backfill area, using mechanical means or manually.

8. Fuel and chemical spill prevention

Typical activities such as vehicle and generator refueling and maintenance activities, food cooking using diesel or jet fuel and fuel / POL storage are some of the activities that may cause fuel, oil or chemical spills if not managed properly.

To avoid soil and water pollution and the generation of oily water resulting from spills and leakages, simple prevention measures may be implemented by commanding officers during temporary deployment activities, as detailed at Table 6.

Table 6. Spill prevention

Fuel and POL storage	• Locate fuel / POL storage areas at least 30 m from open water and drainage channels. • Store fuel / POL drums and containers in a spill retention basin or on an impermeable tarp as shown at figure 3, raising berms on all sides using locally available soil material. • Store fuel / POL drums upright • Protect fuel / POL drums from the Sun and rain using a tarp, a temporary shelter or by storing them in a sea container
Oil changes – vehicles and generators	• Contain and collect drained used oil when conducting maintenance and repair of vehicles and generators. • Safely store collected used oil and return it to the home base (or other UN main or permanent base) • Collect oily rags, contaminated absorbent material and drained oil filters. • Safely store collected oily rags and contaminated absorbent material and return them to the home base with extreme caution – these may represent a fire hazard – if available, a portable barrel incinerator (air-induced only) may be used to safely dispose of oily rags and absorbent material. • Excavate and properly stored in waterproof bags contaminated soil and take them bags to home base
Car washing bay	• Hand-wash vehicles instead of using running water

Figure 3. Portable spill retention equipment