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Manual

MOVEMENT CONTROL MANUAL

Approved by: Hervé Ladsous, USG DPKO and Ameerah Haq, USG DFS
Effective date: 1 December 2014
Contact: James S. Smith, Chief Movement Control,
DFS/LSD/TS(Strat)/MCS
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DPKO/DFS MOVEMENT CONTROL MANUAL

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ANNEX A: MOVEMENT CONTROL MANUAL – ISSUE 1 – DECEMBER 2013

A. PURPOSE

1. The principal aim of this Manual is to provide both UNHQ and Mission staff the guidance and framework within which Movement Control Activities should be undertaken throughout the UN.

B. SCOPE

2. This Manual is intended primarily for use by the Movement Control Services at UNHQ and in Missions, but will provide parallel departments and sections with a clear understanding of the roles and responsibilities of the Movement Control service wherever it is applied. The Manual covers both strategic and tactical Movement Control Activities, defines responsibilities and directs staff to complimentary Policy, Manuals and Guidance where they relate to, but are not within, the Movement Control area of responsibility.

C. RATIONALE

3. The Movement Control Service throughout the United Nations is required to provide a flexible and adaptive service to headquarters and missions. To achieve this, many of the procedures and processes must follow internationally enforced regulations. Other processes need to be adapted to local circumstances. This Manual directs staff to those areas where strict compliance of rules and regulations must be followed, and gives a broader policy guidance in areas where local circumstances may permit variations to practice. As such, it aims to provide a standardized approach to provision of the Movement Control activities in a way that permits all missions and headquarters to develop a common understanding of Movement Control. It will also allow greater mobility of Movement Control staff between missions due to the use of

common practice throughout the UN. This will enhance the professional development of staff and ensure that difference in processes between missions is minimized.

D. MONITORING AND COMPLIANCE

4. This Manual is to be reviewed every two years and updated with all authorized Policy and Guidance issued related to Movement Control activities

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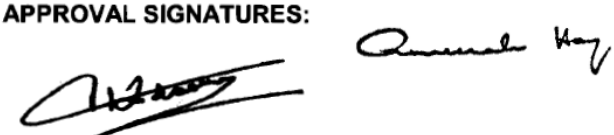
E. CONTACT

5. The principal point of contact for this Manual is Chief Movement Control Section, DFS/LSD/TS (Strat) at UNHQ, Mr James S Smith.

APPROVAL SIGNATURES:



H. LADSOUS
USG DPKO

A. HAQ
USG DFS

DATE OF APPROVAL:

UNITED NATIONS NATIONS UNIES

DEPARTMENT OF PEACEKEEPING OPERATIONS
DEPARTMENT OF FIELD SUPPORT
(DPKO/DFS)

MOVEMENT CONTROL MANUAL

November 2014 – Issue 1.

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Many of the current forms in use within MovCon are available online at the UN ForceLink site (http://cc.unlb.org)

GLOSSARY OF TERMS

AMR	Air Mission Request
AOR	Area of Operations
APOD	Air Port of Disembarkation
APOE	Air Port of Embarkation
ATO	Air Task Order
ATS	Air Transport Section, LSD/DFS
APC	Armoured Personnel Carrier
CASEVAC	Causality Evacuation
CFO	Chief Financial Officer
CMO	Chief Medical Officer
COB	Close of Business
CISS	Chief Integrated Support Services
C/MOV	Chief Movement Control Officer
CMR	Cargo Movement Request
CMS	Chief Mission Support
COE	Contingent Owned Equipment
CSO	Chief Security Officer
DC/MOV	Deputy Chief Movement Control Officer
DG	Dangerous Goods
DMS	Director of Mission Support
EC	Escort Commander
FC	Force Commander
FGS	Force Generation Service
GSC	Global Support Centre
HCC	Headquarters' Committee on Contacts
HOM	Head of Mission
HLS	Helicopter landing Site
IATA	International Air transport Authority
ICAO	International Civil Aviation Organisation
IMDG	International Maritime Dangerous Goods Regulations
ITB	Invitation to Bid
ITV	In-Transit Visibility
JMCC	Joint Movement Coordination Centre
LOA	Letter of Assist
MASO	Mission Air Safety Officer
MCR	Movement Completion Report
MCS	Movement Control Section
MEDEVAC	Medical Evacuation
MHE	Material Handling Equipment
MMCS	Mission Movement Control Section
MOD	Ministry of Defence
MOP	Movement of Personnel Form
MOVDET	Movement Control Detachment

MSR	Main Supply Route
NGO	Non Governmental Organisation
NTE	Not to Exceed
NY	New York
OIOS	Office of Internal Oversight Services
ORM	Operational Risk Management
PAX	Passengers
PBO	Passenger booking Office
PC	Police Commissioner
PCC	Police Contributing Country
PIC	Pilot in Command
PD	Procurement Division
PDV	Pre deployment Visit
PKF	Peace Keeping Force
PM	Permanent Mission
PO	Purchase Order
QA	Quality Assurance
RAO	Regional Administration Officer
RFP	Request for Proposal
RSC	Regional Support Centre
SOFA	Status of Forces Agreement
SOMA	Status of Mission Agreement
SPOD	Sea Port of Disembarkation
SPOE	Sea Port of Embarkation
TDY	Temporary Duty
TCC	Troop Contributing Country
TCV	Troop Carrying Vehicle
TMICC	Transport & Movements Integrated Control Centre
TOR	Terms of Reference
UNGSC	United Nations Global Support Centre (Brindisi, Italy)
UNLB	United Nations Logistic Base
ULD	Unit Load Device
SG	Specific Gravity
SOW	Scope of Work
SRSG	Special Representative of the Secretary General
UNHQ	United Nations Headquarters
UNOE	United Nations Owned Equipment

PREFACE

The DPKO/DFS Movement Control Manual describes the processes, functions and procedures involved in the execution of United Nations Multi-modal Movement Control Operations. The aim of this manual is to provide an understanding of the UN Movement Control (MovCon) system and how it functions from the highest levels in the organisation (strategic level) through a number of parallel and supporting locations/functions to the various missions and units (tactical level). This manual is designed to be of use to staff in all functions and at all levels of the United Nations, as well as to provide an insight to readers outside the Organisation of the manner in which the UN provides the MovCon service.

The manual will detail the hierarchy of authorities, outline MovCon responsibilities & procedures and detail the broad processes for planning, controlling and managing the use of available modes of transport to move United Nations Owned Equipment (UNOE), Contingent Owned Equipment (COE) and formed bodies of troops/police to/from, between and within missions.

Movements Control is an integral part of all peacekeeping missions and plays a critical role in providing efficient multi-modal transportation operations to meet the mission mandate. Timely and effective management is essential in providing these services. UNHQ Movements Control Section (MCS UNHQ) is the highest authority for all policy and procedures for MovCon activities throughout the UN. MCS UNHQ works within the United Nations Peacekeeping Group, as part of the Department of Field Support (DFS). DFS work alongside the Department of Peacekeeping Operations (DPKO) to provide extensive support to the UN Missions worldwide. This role is expanded in Chapter 2.

The wide variety of political situations, locations, geography and security environments require flexibility on the part of the Organisation to deliver effective support when & where required. Nonetheless, standardisation of processes wherever possible will provide a baseline structure within which the MovCon services can be provided. The DPKO/DFS Movement Control Manual will focus on what procedures, processes and resources are required and how they are controlled and managed. It is intended to streamline operations and standardize methods and systems.

CHAPTER 1 - MOVEMENT CONTROL OVERVIEW

DEFINITION OF MOVEMENT CONTROL

1. Movement Control may be defined as the processes of planning, coordinating, organizing, executing and controlling the transportation of personnel and cargo from a point of origin to a destination as well as selection of the mode to be used, including the allocation and/or commitment of transportation assets, over lines of communication, within a given timeframe, whilst maintaining visibility in-transit and utilizing the most cost effective means of meeting the operational requirement.

PRINCIPLES OF MOVEMENT CONTROL

1.1 There are five basic principles of Movement Control used in UN operations:

a. Centralized Control. There is a need for a focal point for transportation planning and resource allocation at each level of command involved in a movement operation. The focal point is an individual or unit that is aware of the current and future requirements as well as the capabilities available to meet the requirements. Centralization of movement control in a mission is the responsibility of the Chief of Mission Movement Control (CMMCS); centralized responsibility of movement control in a global or regional movements centre is the responsibility of the Chief of Transportation/Movements for that particular centre or region. Overall control and oversight is the responsibility of the Chief Movement Control Section, UN HQ (CMCS UNHQ).

b. Decentralized Execution. Decentralised execution of mode and terminal operations is equally important. Decentralized execution of transportation missions means terminal and mode operators remain free to assign and control the specific transportation assets that meet the requirement. This practice enhances the flexibility to prioritize support and provides for integrated logistical support. The responsibility for Decentralized Execution in a mission is normally delegated to Sector Movement Control Detachments, by the CMMCS.

c. Regulated Movements. Regulation of transportation assets is essential to prevent terminal congestion and movement conflicts. Proper management of transportation assets and the transportation network is critical. Movements are to be regulated according to priorities.

d. Fluid and Flexible Movements. Transportation systems must provide the uninterrupted movement of personnel, supplies, and services. The system must be capable of maintaining flexibility as and when required.

e. Maximum Use of Carrying Capacity. Load planning of transport assets, e.g. trucks, aircraft, vessels, etc. is vital to obtain maximum carrying capacity and utilization of

the resources. This includes the disciplined use of returning transportation assets (backloads) whenever possible. This also avoids demurrage, storage, and other penalty charges being levied against the mission. Movement Control aims to achieve optimum, cost- effective use of transport systems in the most efficient manner meeting the operational requirement, utilizing available multi-modal transportation means, such as Road, Rail, Sea, and Air.

FUNCTIONS OF MOVEMENT CONTROL

1.2 Movement Control functions and operations must support mission priorities by establishing an effective system that can utilize all available transportation assets for deployment, redeployment, rotation and repatriation of contingents as well as logistical mission movement control support.

1.3 Movement requirements are subject to frequent change therefore Movement Control Sections must remain flexible to provide successful transportation support. There are six common functions of Movement Control:

a. Planning. Planning involves managing the known, anticipating the unknown and demands flexibility to accommodate change and allow for provision of a viable back-up plan. The transportation planning function is vital to the success of mission operations.

b. Apportionment. Apportionment decisions consider the type of movement, available resources, threat, operational requirements, road conditions and geographical location. Apportionment is a means of providing dedicated transportation assets required to perform a specific task, required by a specific peacekeeping mission in order to fulfil the mission mandate. This may deplete availability of assets for day to day operations and must be managed effectively.

c. Allocation. The allocation function assigns transportation capability against planned transportation tasks. This must be constantly reviewed to maximize the support provided. During this process, the requirements are matched with the most appropriate mode of transport based on priorities, the principles of movement control and, where applicable, published mode selection guidelines. Planned movement requires automated information system support coupled with assured communications to execute the allocation function in a timely manner.

d. Routing. The routing function is the process of coordinating and directing movements along a Main Supply Routes (MSR) or alternate supply route, and regulating movement on Lines of Communication to prevent conflict and congestion.

e. Co-ordination. Coordination is where movement control sections liaise with units and shippers to provide transportation support. Movement control sections then task

mode and terminal operators to provide support. Coordination may extend to contingents, host nations, and UN agencies and other missions.

f. In-Transit Visibility. In-transit Visibility (ITV) is the capability to track from origin to destination, equipment, personnel, and supplies, as they move through the transportation system. Gathering information from different sources (including automated information systems) meets the need to keep track of equipment, personnel, and supplies, as they move through the lines of communication. ITV enables movement control units to answer the administration's information needs and to accomplish the planning and allocation functions.

STRATEGIC VS TACTICAL MOVEMENTS

1.4 Strategic Movement. Strategic Movement is the worldwide movement of personnel and/or their equipment between their home country's national mounting base and/or their sea and airports of embarkation, to or from the UN mission area of operations (AO). Strategic Movement is undertaken by MCS UNHQ.

1.5 Tactical (Mission Level) Movement Tactical (Mission Level) Movement is the movement of personnel and/or their equipment from major mission points of entry (i.e. air and sea ports) to destinations within a UN mission area of operations (AO). Mission level movement control sections are responsible for organizing and executing intra-mission movements. Occasionally, Mission-level Movement Control will arrange the inter-mission movement of personnel and equipment, in co-ordination with MCS UNHQ.

CHAPTER 2 – ORGANISATION, STRUCTURE & RESPONSIBILITIES

INTRODUCTION

2. This chapter outlines the where Movements Control function sits in the wider UN community. It describes the structure, organization, roles and responsibilities of the UN Headquarters Movement Control Section (MCS UNHQ), Global Service Centre (GSC) (Brindisi), Regional Transportation and Movements Centres (RTMC) and Mission Movement Control Sections (MMCS). The Secretariat of the United Nations, based principally in New York, has a number of departments that function in support of all UN activities. Within the Secretariat, the United Nations Peacekeeping Group is shown at Figure 1:

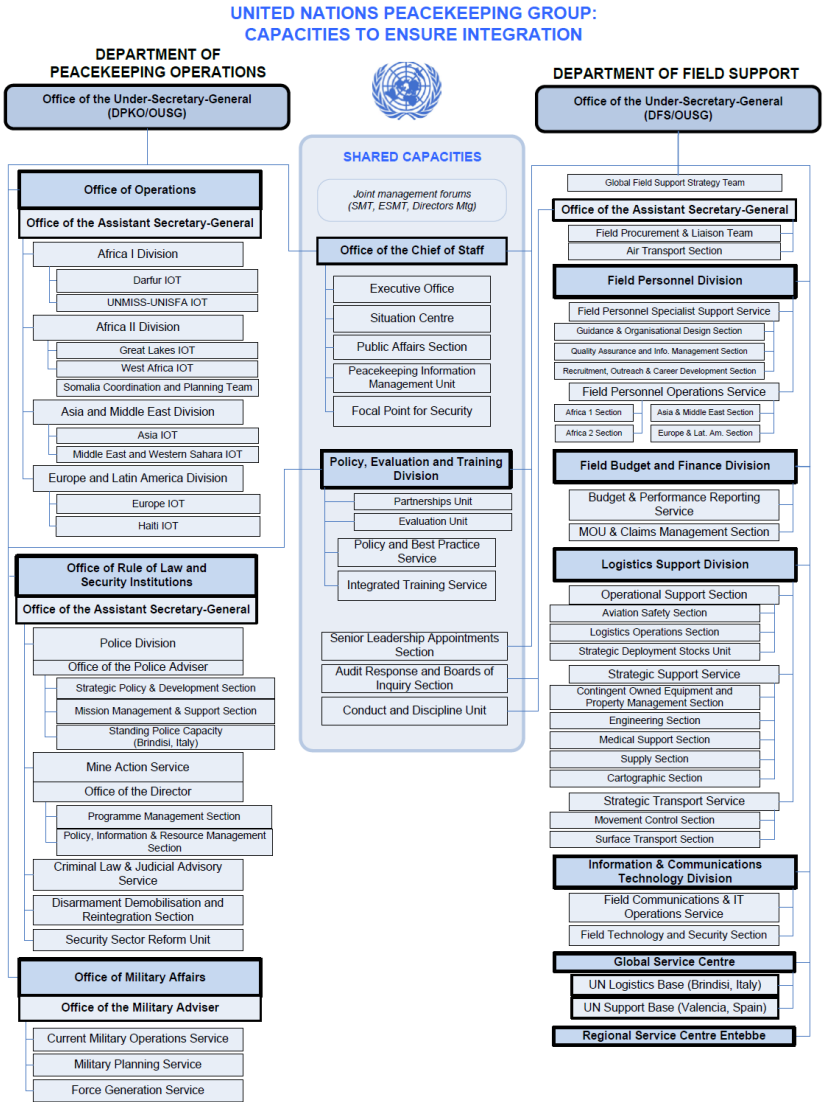


Figure 1 - UN Peacekeeping Group

ORGANISATION & ROLES

2.1 Within the Group, MCS UNHQ is in the Department of Field Support (DFS). Working closely with the Department of Peacekeeping Operations (DPKO), DFS provides support in the areas of Budget & Finance, Logistics, Information, Communication & Technology (ICT), Human Resources and General Administration to help field missions promote peace and security. To ensure that DFS and DPKO maintain strong lines of communication in ensuring the support to missions is coherent with the operational and mission mandates, Integrated Operational Teams (IOTs) have been established, built from personnel from both Divisions, which cover regional/geographic areas of responsibility.

2.2 Established within Logistics Support Division (LSD), the centralized control of Movement across all missions is executed by the MCS UNHQ. MCS UNHQ is the nucleus of the movement control system, directing, coordinating and controlling strategic movement activities on a global basis and formulating movement policy and providing guidance as required.

STRUCTURES & RESPONSIBILITIES

2.3 In order for Movement Control Operations to remain efficient and effective, and maintain streamlined sequences and methods of movement, responsibilities have been divided among MCS at headquarters, the GSC (Brindisi) regional movement centres, and MMCS in peacekeeping missions. In general terms, MCS is responsible for formulating the policy and guidelines, maintaining oversight over global and regional and mission movement control operations and arranging and executing strategic (global) movement. The GSC (Brindisi) arranges the movement of UN owned equipment/supplies from the UN logistics base in Brindisi, Italy to the various peace-keeping missions globally in coordination with the MCS, an RTMC (where established) and individual field missions. RTMC coordinate and execute movements within a specific region, while MMCS is responsible for tactical (inter mission) movement, to/from and within the mission area.

2.4 Missions require a structure that, while standardized to a certain extent, must have the flexibility to adapt to the mandate of the mission. Regional transportation/movements centres are set up on a functional basis while MCS UNHQ has a structure based on Mission Managers supporting of one or more peacekeeping missions. The combined functions of the MCS UNHQ, GSC, and RTMC and MMCS are:

a. Provide the structure of the United Nations Movement Control organization and the staffing requirements;

b. Establish roles and objectives and the procedures, regulations and guidelines which need to be followed in achieving these objectives;

c. Determine the work processes and methodology needed to achieve the objectives and accomplish the role of Movement Control.

UN HEADQUARTERS MOVEMENTS CONTROL SECTION (MCS UNHQ)

2.5 The role of MCS UNHQ is to provide effective, efficient and professional strategic transport to United Nations Peacekeeping Operations by: Forecasting, developing and planning future strategic movement requirements; Executing strategic movement operations in a professional, timely, effective and efficient manner; Providing the doctrine, oversight and guidance for Movement Control Operations in the field ; and Assisting with the recruitment, selection and development of Movement Control Specialists. More specifically, MCS UNHQ is responsible for:

a. Direct liaison with the Troop Contributing Countries/ Police Contributing Countries (TCCs/PCCs) on matters of deployment, rotation and repatriation of personnel and equipment through the Permanent Mission and their representatives in New York;

b. Co-ordination with parallel UN organisations and functions, such as the Office of Military Affairs, DPKO, the Integrated Operational Teams (IOTs) and other Departments and Sections within the Secretariat, including the UNHQ Air Transport and Aviation Safety Sections with whom the MCS works very closely with on air transport operations

c. Direction, co-ordination and communication with the MMCS organisations to ensure that all strategic movements are completed in accordance with the contractual obligations of both the UN and the Vendors, where appropriate, TMICC and associated Air Transport providers, current regulations, guidelines and agreements in place.

d. Plan, manage & direct the deployment, rotation and repatriation of Military Contingent and Formed Civilian Police Units (FPU) Personnel;

e. Deployment, repatriation and rotation (where rotation is authorized) of COE;

f. Where applicable, deployment, redeployment and repatriation of UNOE in coordination with the GSC Brindisi;

g. Assisting/advising TCCs/PCCs in the preparation, planning and execution of strategic movement;

h. Freight Forwarding (other than new purchases where transportation is arranged by the entity arranging the purchase);

i. Providing doctrine, guidance and oversight for movement of TCC/PCC cargo to, from and within DPKO/DPA field missions including the safe movement of Dangerous Goods;

j. Supporting & advising the HQ Field Personnel Division Staff, Regional Transportation/Movements Centre Staff and Mission Staff in the recruitment and selection of Movement Control Specialists.

2.6 To deliver the service required for all strategic movement of military and police personnel and equipment, the following organisation has been established at UNHQ as the Movements Control Section:

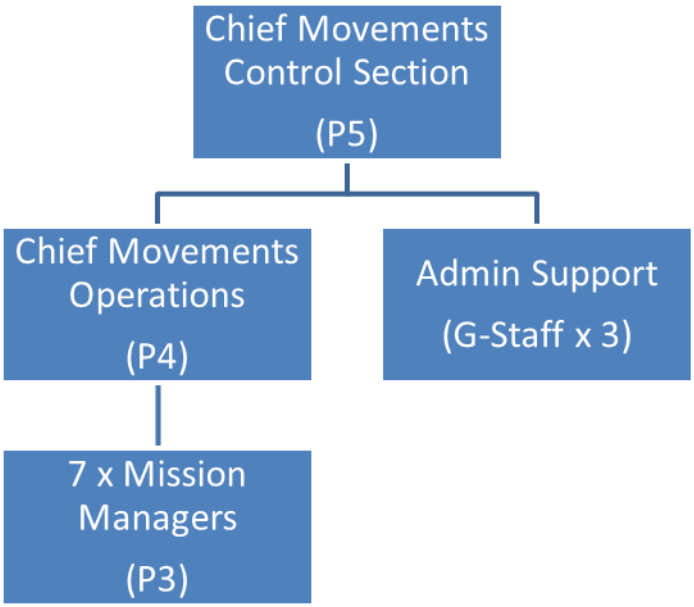


Figure 2 - MCS UNHQ Organisation

GLOBAL SERVICE CENTRE (GSC) BRINDISI

2.7 As part of the DFS Global Field Support Strategy (GFSS), the logistics base in Brindisi, Italy, is now listed as the Global Service Centre (GSC). The establishment of a GSC, focused on operations, is intended to result in the delivery of timely and high quality integrated services to field missions. The primary focus is to combine material resources and establish capabilities to deliver pre-defined modules for goods and services. The GSC has the principal role in the movement of Strategic Deployment Stocks (SDS) and other UN owned equipment/supplies. The movement of SDS and other UN owned equipment/supplies by the GSC must be coordinated with the MCS UNHQ and Field Missions in order to achieve economies of scale and make the best economical use of transportation resources.

REGIONAL TRANSPORTATION AND MOVEMENTS CENTRES (RTMC)

2.8 With two or more field missions in a particular region, the UN may establish a regional transportation and movements centre (RTMC). The main role of such a regional centre is to provide integrated transportation and movement services and develop infrastructure to optimize transportation resources and services for those supported missions with the region. In order to realise this goal, an RTMC will seek to pool transportation assets. Pooling transportation assets (such as aircraft and vehicles) under a regional authority can lead to a more effective and efficient utilisation of these assets and realise significant cost savings. The RTMC aims to combine movements across the supported missions, rather than have individual missions run movements in isolation, often resulting in less than full capacity being used on many occasions. The RTMC assesses the surface and air assets currently being used, considers other less expensive modes of transport, and liaises with the Strategic Transport Service (TS(Strat))/LSD/DFS at UN HQ in order to incorporate the requirements of strategic movement operations.

2.9 The Transportation and Movements Integrated Control Centre (TMICC) in Entebbe, Uganda is an example of an RTMC. The TMICC is under the control of the Regional Service Centre, Entebbe but is functionally subordinate to the Chief TS(Strat)/LSD/DFS UN HQ. For regional or inter-mission requirements, the Joint Movement Co-ordination Centre (JMCC), within the MMCS of the supported missions, is the principal interface with the TMICC for internal movements support requirements.

MISSION MOVEMENT CONTROL SECTION

2.10 MMCS administers, controls, and supervises all Movements Control activity in a mission. MMCS will be tailored as required to effectively operate in the mission area, based on contingent and UN staff number, availability of air terminals, rail terminals, sea ports; and main supply routes and the security situation. MMCS delegates some responsibilities to sub-units and deploys detachments to regional/sector locations, air terminal, rail terminals, sea ports other locations as required in order to decentralize execution of its transportation management and movement control functions where appropriate. MMCS determines which specific functions the units will perform and provides administrative, training, budget and procurement support for the section as a whole. The outline responsibilities of MMCS are:

a. Maintain a structure capable of efficient management of multi-modal transportation means with a view to cost effective, efficient, utilization of transportation assets;

b. Management and administration of personnel;

c. Training of staff and quality assurance;

d. The development of systems and infrastructure to facilitate the movement of personnel, UNOE and COE;

e. Management of budgets, contracts and processing of invoices;

f. The acquisition and maintenance of movement equipment and services at competitive costs;

g. The provision of specialist movement advice as required.

h. Maintenance of SOPs.

i. Staffing Establishment.

MISSION MOVEMENTS CONTROL STRUCTURES

2.11 Depending on the size of the mission, the Movements control structures will be tailored accordingly, examples of a typical structure is as follows:

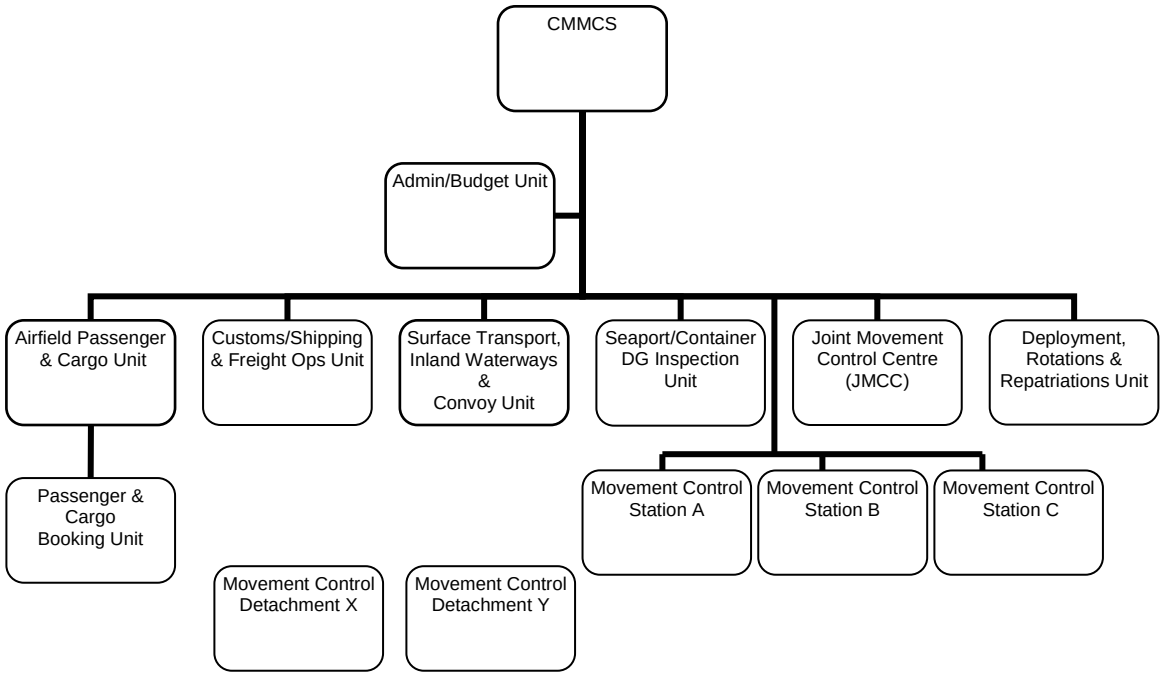


Figure 3 - Generic Mission Movements Control Section Structure

JOINT MOVEMENT CO-ORDINATION CENTRES (JMCC)

2.12 All DPKO/DPA field missions should have an established Joint Movement Coordination Centre (JMCC) within MMCS that is responsible for the overall detailed planning and coordination of all movements including deployment, rotation, re-deployment and repatriation of formed-military and police contingents within a mission's area of operations. To ensure the most efficient and cost-effective service is provided to the mission, the Chief JMCC reports directly to the CMMCS and oversees the execution of a mission's transportation priorities. He/she is also responsible for planning movement operations and for monitoring the overall performance of the mission's transportation system. Larger, complex movements require a formal written Movement Order to ensure that the various components are properly co-ordinated with other supporting offices. The JMCC oversees the execution of a mission's transportation priorities and determines the appropriate mode of transport. Once the mode of transport is selected, a task is given to a service provider to carry out the assigned movement. As the movement may involve commercial assets, UN mission assets, other UN agency assets or Troop/Police Contributor assets, it is the responsibility of the JMCC to determine both the mode of transport and, where appropriate, allocate the asset that will be used. The JMCC is responsible for the management, coordination, planning and implementation of transportation support to the mission.

JMCC RESPONSIBILITIES

2.13 The JMCC is responsible for the overall detailed planning and coordination of non-routine moves including deployments, rotations and repatriations of contingents, cargo and passenger movements. Major non-routine movements are those where the complexity of the planning and execution requires considerable coordination of different resources and entities and will require issue of a Movement Order to provide an executive authorization for the movement. It is essential that all major movement requirements are organised through the JMCC to allow integrated planning and execution and optimum use of assets. When a request for transportation support is made by a RTMC, the Mission JMCC is the only accepted interface.

2.14 The JMCC coordinates the use of multi-modal assets for the purpose of contingent movement within and from/to the mission area. Its responsibilities include the in-mission control of the deployment, rotation and repatriation of military and police contingents, the movement of contingent-owned (COE) and UN-owned equipment (UNOE) in accordance with the Movement Order where applicable and in co-ordination with MCS UNHQ where appropriate.

2.15 Wherever a JMCC is present in a mission, its in-mission responsibilities, on behalf of CMMCS include, but are not limited to, the following:

a. Deployments, Rotations and Repatriation of Contingents. Deployments, Rotations and Repatriation planning for United Nations Military/Police Contingents in Peacekeeping Missions involve a number of agencies. The centralized agency for Planning of these movements is MCS UNHQ. At the discretion of the TS(Strat), UN HQ, the execution of some strategic movement may be decentralized to a GSC or RTMC. There is a common

link and exchange of information relating to rotations between MCS UNHQ, the National Permanent Mission (PM) of the Troop/Police Contributing Countries (TCC/PCC), a RTMC (if applicable) and the MMCS. It is the National Permanent Missions' responsibility to inform MCS UNHQ of the National Government's agreement for planned rotation/repatriation of their personnel in a timely manner. Contingent deployments, rotations and repatriations may be required to utilize commercial, military or UN aircraft and/or road, sea or other transport means. Within a mission, the JMCC is the prime point of contact, on behalf of CMMCS, for this activity.

b. Multi-modal Movement Planning. Movement and transportation planning to support mission operations should be carried out and coordinated by incorporating all available modes of transport. Separate planning for maritime, land and air components should be avoided unless only one mode is available. Optimum use should be made of contingent, UN and commercial transport resources, facilities, and infrastructure.

c. Rotation Cell. The Passenger Booking Office falls under the management of the JMCC because the appropriate mode of transportation must be allocated based on the numbers of personnel to be moved, with due consideration to the urgency/priority of movement.

d. Cargo Services. Cargo to be moved within a mission's area of responsibility (AOR) is to be initiated by submission of a Cargo Movement Request (CMR). As part of the JMCC, the Cargo Management Unit will determine the mode of transport, prioritize and formalize the booking. Special handling may be required depending on the type of cargo, e.g. Dangerous Goods, Human Remains, etc.

e. Air and Surface Movement. MMCS has responsibility for handling outgoing, transit and incoming cargo and passengers. A secure Cargo Terminal should be made available for storage, processing and recording all cargo movements and proper passenger handling facilities are to be established at each arrival/departure point.

f. Transportation policy and procedure for providing the mission with sufficient multi-modal transportation resources.

g. Requirements, capabilities, shortfalls, alternatives, and enhancements to the mission transportation system, and procedures for developing options and recommendations to improve services.

h. Development of standards and procedures for the methods necessary to perform movement control, including forecasts of long-term movement requirements and an ITV system to capture and disseminate operational movement data.

i. Procedures for movement plans to facilitate movement of contingents, logistical and administrative movements.

j. Coordination of policies and procedures with other mission entities, to formulate evacuation requirements.

k. Standard Operating Procedures (SOPs) and Regulations.

2.16 JMCC Staffing. Without adequate manning, the JMCC will not be able to undertake all its required functions. CMMCS should endeavour to ensure that the JMCC is fully staffed and is representative of all mission components (military, police and civilian).

2.17 The organization charts below depict the JMCC. Working within the overall CISS organisation, it has close ties with the JLOC to ensure that movement priorities are matched with appropriate resources.

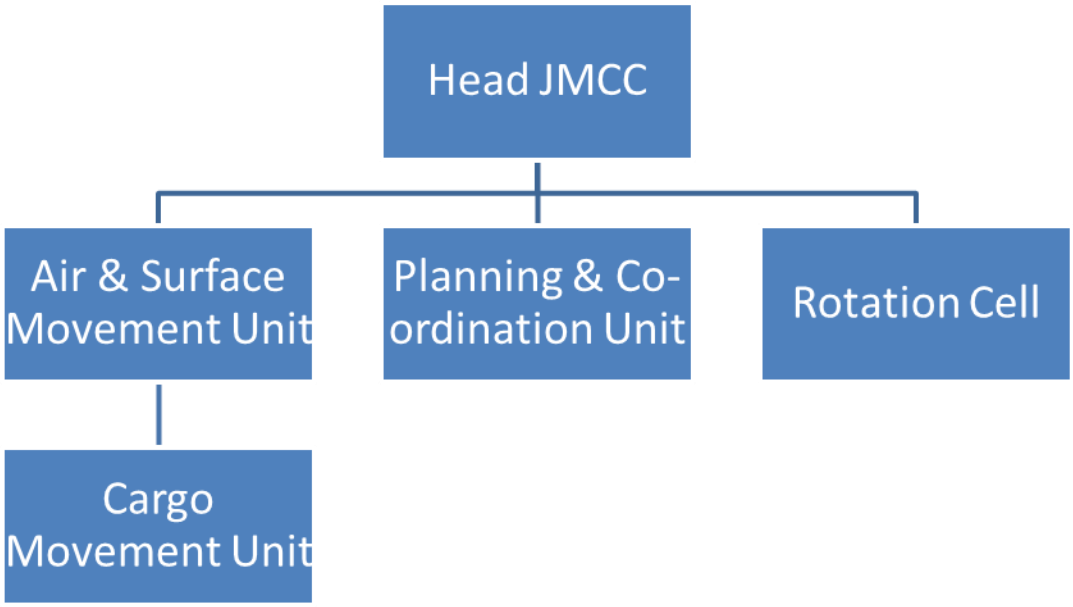


Figure 4 - Organisation Chart JMCC

MOVEMENT CONTROL STATIONS & UNITS

2.18 Movement Control Stations can be located throughout a mission area. Some may be fixed in nature, while others may be activated to manage specific requirements as required. The stations are responsible for routine operations within the mission area and function in geographically defined areas. CMMCS delegates decentralized execution authority to the stations for routine movement operations. The location, size and capabilities of the stations is based on anticipated workload. Distinct Movements Control Units (MCUs) can be established where regular movements take place on a full-time basis.

2.19 The role of the MCU is the transportation of personnel, equipment and the coordination of routine operations. MCUs contribute to development of procedures, documents, and practices to facilitate local movement. Their major function is to expedite and

coordinate all multi-modal movement operations and monitor traffic moving through their Area of Responsibility (AOR).

2.20 Regional/Sector MCUs normally conform to the boundaries of Administrative or Operational areas where there is a high concentration of Contingents and support personnel. While the reporting lines may vary from mission to mission, MCUs usually report to the Regional/Sector Administrative Officer (RAO) for administrative purposes however, CMMCS retains functional control for operational and technical requirements.

2.21 The MCUs main duties and functions depend on local circumstances, however usually include:

a. Processing movement requests and arranging transport for moving personnel, equipment, and supplies;

b. Facilitates, where applicable, customs clearance requests and import and export of UNOE and COE.

c. Maintaining communication with the transport service providers, shippers, receivers, and MMCS through JMCC, where applicable;

d. Keeping a status of and advising CMMCS on the location of units, installations, transportation requirements; availability of modes of transport; shipper and receiver capabilities; trends of asset use capacity and the general transportation movements' situation in their AOR;

e. Assisting other units during times of increased operations;

f. Assisting in carrying out the movement program and directives from higher headquarters;

g. Enforcing movement priorities, according to regulations and published priorities;

h. Investigating delays in moving personnel or materiel;

i. Providing transportation reference data and intelligence;

j. Providing technical advice in movement planning;

k. Coordinating movement from origin to final destination.

MOVEMENT CONTROL DETACHMENTS (MovDets)

2.22 Movement Control Detachments (MovDets) may be required to deploy to specific terminal locations within mission, at seaport/airports servicing the mission or to TCCs/PCCs, to carry out specific operational requirements. Deployment of MovDets will seldom follow a

standard pattern. Directions and communication will be provided through the JMCC from MMCS. MovDets must have sufficient mobile capability to enable them to maintain control and command over the operational requirement. The number of MovDets deployed depends on the operational requirements of the mission. The deployment of MovDets will significantly increase the overall efficiency of Movement Control Operations and subsequently contribute to providing the mission with effective movement support. They may be required to perform some or all of the following functions:

a. Deployment to specific terminals such as:

(1) Airfields/heliports;

(2) Ports and beaches, including arrival/departure ports;

(3) Concentration and assembly areas;

(4) Depots;

(5) Railway/regulating stations, marshalling yards, and railheads;

(6) Road regulating points;

(7) Inland waterway heads;

b. Control specific multi-modal movement transportation (e.g. rail, road, inland waterway network).

c. Provide operational support to TCC's/PCC's during rotations, deployments or repatriations.

CHAPTER 3 - INTRODUCTION TO MOVEMENT PLANNING

INTRODUCTION.

3. Planning and coordinating movement control operations for peacekeeping missions requires the simultaneous, integration and development of many elements. By practicing well established planning processes, realistic movements planning will contribute effectively towards accomplishing the mission priorities. Movement Control in peacekeeping missions normally operates in a unique and constantly changing environment. Because of this unusual situation there are many mission specific considerations to be observed when planning to fulfil the movement requirements of the mandate. These may include security situation, terrain, available facilities, road conditions, weather, available transportation assets, staffing levels, etc. However, when assessing specific movement requirements, the planning techniques used in determining the best, safest and most economical method of execution should remain consistent, regardless of the possible differing implications for each task. The simplest method of planning for completion of required tasks should be adopted. Movement planning is normally conducted in two distinct forms although they are both similar in process. The first is planning for routine operations to facilitate the day-to-day movement of personnel, cargo and known rotation schedules. The second is planning for non-routine movements such as emergency situations requiring movement control support, evacuations, deployments, redeployments, repatriation, liquidation of the mission and any other non-routine movements. This Chapter deals with the principles and procedures that should be adopted by Movement Control staff when performing the movement planning function. The principles outlined in this chapter remain the same regardless of the scale of the planned operation.

PLANNING CRITERIA

3.1 General. When planning multi-modal movements, it is necessary to have the ability to look at a movement requirement, assess the load, consolidate multiple loads, consider each available modal operating cost, develop strategies and select the most economical option available to meet the given priority. This is particularly important for routine movement planning where decisions need to be made within the limitation of resources available to meet given timeframes. Routine movement planning is usually less demanding than non-routine movement planning in that there is usually sufficient time available to gather/update and collate information. Planning for movement is normally for day-to-day requirements; detailed movement plans are not required. However, it is still necessary to implement all planning processes to ensure the movement is carried out in the proper manner. The six factors to be considered are:

a. What is to be moved?

b. Where is it now?

c. Where is it to go to?

d. When must it arrive?

e. What is available to move it?

f. What restrictions are there?

3.2 A movement decision is based on the option which provides the most efficient and effective use of movement resources. Having decided on the mode of transport and task to be carried out, available transport assets, UN chartered, locally contracted or contingent provided, are tasked by issuing a movement task order to complete the move.

3.3 Non-Routine Movement. Non-Routine movement is generally related to non-recurring, dissimilar requirements such as emergency situations, deployment, redeployment, repatriation, liquidation of a mission and other non routine operations. The requirements for a non-routine movement may be initiated by various mission means, including, Operational Order (OP ORDER), Fragmentation Order (FRAGO) or mission plans, MovOrd (Movement Order), or CMR.

3.4 Contingency Plans. Contingency plans are developed where commitments can reasonably be perceived. Such plans are put in place to meet the requirements of the mandate and go through an ongoing process of improvement and amendment. The task of the Movement Control is to be reactive in the implementation of the plan if required by mission operations. Evacuation plans fall under this category; these will be discussed later in this manual.

3.5 Emergency Plans. Because of their very nature, the dominant factor in the development of an emergency plan will be time, closely followed by difficulty in obtaining key information. This will be inevitable during the initial planning phase, as planning for all facets of the operation, whether operational or logistic, will be taking place concurrently.

3.6 Regardless of whether movement planning involves an existing contingency plan, or development of an emergency or alternative plan, the process will involve an analysis of all available information in order to determine the most logical sequence in achieving the movement. Depending upon the complexity of the movement requirement, the time available and the situation, a reconnaissance of facilities may be necessary during the analysis phase. A full appreciation of available assets and facilities are required prior to the movement planning sequence.

INFORMATION REQUIRED FOR MOVEMENT PLANNING

3.7 General. A prerequisite to successful movement planning is timely, reliable and accurate information regardless of the type of movement (routine or non-routine). Movement staff should be in possession of, or be able to secure, basic information in respect to:

a. Operational Information. Operational requirements are determined by the processes and functions required to meet the mission mandate. Information is available from the Force Commanders (FC)/Police Commissioners (PC) concept of operations and from Special Representative of the Secretary General (SRSG) guidance. These provide pertinent information for decision-makers to plan future operations;

b. Commercial Information. Availability of commercial, UN provided and military multi-modal assets.

c. Load Information. Load Details are available from Contingent Load Lists, Dangerous Cargo Load Lists or Cargo Movement Request (CMR) as appropriate to the type of move being planned. The details of cargo including weight and dimensions, number of personnel to be moved and locations of each are to be provided for planning purposes.

d. Time Available. Adequate time must be given to compile the data necessary for movement planning. Modal operators and Contingents/elements being moved must have sufficient warning to prepare and have a clear understanding of their role. Liaison and meetings are necessary to coordinate the requirements and to facilitate planning. MMCS is to establish the necessary points-of-contact and liaison, including names, location and telephone numbers of involved personnel. Operations and logistic staff must be kept informed as to support requirements and Movement tasking orders issued when required.

e. Contingent Information Sheet. The importance of accurate and up-to-date information cannot be over emphasized. MMCS requires timely up-to-date information from the Contingent including quantity, weight, dimensions and value of each item to be moved. There will be operations where the planning lead time will be so short that obtaining the correct information may delay the release of the Movement Order. In such cases, so as not to delay the movement, decision must be made whether to distribute the Movement Order and amend as necessary or wait until all information is available. The most accurate information may be available from the COE unit. MMCS use Contingent Information Sheets as the prime source of information on Contingent Owned Equipment (COE) for planning purposes when moving the contingent as a whole. MMCS may consider it necessary to maintain the latest Information Sheets for each contingent, updated on a regular basis for planning purposes.

3.8 Security Situation. Analysis of a given security situation is part of the risk management process and all Movcon entities have responsibilities in this regard. To minimize the risks to personnel and cargo, movement should be kept to the minimum, especially in areas where hostility towards peacekeeping forces is likely. This can be achieved most effectively through maximizing the use of movement resources so that frequency of movement is minimized thus reducing the safety and security implications.

3.9 Monitoring of Movements. Monitoring of the movement plan, by implementation and execution of the Movement Order (MovOrd), is an essential part of movement operations. All phases of the movement should be monitored to determine the following:

a. Flow during sequence of operations;

b. Effective loading of transport assets, e.g. vehicles, aircraft, ships, trains, etc;

c. Adherence to timings as per the Movement Tables;

d. Issues with passenger or cargo handling;

e. Issues with contractors;

f. Comportment of contingents;

g. Safety and Security concerns;

h. Overall effectiveness and execution of the plan;

i. What improvements can be considered in future operations?

CHAPTER 4 – STRATEGIC PLANNING & CONTRACTING PROCESS

4. At UNHQ, regular and direct communications is required between the Permanent Missions and MCS UNHQ in order that the planning for, and movement of the TCC/PCC forces and COE can be effectively delivered. The Office of Military Affairs, Police Division, /Office of Operations and Force Generation Service within the Department of Peacekeeping Operations (DPKO) provide the framework for military and police operations within UN missions. To achieve the most effective support to missions, MCS UNHQ must be engaged by DPKO at the outset of planning for new missions, whenever force structure changes are being considered in missions and when mission drawdown is being planned. The timelines for all deployments, rotations and repatriations can only be determined through constant dialogue with MCS UNHQ. To achieve this, regular meetings between Force Generation Service, Police Division and MCS UNHQ should be planned. Similarly, to deliver the services in a timely fashion, UNHQ Procurement Division must be given adequate time to seek and evaluate commercial options and establish contracts once the MCS UNHQ technical evaluations have been completed.

4.1 For MCS UNHQ, the time required to obtain transportation resources can vary considerably between a few days to several months. The urgency of operational need can permit expedited procurement actions to be implemented, which can reduce timelines substantially. Also, for air movement, the use of mission assets, co-ordinated through the TMICC where appropriate, or provided by individual missions, can generate quick solutions. The limiting factor for air movement outside a mission area is often associated with the ability to obtain diplomatic clearances. TCCs/PCCs can support an urgent requirement by providing their own assets through the LOA process. Annex A outlines the procedures followed by MCS UNHQ in obtaining transportation services on behalf of the UN. The outline MCS UNHQ sequence of events can be outlined as follows:

a. For deployments and repatriations, DPKO OMA, Police Divisions and Integrated Operational Teams consult with LSD/DFS (including MCS UNHQ) on priorities and timelines. For rotation of forces, the tour length will have been established during MOU negotiations; MCS UNHQ normally initiates the first contact with the Permanent Mission.

b. MCS UNHQ sends an initial fax to the Troop Contributing Country / Police Contributing country (TCC/PCC) to establish the preferred method and timeline for movement. For deployments, repatriations & COE movements, UNHQ will direct the TCC/PCC to the UN ForceLink website and send additional details, including, but not limited to:

(8) Cargo Load List Templates.

(9) Dangerous Goods (DG) Load List Templates and Information.

(10) Request for confirmation of date for readiness to move (COE).

(11) Planned Deployment Concept (Advance Party, Main Body, etc.)

(12) General Movement Guidelines and Unit Responsibilities plus pertinent deployment information.

(13) Request for level of reimbursement (LOA).

c. The TCC/PCC will confirm the readiness dates for movement (COE) and/or the passenger movement dates. The TCC/PCC will also confirm whether the movement will be undertaken by commercial means (UN-arranged) or Letter of Assist (LOA).

d. If commercial means are to be used, a requisition for commercial services is raised; at the same time the funds are obligated. MCS passes a Statement of Requirement (Requisition) to UNHQ Procurement Division (PD) who issues a Request for Proposal (RFP) or Invitation to Bid (ITB) to the commercial market for the movement.

e. If the movement is to be under LOA terms, MCS UNHQ will raise a Market Survey, through the offices of PD. The Market Survey is required to establish the commercial cost of the movement, had the UN contracted commercially. The key provision in TCC Guidelines & the COE Manual is that the cost to the UN of the LOA cannot exceed the value of a UN-initiated commercial contract, conducted in the manner authorised in the subject documents. Sometimes, the timeline for the movement to be undertaken is insufficient to permit both Market Survey evaluation and then commercial evaluation to be completed sequentially. As the ITB/RFP process has more stringent contractual obligations on the part of bidders, a task can be contracted quickly, should the proposed reimbursement be rejected by the TCC/PCC, or the timeline not permit lengthy discussions over LOA costs.

f. Once the commercial proposals are received, a technical/operational evaluation is conducted by MCS. This is forwarded to PD who completes a commercial evaluation. For LOAs, MCS will complete an evaluation of the proposed commercial solutions.

g. If required, a recommendation for contract award is heard and approved by the Headquarters Committee on Contracts (HCC) before a contract is awarded.

h. Once authorised, for commercial contracts, PD awards the contract to the successful bidder. For LOAs, MCS UNHQ will raise the LOA paperwork once approved by the HCC or Director LSD, depending on financial value; it will be signed by Director LSD and sent to the TCC/PCC for signature.

i. Next a period of coordination between MCS, TCC/PCC and Contractor is required to arrange for loading of cargo (Pre-carriage may or may not be involved).

j. A Movement Control Specialist may be deployed to assist TCC/PCC in the preparation and loading of cargo and personnel. HQ contracted Movements Specialists or Movements Specialists from the region or mission may be utilized for this role.

k. Once all is in place, the movement will begin.

l. For COE, it may be necessary to arrange for reception of the cargo in the mission area (on-carriage may or may not be involved)

m. Regional or Mission Movement Control staff send Movement Completion Report (MCR) and the contractor is paid.

n. Process is repeated for all elements of the deploying force (i.e. Advance Party, Main Body, etc)

o. Contractor Performance Report is prepared.

TIMELINE FOR PROCUREMENT OF RESOURCES

4.2 The time between identification of the requirement and the start of transport operations can vary significantly. Nonetheless, assuming the processes are completed in a timely fashion and no external factors inhibit planning and execution, such as political intervention, delays to diplomatic clearances etc. most MCS UNHQ-organised movements follow a regular pattern. After raising the initial requisition, the ITB/RFP process takes between 2-3 weeks to complete. Following technical evaluation, the contract award process takes up to 1 week to be completed. For air movements, contractors are required to obtain overflight and landing clearances and position aircraft (air movements). This can take two to three weeks to complete. For sea movements, the positioning of containers and resources to collect and transport the COE to meet a ship, or train, the time required can be between 3 to 4 weeks. Therefore, in total, Air Movements can take 5 to 6 weeks to arrange, whereas Sea Movements can take 6 to 8 weeks to arrange. When requesting MCS UNHQ-arranged movements, these timelines should be borne in mind, but it should also be remembered that shorter, operationally urgent requirements can be achieved using expedited processes. It is occasionally possible to arrange transportation contracts in a few days, when required by the operational urgency and/or the political and security situation.

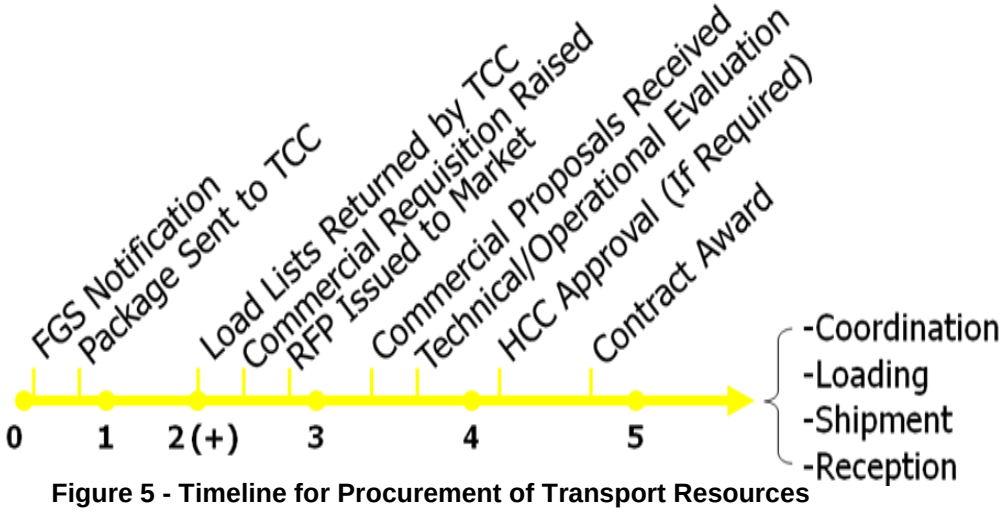


Figure 5 - Timeline for Procurement of Transport Resources

UN FORCELINK

4.3 To assist the UN in its work with the nations, an internet-based resource has been created. UN ForceLink is the online strategic movements and force generation knowledge centre. It was created to provide a single location to be used both as a management tool to assist in the movements' processes employed during the deployment of forces, but also as a depository for key documentation, such as TCC Guidelines, COE Manual and many templates of regularly used documents and forms. The web address is http:///cc.unlb.org. The site has two elements; a publicly accessible part, with the open-source references and templates; plus a secure part which is used by the TCC/PCCs in preparing for, then implementing deployments. The secure site requires registration which is managed and authorised by MCS UNHQ. The site is also used by the UN Force Generation Service in their dealings with the TCCs for the UNSAS process, whereby force pledges are managed online. The site has features which can, for registered members, send e-mail alerts to either all registered members (updated documentation) or selected registered members (single TCCs) when updated regulations, documents and or individual deployment plans are changed. All TCCs, PCCs, and MovCon services are encouraged to access and use its facilities, as the latest documentation will always be available, ensuring the most-up-to-date copies are used in planning and executing movements of forces.

TASKING AUTHORITY

4.4 Mission transport assets that can be contracted or tasked by Movement Control may come from the following resources:

a. United Nations Owned Transportation Assets. These can be assets owned or leased by the UN peace-keeping missions, UN service centres or other UN agencies;

b. Mission Contingent Owned Transportation Assets. These are national assets deployed by TCC/PCC contingents as part of their COE, or additionally deployed to support their national support arrangements, and which are occasionally made available for wider mission use.

c. Commercially Contracted Transportation Assets. These include short term chartered aircraft, railway wagons, trucks and inland waterway and sea going vessels.

CHAPTER 5 - PROCUREMENT OF MOVEMENTS & TRANSPORTATION SERVICES

5. Regulations covering all procurement activity are included in the UN Procurement Manual. All procurement activity must follow the regulations and guidelines set out within that document. Details listed in this manual are for introduction and guidance only.

PROCUREMENT ENTITIES

5.1 The Procurement Division (PD) UNHQ. UNHQ PD is responsible for the purchase, rental or sale of services, supplies, equipment or other requirements on behalf of the United Nations Secretariat. These activities include raising contracts, invitations to bid, tenders and the negotiation with potential suppliers or vendors on the basis of detailed specifications. This responsibility is delegated, with reduced financial levels, to mission Procurement Sections and/or Regional Procurement Offices (RPOs) to ensure the efficient, effective and economical administration of procurement activities, and related support services for peacekeeping and other field missions, through localized resources to support mission requirements.

5.2 Headquarters Committee on Contracts (HCC). The HCC provides oversight of the contracting process undertaken to procure services on behalf of the UN. It provides advice as to whether the proposed procurement action, including a contract which involves income to the Organization, is in accordance with the United Nations Financial Regulations and Rules, procedures, administrative standards and instructions. It ensures that the recommendation for contract award has been based on fairness, integrity and transparency. The HCC examines and provides advice on the financial implications of any such proposed procurement to ensure that it is in the best interests of the United Nations and is practical to administer.

5.3 Local Committee on Contracts (LCC). To avoid overloading the HCC with excessive numbers of contract assessments, and to facilitate more rapid procurement action, a LCC is authorised to act on behalf of the HCC at mission or regional level. The purpose of the LCC is to ensure that procurement rules and regulations have been followed and to provide advice on procurement actions. It is required to follow exactly the same guidelines as the UNHQ HCC, but within delegated powers of financial and procurement authority. The role of the LCC is to render advice on procurement of goods and services within delegated levels of financial authority. The HCC is responsible for procurement action when the value exceeds locally delegated authority.

5.4 Contract Manager. Once the contract has been issued, it must be administered throughout its life. The Contract Manager is normally the owner of the requirement (MCS UNHQ, or MMCS). The Contract Manager must monitor the contract and maintain records of expenditure against the contract to avoid compromising the not-to-exceed (NTE) amounts authorized under the contracts. If an NTE is likely to be passed, Contract Managers must allow sufficient time to submit the case to the HCC and obtain the necessary assessment and

approval of the revised cost. Strict monitoring of mission contracts is essential to avoiding the UN being potentially committed to expenditure without adequate contractual or financial cover in place.

5.5 The following are key terms, actions and principles relating to procurement activity:

a. Acquisition Plan. The MMCS is to prepare the Acquisition Plan for goods and services which are forecast to meet the expected output throughout the fiscal year of the budget. It is prepared in co-ordination with other agencies present in the mission which have a direct involvement in the acquisition of goods and services. Procurement planning is essential for the effective and timely solicitation of bids or proposals, award of contracts and delivery of the goods and services required. Requisitioners are responsible for developing their procurement plans in cooperation with the mission Procurement Section.

b. Requisitions. A requisition is a means of communicating requirements and committing funds. The requisition passes through different approval processes, including certification by cost centre manager and approval by Budget Office. MovCon is responsible for a large portion of the budget dedicated to deployment, rotation and repatriation of contingents (including COE and UNOE) and inland transport within a field mission's AOR. It can take several weeks between identification of the requirement and issue of the contract, with several weeks more before the goods or services are delivered. In-mission requisitions are raised in the Mercury System for services and goods that have been requested in the Acquisition Plan up to, but not exceeding the amount forecast and requested in the programme budget. Sufficient staff members should be trained and authorized to use the Mercury System on behalf of the CMMCS.

c. Scope of Work (SOW). This document communicates the detailed description of all elements of the services to be supplied, the goods to be delivered or the work to be performed, including a set of clear definitions and specifications to the Procurement Section. It also contains technical and financial criteria that must be used to evaluate offers submitted by vendors. Submission of a SOW is required for all services such as Freight Forwarding, Customs Clearance, International, intra-mission and Inland Transportation, Passenger/Cargo Handling, etc. SOWs must be submitted to Procurement Section in a timely fashion to allow time for the procurement process to take place and for contracts to be put in place. In some missions, depending on structure, the SOW may have to be submitted to Contract Management Section for review prior to submission to Procurement Section. Failure to meet the timelines can result in delays to services, or breaks in service, if the SOW relates to a renewal of an existing contract. A Source Selection Plan (SSP) may or may not be used in a bid solicitation. An SSP provides guidance on the selected solicitation process, establishes organizational responsibilities, defines technical evaluation criteria and procedures for evaluating bids. If an SSP is to be used, it must be finalized before the solicitation is issued.

d. Technical Evaluation. The technical evaluation is an essential component of the procurement process. Once bids/proposals have been received from vendors, the

technical assessment criteria specified in the Statement of Requirement are applied to evaluate the technical compliance of the offers. The Technical Evaluation must fairly and transparently score against the technical criteria stipulated in the Invitation to Bid (ITB) or Request for Proposal (RFP). For mission contracts, and larger MCS UNHQ-arranged contracts, the SOW must include the methodology that will be used to score the vendors' bids. The UN Procurement Division manual is the source of full information in this respect. In missions, CMMCS must nominate a team of no less than three personnel who have sufficient experience and skills to provide a professional evaluation of the Invitation to Bid (ITB) or Request for Proposal (RFP). Templates and examples can be found at the ForceLink website.

CONTRACTS, PURCHASE ORDERS & LETTERS OF ASSIST

5.6 The main processes used to obtain goods and/or services for the UN are outlined as follows; care must be taken when selecting the process to be used:

a. Contract. A Contract is used when the requirement is such that it must be stated in written form rather than a collation of standardized sentences (as in a purchase order), or the terms and conditions are complicated or require detailed written elaboration to ensure proper understanding between the UN and the contractor in respect of the obligations of both parties. The contract should provide detailed description of all elements of the services to be supplied, the goods to be delivered or the work to be performed, including definitions and specifications. Wherever possible, terms of reference and/or specifications should be annexed to the contract as a self-contained document forming part of the contract.

b. Purchase Order. Purchase Orders are documents that serve as the formal order or offer to the vendor to provide goods and services and also obligates the funds against the appropriate Budget Account. Both contracts and purchase orders should be monitored closely to ensure the Not to Exceed (NTE) figures are not breached.

c. IPSAS. As part of continuous improvement, the UN has adopted the International Public Sector Accounting Standards (IPSAS) for the preparation and presentation of financial statements. The General Assembly approved the adoption of IPSAS in 2006. This adoption is part of the system-wide actions to move from an internally-developed United Nations System Accounting Standards (UNSAS) to a more robust, publicly recognized standard. IPSAS are produced by internationally recognized accounting groups for public sector and not-for profit entities. All procurement activity will eventually comply with these standards. The benefits of IPSAS include:

(14) Use of full accrual accounting practices, which have become industry best practice.

(15) Enhanced transparency and accountability.

(16) Improved decision making, resulting from more detailed financial information.

(17) Improved consistency and comparability of financial statements.

(18) Access to more comprehensive information on costs. IPSAS provides detailed financial information on property, facilities, equipment, inventories and intangible assets, employee liabilities, both present and future, including pay, post adjustments, insurance premiums, home leave, and pensions. This also incorporates the life cycle of goods and services purchased, including events (such as ownership, depreciation, and destruction) whose value has an impact on the Organization's financial status.

d. Letter of Assist (LOA). Should a TCC/PCC wish to undertake the movement of its personnel or COE itself, it can do so under Letter of Assist (LOA) terms. Similarly, the UN can request a TCC assist in a transportation requirement under LOA terms. This can be required in certain difficult security situations, or if the urgency of need is such that commercial options cannot be considered. The process for deployment, rotation or repatriation by LOA is very similar to that of a commercial contract. To establish the level of reimbursement to the TCC/PCC, a commercial comparison needs to be made; the level of reimbursement must be established at UNHQ level. The key principle to establish is that the cost of a movement under LOA terms must never cost more than that which the UN would have paid, had it contracted the service commercially. Normally, this is achieved by requesting that Procurement Division issue a Market Survey, which is then compared to the TCC/PCC requested level of reimbursement. The lower of the two is then taken as the LOA cost. Sometimes, there can be a large disparity between the requested level of reimbursement by a TCC and the commercial value established by the Market Survey. TCC Guidelines and the COE Manual provide the circumstances under which the LOA can be initiated. The LOA process is different from a commercial contract in that:

(19) No formal evaluation of TCC/PCC proposal is conducted.

(20) A "Contract" is signed with the TCC/PCC for the provision of a service.

(21) It can need a longer lead time for approvals process to be completed because the financial delegations frequently require HCC agreement before the LOA can be issued.

5.7 Ex-Post-Facto Cases. Occasionally, it is not possible fully to complete all claims or LOA procedures before the service is provided by a TCC/PCC. It is then necessary to submit an Ex-Post-Facto (EPF) case. EPF cases are subject to exactly the same rules and procedures as those initiated and completed prior to the service being provided, with one notable exception. Under normal circumstances, a TCC/PCC will be able to reject a proposed level of reimbursement if it feels that the difference between their costs and the proposal are

too significant. As there can be no negotiation over the cost to the UN under the extant TCC Guidelines and COE Manual, the UN would then contract for the service provided commercially. With EPF cases, the only level of reimbursement applicable to the TCC/PCC would be limited to the cost derived from either the Market Survey or commercial evaluation established by the UN.

CHAPTER 6 – MULTI-MODAL AND INTER-MODAL OPERATIONS

INTRODUCTION

6. Notwithstanding transportation resources which are organic to TCCs/PCCs, all transportation resources that are paid for by the United Nations through Memoranda of Understanding (MOU), Letters of Assist and/or commercially chartered by the United Nations are considered as a unified Mission resource. This concept is essential for efficient and cost-effective movement. Modal operators and the various agencies with assets allocated to support peacekeeping missions must recognize that the use of key mission transportation resources, with the exception of administrative vehicles, will be determined by MMCS based on mission priorities. The main modes of transport used by the UN are Air, Sea, Road, Rail and Inland Waterways; they will be considered individually, then collectively. Other, more rarely used modes include, but are not limited to, the use of pack animals and fixed infrastructure such as pipelines. It is critical that a full mission assessment is made of the modes available for strategic, intra & inter-mission movements. The assessment of all modes at the earliest possible time in the life of a mission is integral to the successful mission start-up and follow-on sustainment activity. Ideally, MovCon representation should be included during the earliest mission planning. Regular modal reviews should be undertaken throughout the mission's life to ensure that the changes in capabilities of each mode are understood and records are kept up to date.

MODAL CHARACTERISTICS

6.1 Air Transportation. The speed and range of fixed wing transport aircraft enables rapid deployment over long distances. Helicopters provide a high degree of flexibility over short distances with reduced payloads. However, air transportation is costly and this must be considered when planning movement of personnel and loads. Fixed schedules should be justified with sufficient load factors or operational requirements. Factors that should be considered when planning the use of air transportation include:

a. Safety and security at operating locations;

b. Adverse weather conditions can affect the full exploitation of aircraft capabilities;

c. Weight and dimensions are limiting factors in the use of fixed and rotary aircraft for large scale movement;

d. Maintenance and fuel costs are high relative to other modes;

e. The availability and crew duty time of aircrew is an important consideration;

f. The type of aircraft in terms of its performance and operating characteristics/configurations;

g. Type of cargo, its suitability and acceptability for movement by air;

h. The use of Unit Load Devices (ULD) to maximize load capacity;

i. The availability and type of handling equipment at departure and destination;

j. The location and distance of the landing site from the end-destination;

k. The facilities available at terminals for handling of passengers and cargo.

6.2 Sea Transportation. The main attribute of sea transportation is its ability to move large numbers of personnel and large tonnages of material over long distances at relatively low cost. The flexibility of sea transportation lies on the ease with which destinations and routes can be changed at short notice. Limiting factors governing the selection and use of shipping are:

a. Most ships are designed to carry specific cargo, and to load and unload in a particular way. Modifying the use of a ship may involve long and expensive alteration, i.e. for long distance carriage of personnel, and thus preclude their use, for a particular operation;

b. The use of sea transportation is limited by the suitability and availability of port and terminal facilities at both loading and destination points;

c. A ship is relatively slow. An average speed for cargo ships is between 12 and 17 knots, and for passenger ships between 14 and 22 knots.

d. Adverse weather conditions may affect shipping's ability to meet tight schedules.

e. MHE and transport vehicles availability at origin & destination locations.

6.3 Rail Transportation. Railways are unrivalled in their capacity to move heavy loads over long distances at high speed. The extent of this capacity is dependent upon the characteristics of the permanent way, and of such factors as change of gauge, passing facilities, and availability of locomotives and rolling stock. The fact that rail movement needs a permanent way is, in itself, a limiting characteristic. Railways are vulnerable to attack, but are difficult to paralyze completely. Damage to tracks can be repaired with comparative ease. Damage to more vital areas, such as marshalling yards, locomotive repair shops and bridges, may seriously delay railway transport operations. The time taken to repair such facilities, and to construct new track, underlines the most serious deficiency of rail movement, - lack of flexibility. As peacekeeping is usually preceded by hostility, parties in conflict may have rendered rail links unsafe for use. Additionally, there is frequently little or no choice of rail route between any two points in most countries.

a. Road Transportation. There are few destinations in developed countries that road transportation cannot reach, and due to the numerous roads available and to road transport's own inherent ability to negotiate all but the most unfavourable terrain, its chief value is its flexibility. In undeveloped countries it is often, at least initially, the only mode that is suitable for ongoing movement of personnel and materiel. Although it is the mode that is least affected by hostile situations, in terms of its ability to rapidly resume operations, it is the easiest mode to hinder operationally. Road transportation is not a viable alternative to sea or rail transportation for sustained operations over long distances. It is primarily a distributor agency and, as an inter model link, plays a vital part in the overall movement system. The major limitations affecting road transport operations are:

(22) The availability and endurance of drivers;

(23) The extensive logistic and administrative facilities and effort needed to support a road transport operation over long distances and extended periods;

(24) Vulnerability of vehicles often disrupts operations due adverse security situations;

(25) Road capacity and condition;

(26) Road transportation has a poor carrying capacity in relation to the manpower required to operate and support it.

b. Inland Waterways. Navigable waterways in the form of rivers, canals, inland seas, lakes, coastal routes are particularly useful modes of water transportation. It is particularly suited to the carriage of heavy and bulky equipments, stores and fuel, and bulk non perishable food, when time in transit is not of overriding importance. Water transportation is very slow, but it is reliable, simple to operate, and can be invaluable as a means of maintaining a regulated, even flow of supplies to a given destination. The limiting factors in the use of water transportation, are that it is inflexible, as there can be limited deviation from the route, and vulnerable, particularly in the case of canals. Suitable transport resources may not be available at the required locations; deployment of vessels can be difficult and costly. Use of inland waterways inevitably requires an intermodal exchange, usually involving road transport for on-move to final destination.

6.4 Provision of Transportation Resources. Each modal operator is responsible for the management of its technical operations and the provision of resources to meet assigned tasks. The movement task order (example attached at Annex B) will commit the transport resource allotted to the operation by tasking the modal operator responsible for the operation of the particular resource. Where a task cannot be undertaken due to technical limitations of the modal resource, the modal operator is responsible for notifying the JMCC immediately upon identifying the limitation.

6.5 Control of Modal Operations. As far as movement is concerned, once a task has been assigned, the modal operator is responsible for the execution of the task in accordance with the movement task order. Movement task orders should avoid dictating the technical aspects of transport operations and merely state:

a. The cargo/personnel requiring movement in terms of load quantities, weight, dimensions and numbers;

b. Where it is to be uplifted and off-loaded;

c. Order of priority;

d. Any Special Provisions or requirements, e.g. Dangerous Goods.

6.6 MMCS, once planning, coordination, documentation and loading/unloading are complete, should monitor and track movement to ensure that the movement task order is executed accordingly. Operational control of the transport mode is the responsibility of the designated control agency while technical operations are the responsibility of the modal operator, unless otherwise stated in contractual agreements entered into between the United Nations and the various agencies providing transportation resources and services.

6.7 Commercial Transportation Resources and Services. It would be both impractical and prohibitively expensive to acquire the modal assets to carry out entire peacekeeping mission support roles, especially when deployment/repatriation and long haul re-supply and logistics support can be readily performed by the commercial transportation and services industries. Included in this role are transportation services such as shipping, railways and port facilities. Commercial transport operators normally supply sufficient assets to meet the demand at competitive pricing which is generally less costly than having the modal resource operated by the United Nations or contributed by TCC/PCC.

6.8 Commercial Air Transportation. Commercial airlines and charter companies operate a wide variety of aircraft ranging from small commuter type aircraft through to large cargo haulers. Generally, aircraft have the ability to be configured in passenger, cargo or a combination of passenger and cargo to optimize their utilization. Use of the commercial fleet to support peacekeeping demands for air transportation depends largely on the size and scope of the aircraft tasks, airfields between which the aircraft will operate and the ground handling facilities required and available to support the various types of aircraft. Notwithstanding emergency logistics needs, the major role for aircraft is the airlift of personnel, perishable, valuable and attractive items. For passenger movements, only aircraft operators approved and cleared to operate on behalf of the UN may be used.

6.9 Commercial Sea Transportation. Modern, fast and efficient as commercial ships are their usefulness in current transport and movement operational support is limited. Bulk carriers are generally configured to specific trades. Most general cargo is carried in container, roll on/roll off and lift on/lift off vessels, captive to sophisticated port facilities for their loading and discharge. Bulk cargo and depot movements are very much tailored to containerization.

6.10 Commercial Rail Transportation. Peacekeeping interest in rail transportation is concentrated mainly on its capability for carriage of specialized vehicles and bulk freight over long land distances for strategic purposes. Railways usually do not serve the more remote areas of a country where national transport resources are weakest and where peacekeeping interests tend to be focussed. From the peacekeeping logistics point of view, the efficient operation and capacity of the railways to serve operational interests is severely limited by rundown internal long distance passenger and cargo rail services, sporting unserviceable or poorly maintained rolling stock, limited or no catering services, and unreliable schedules.

6.11 Commercial Road Transportation. Road transport fleets can generally be divided into domestic carriers, strategic and specialized haulage vehicles. Control and ownership of this dynamic and competitive industry is diversified and complex. Each owner individually determines the configuration, capacity, location and serviceability of his vehicles. As a general rule, it is difficult to find a single commercial entity with sufficient numbers of each type of vehicle to accommodate a major move in most Peacekeeping host countries. In such cases, more than one commercial entity may be contracted. Activity can be supplemented by the use of UN assets and/or TCC-owned resources. Road transport offers flexible, reliable and efficient transport services at relatively low cost.

MULTI MODAL MOVEMENT TRANSPORTATION

INTRODUCTION

6.12 Movement operations play a major part in peacekeeping operations. The ability to provide efficient, timely transportation in a cost efficient manner enhances operational efficiency. This section will outline the multi modal aspects of movement control operations and the overall coordination of the functions and responsibilities of MMCS.

ROAD TRANSPORT OPERATIONS

6.13 Road movement operation in missions with good surface infrastructure provides a cost effective, flexible and reliable means of transportation for personnel and passengers. Use of road transport, where possible, should always be the first consideration in movement planning. Each mission will have specific SOPs which reflect the particular nature of the mission environment. UN ForceLink has examples to be used as a guide when creating such SOPs.

6.14 Responsibilities. The Surface Movement Unit of the JMCC is responsible for planning, tasking, monitoring and control of road movement of personnel and materiel within the mission area. Responsibilities include but are not limited to:

a. Allocating priorities;

b. Specifying the general requirements for road movement;

c. Estimating the amount and types of movement required;

d. Implementing operational policy;

e. Preparing and issue of movement instructions/orders and load tables;

f. Provision of manifest and other required documentation;

g. Monitoring and reporting utilizing In Transit Visibility (ITV); and

h. Convoy management, where larger movements involving multiple vehicles are required. These will often be non-routine requiring special handling.

6.15 Road Movement Planning Considerations.

a. Planning Factors. A number of planning factors need to be considered to ensure road transport operations are conducted successfully. Successful planning means that convoys are able to complete operations and return for further tasking in a coordinated and controlled manner. Planning factors that need consideration include:

(27) Security of the route including the decision to limit operation to daylight hours;

(28) Provision of escorts and security detail if required;

b. Control. The need for and the degree of control to be imposed must be considered, if a traffic control system is not already in existence. Traffic control, is the process of establishing and running a system of monitoring and management of groups of vehicles in a way that allows the movement to be tracked, remain secure and complete the task as efficiently as possible.

c. Timings. The time within which a move can be completed will depend on several factors. These are:

(29) The distance;

(30) The number of vehicles;

(31) The number of routes available and their capacities;

(32) The rate of movement and the permitted density, and

(33) Whether or not it is taking place along a route on which a traffic control system is being operated.

d. Limitations and Capabilities of Transport. The limitations, capabilities and state of repair of the vehicles must be considered. Time must be allowed for maintenance, and recovery must be considered and planned for.

e. Selection of Routes. A detailed reconnaissance should be carried out in order to select the routes best suited for the purposes for which they are required. The coordination of such a reconnaissance is the responsibility of JMCC. If there are enough routes with the right characteristics and the amount of traffic justifies it, separate axial routes may be selected. These would be listed in the plan as contingency or alternate routes.

f. Harbour and Staging Areas. The availability and locations of harbour and staging areas must be considered.

6.16 Documentation. The following documents are required to be carried by the convoy leader:

a. Cargo manifests;

b. Packing lists;

c. Dangerous Goods Declarations; and

d. Movement Orders.

e. International Packing Documents.

6.17 Recovery. Arrangements for the recovery of broken down or damaged vehicles are made by the JMCC in conjunction with the Chief Transport Officer (CTO) and other support elements.

SEA MOVEMENT OPERATIONS

6.18 General. Sea Transport provides an ability to move large numbers of personnel and large tonnages of material over long distances with a flexibility of ease of change to destinations and routes. In a sea port, several authorities are separately responsible for planning, executive action and supervision. The Mission use of such a port would require the assistance and cooperation of the port authority, customs officials, immigration officials and local freight forwarding agents.

6.19 Port Operations. In all ports, operations are controlled by the established authorities and MOVCON works with these authorities to execute the movement plan. Shipping contracts usually require the contractor to provide a Port Captain who will make all reception, berthing, stevedoring and sailing arrangements for the vessels. A Port Captain is a representative of the company who has responsibility for managing all aspects of the arrival,

berthing, load, unload and eventual departure at the port. This is not to be confused with the role of Harbour Master, an officially nominated individual who has responsibility for all operations at the port and works for the government or local authorities owning/operating the port. The Port Captain works with the MOVCON to coordinate loading, unloading and clearance operations. Depending on the contract arrangements, the aspects of port operations which warrant attention are:

a. The supervision of loading and discharge of vessels;

b. The hiring of small craft for port operations (if required);

c. The embarkation and disembarkation of personnel and the loading and discharge of ships carrying UNOE and COE cargo;

d. The responsibility for all UNOE and COE cargo to wharf/under-hook, dependant upon the terms of the contract;

e. The issue of any necessary instructions to harbour officials or masters of ships;

f. The provision of pilots and tugs and other small craft through the freight forwarding agent when they are not UN controlled;

g. Bunkering arrangements (if required);

h. Arrangements for the provision of skilled stevedores and shore labour (if required).

i. Inspection and Documentation of damaged cargo by insurance representative.

6.20 Documentation. Some or all of the following standard documents may be required for movement by sea:

a. Load Manifest – Passengers (supercargoes);

b. UN Contingent Information submitted with attachments, Cargo load list and Dangerous cargo load list;

c. Load Manifest - Cargo;

d. Bill of Lading.

6.21 Ship Responsibilities. A ship's Cargo Officer/Master is responsible for acknowledging receipt of the cargo from the loading agency and that such cargo is stowed in such a way as to avoid damage to cargo.

6.22 Cargo Packing. Particular care is necessary in packaging cargo for sea movement because of the potential for rough weather. Cases or crates need to be strongly

constructed and securely bound, while delicate items will need to be carefully cushioned. Excessively heavy or large crates should be avoided as far as possible to ease handling problems, and conversely the use of standard pallets and containers should always be encouraged.

6.23 Quick Clearance. Experience has shown that when discharging cargo the ship will usually 'beat the shore'. This means that the capacity of the ship to discharge its load is often greater than the shore's ability to handle the flow. This can overload the shore's capacity to adequately manage the offload. This is true so often that special facilities for port clearance must be established and constantly watched, revised, and improved in order to prevent congestion of the port area. Sufficient clearance transport must be identified and tasked or contracted to clear the port in a timely manner. Flow can be limited by a number of factors, such as available lifting equipment, size of port wharfage and customs procedures.

AIR MOVEMENT OPERATIONS

6.24 General. In planning movement by air many factors need to be taken into consideration. These factors can, either individually or collectively, substantially influence the operational effectiveness of the air mode. Many factors impinge directly on the safe operation of this mode of transportation. If these are ignored or are not given due weight in the determination of the suitability or appropriateness of the mode to meet specific tasks then the potential for loss of life and material increases significantly.

6.25 Planning Factors. The following planning factors need to be considered:

a. Operating Weight. Every aircraft has a maximum weight at which it is authorised to take off and land; frequently, the landing weight will be lower than the take-off weight, due to the stresses placed on the aircraft. Take-off weight is also affected by the ambient temperature and altitude of the airfield. This weight represents sum of the basic weight of the aircraft plus its organic equipment, fuel and payload (cargo and passengers).

b. Payload Capacity. The difference between the maximum operating weight of an aircraft and its basic weight, plus fuel and organic equipment, equates roughly to the payload capacity. Just as an upper limit is imposed on an aircraft operating weight, a similar restriction usually applies to its payload capacity. Generally this is expressed as a weight restriction but it is rarely constant since factors such as range, fuel requirements, weather and airfield pavement limitations all influence it calculation. In any given situation, the final decision on available payload will be provided by the aircraft captain.

c. Cargo Restrictions. In addition to the general weight restriction that will apply to an aircraft payload capacity, a number of other specific limitations can be expected to apply. For example, aircraft door dimensions will limit the size of cargo that can be loaded. Floor loading limitations may preclude the carriage of very dense or heavy cargo. Similarly, there is a requirement to balance the aircraft for take-off, flight and landing. The calculation of the centre of gravity, to ensure that the aircraft flies within authorised

limits throughout its flight, is a critical element in the planning and final dispatch of the load. In addition, there may be a need for special handling procedures for certain types of cargo, such as explosives, or other dangerous cargo, more of which will be outlined in Chapter 8. All these factors impact on how available capacity may be utilized.

d. Terminal Capacities and Limitation. For an even and regulated flow to be achieved, throughput of material and personnel must be aligned with a terminal's capacity for reception. Terminal capacities will depend greatly upon the type, number and the serviceability state of MHE. Similarly, availability of specialized equipment such as aircraft pallets and cargo restraint devices will influence determination of a terminals throughput capacity.

e. Air Resource. Historically, air transportation is the scarcest of the transport resources. The numbers of aircraft, the type/configuration and the number of available crews are likely to constitute the most limiting factors influencing planning of movement by the mode. Consequently, planning must be undertaken with diligence if the air resource is to be utilized to greatest possible effect.

6.26 Documentation. When personnel and cargo are moved by air, a system of standard documentation applies. The use of standard forms simplifies and accelerates planning and the issue of orders. The standard forms for movement by air are:

a. Movement of Personnel Form (MOP).

b. Cargo Movement Request (CMR).

c. Passenger Manifest.

d. Cargo Manifest.

e. Shipper's Declaration for Dangerous Goods.

6.27 The following points should be observed when completing the forms:

a. The specified available payload must not be exceeded,

b. Weight and dimensions of cargo must be accurately recorded in the cargo manifest.

RAIL MOVEMENT OPERATIONS

6.28 General. Railways are unrivalled in their capacity to move heavy loads over long distances at high speed and at low cost. Transportation by rail should be considered wherever rail infrastructure permits. Railways are, in nearly all cases, built to suit the commercial requirements of a country.

6.29 Responsibilities. United Nations use of a civilian rail system for peacekeeping operations may require the following:

a. Liaison with civilian rail authorities:

b. Provision of technical assistance; or

c. Complete operation of sections of the system (if required).

6.30 Levels of control and operation that affect the United Nations' responsibilities are:

a. Where host-nation railways are civilian controlled and operated, MovCon will contract the services of a freight forwarding agent to arrange shipments or may contract directly to the railway;

b. Where host-nation railways are civilian operated but military controlled, movements and liaison is effected at the appropriate levels; and

c. Where host-nation railways are military owned and operated, JMCC perform their normal functions of planning and control respectively.

6.31 Planning Movement by Rail. The capacity of a railway is a measure of its ability to receive, load, transport, unload and clear freight and personnel. In the case of rail transportation, capacity is measured between two selected points, such as a base area and railhead. Provided there are no other limiting factors, it is a product of the payload of the heaviest train and the number of trains per day that can be worked in both directions over the limiting section.

6.32 Planning Factors. The factors affecting the capacity of railways are as follows:

a. Line capacity, which is a combination of such factors as:

(34) Whether line is single or double,

(35) Weight of rail,

(36) Conditions of the track,

(37) Length of the longest section,

(38) Length of passing loops in a single line system, and

(39) Track characteristics;

b. Terminal facilities;

c. Marshalling and sorting facilities;

d. Type and availability of motive power;

e. Type and availability of rolling stock, including specialist stock for military needs, e.g., flat wagons for tanks and vehicles;

f. Control arrangements;

g. Fuel supplies;

h. Repair facilities for permanent way, locomotives and rolling stock;

i. Availability of skilled staff;

j. The peacekeeping situation.

6.33 Track Characteristics. The following may affect the line capacity of rail transportation:

a. Permissible Axle Loadings. The permissible axle load will govern the type of locomotive and rolling stock that can pass over a section of track.

b. Bridge Classification. The bridge classifications will govern the type of locomotive and rolling stock that can pass over a bridge.

c. Tunnels & Underpasses. The width, height and shape of constricted routes through mountains, hillsides and other obstacles throughout the entire route to be used must be accounted for when planning the loads to be carried by rail.

d. Structure Gauge. The structure gauge may also affect the capacity. Higher speeds will be allowed if there is good clearance between the structure and loading gauges. If a slower speed limit has to be imposed, the time taken by trains to traverse a section will be longer and hence the capacity will be less.

e. Gradients and Curves. Steep gradients may affect the weight of trains that can be hauled by the locomotives but will, in any case, affect train speeds. Sharp curves will also reduce speed.

f. Track Maintenance. Poor track maintenance will result in the limitation of axle loadings and, usually, speeds.

6.34 Rolling Stock. There are two types of rolling stock: passenger and freight. The control and distribution of freight stock is more complex as the composition of freight trains on

a given schedule will be varied to meet the size and types of consignments for various destinations.

6.35 Loading/Unloading Wagons. The responsibility for ensuring that wagons are loaded & unloaded correctly and safely rests with the railway operational staff. Wagon shortage is inevitable during operations and the greatest single factor contributing to the shortage is delay in unloading. MovCon is responsible for:

a. Arranging for load/unload parties and clearance transport;

b. Monitoring loading/unloading to ensure it is in accordance with the movement plan provision of manifest and related documents;

c. Confirming availability of all required wagons;

d. Noting all wagon numbers;

e. Marking off wagons for loading (if more than one);

f. Entering the wagon details on manifests.

6.36 Procedure for Loading and Dispatch of Cargo by Special UN Trains. Prior to the scheduled time of loading, MovCon will deploy to the loading sidings. It should be arranged for a representative of the consignor to arrive at the loading siding either prior to the arrival of, or accompanying the first truckload of cargo to establish liaison with MovCon. Loading is carried out by the terminal organization (UN or contracted) under the general supervision of MovCon. Cargo may be consigned in a container load or as loose cargo. Non-containerized cargo loaded into wagons must be tallied by the terminal representative. The consignor is responsible for the correct preparation of cargo for movement by rail. MovCon will advise on any special requirements.

6.37 Escorts. Escorts (if required) will normally travel in the brake van of the train. Large escort parties may require a passenger coach to be attached to the train. Cargo documentation should normally be carried by the Escort Commander (EC). JMCC will usually request the military/police component to provide escorts as required.

6.38 Dangerous Cargo. The consignor is required to prepare the “Dangerous Cargo Handling Data and Preparation Certificate”, copies of which must be attached to the "Dangerous Cargo" manifest and to the consignment prior to the start of loading.

6.39 Movement of Vehicles. The work for preparing vehicles for movement by rail is done by the dispatching Unit and should, as far as possible, be carried out prior to arrival at the loading point. MovCon is to ensure that all preparation has been correctly carried out and internal loads are correctly secured.

6.40 Loading. Before loading, the dimensions of all vehicles must be checked to ensure that they conform to the local railway loading gauge requirements. Where they infringe the regulations, action must be taken to reduce the height and, when necessary, the width. This may be done by lowering canopies, removing or laying flat such items as side mirrors, and lowering the jibs of mobile cranes. In planning the move of vehicles by rail, JMCC is to inform the dispatching Unit of all vehicles likely to infringe loading gauge regulations and indicate by what amount the dimensions of such vehicles are to be reduced to permit them to travel. The loading of non-containerized vehicles, will, wherever possible, be carried out by the use of end loading ramps. These may be permanently sited ramps positioned behind the buffer stops at the end of a siding, or mobile ramps capable of being placed across a section of track. MovCon is responsible for arranging the provision of suitable ramps. Where end loading is not possible, vehicles may be side loaded or loaded by crane.

6.41 Securing of Vehicles. Ropes, chocks and other approved tie-down devices are usually provided by the railway. MovCon is to make alternative arrangements if necessary. Restraints must be used to prevent both lateral and forward movement. Heavy-wheeled vehicles and tracked-vehicles will need additional side chocking. The actual loading and securing of all vehicles will be carried out by the terminal operators (UN or contracted) assisted, if necessary, by unit members.

6.42 Unloading. Preparations for the reception and clearance of vehicles and escorts are made by the receiving MovCon detachment/unit at the destination. The procedure for unloading is in reverse order to loading. Important points to note are that radiators are re-filled, batteries re-connected and all chocks and restraining devices are removed. All chocks and restraining devices belonging to the railways must be returned to them. MovCon will direct where and when such items are to be returned.

6.43 Out-of-Gauge Cargo. Every railway system lays down maximum dimensions for cargo to be carried. These restrictions are necessary because of unavoidable features of the system, e.g. low bridges, tunnels, width of gauge, etc. A vehicle or load which is within the permissible dimensions is described as 'in-gauge'. Where these dimensions are exceeded, the load is 'out-of-gauge'. The 'in-gauge' dimensions can vary from section to section within a single system or between multiple systems. Railway systems publish, in diagrammatic form, the loading gauges for their various sections. MovCon must maintain up-to-date diagrams of the loading gauges of railway systems with which they work, to advise consignees when loads are likely to exceed the regulations. Military consignments most likely to exceed in-gauge regulations are the larger types of mechanical transport such as AFVs, engineer plant and equipment, and cranes. Timely assistance and advice by MovCon can prevent incorrect loading and save considerable time and labour.

AIRPORT TERMINAL OPERATIONS

INTRODUCTION

6.44 Peacekeeping operations are routinely conducted in areas with under-developed infrastructure, limited resources and diverse environmental conditions. In many cases this includes poor, limited or no airport services. Airfields, Airports and Helicopter Landing Sites (HLS) are an essential part of a mission's transportation system and in some missions form a lifeline that enables vital support which other forms of transport cannot provide in meeting the requirements of the mandate. The mission Aviation Section is tasked with determining the Airport/HLS needs of the mission. This decision should be taken after consultation with military components for operational flights bases on specific military actions and Movement Control for logistics, administration and support flight elements.

6.45 Management of Mission Air Terminals. Management of an Air Terminal requires coordination of many areas of responsibility to ensure efficient, fluent, safe and secure airport operations. The functions of an Air Terminal Unit fall under the dual authority of the mission's CMMCS and the Chief Aviation Officer (CAVO). The functions are divided into two specific areas of responsibility, namely:

6.46 Aviation Service has responsibility for:

a. Ramp Management. Including Parking, Marshalling, Helicopter Landing Sites, Refuelling Operations and Ground Support Equipment.

b. Airport Operations Management. Including Air Traffic Services, Air Traffic Control, Meteorology and Navigation Aids.

c. Emergency Services. Including Fire Services, Ambulance Services, Search & Rescue Services and Emergency & Crash Services.

d. Airfield Support Management. Including Repair and Maintenance, Access to Ramp and Secure Areas and Airfield Safety & Security.

6.47 CMMCS has responsibility for:

a. Passenger Services. Including Check-in, Baggage Handling, Security screening (in conjunction with Security Section), Passenger Manifesting, Waivers for Non-UN Passengers, Immigration (if required), Passenger Boarding & Passenger Transportation.

b. VIP Handling. Including Check-in, Escort, VIP Lounge, Pre-boarding - Preferred seating, Priority Baggage.

c. Cargo Services. Including Load Planning, Cargo Palletization/Preparation, Weighing of Cargo and Baggage, Handling of Dangerous Goods, Unaccompanied Baggage, Documentation, Delivery of Cargo to Aircraft, Assist Loading/Unloading of Aircraft, Operation of MHE to load/unload Aircraft, Security and storage of cargo, Cargo Backlog reporting.

d. Aircraft Loading/Unloading. Including configuration of aircraft for Passengers and Cargo, Advise aircrew of pax/cargo load details, Advise aircrew of pallet/cargo/baggage weights, Transport cargo & baggage to/from aircraft, Operate Materials Handling Equipment (MHE) for loading/unloading aircraft, Advise aircrew of any changes to the original & load, e.g. increase/decrease in pax or cargo.

e. Documentation. Including preparation of Passenger & Cargo Manifests, checking of Shipper's Declaration for Dangerous Goods, preparation of Notice to Aircraft Captain for DG, distribution of copies of manifest and related documents to aircrew for departing flights and receipt of manifests and related documentation for arriving flights.

f. Transportation. Provision of passenger transportation to/from aircraft/terminal and of cargo/mail/baggage to/from aircraft as well as 0peration of MHE for aircraft operations where required. Under normal circumstances, it is the passenger's responsibility to make arrangements for travel to/from the airport. In some missions, this may not be possible and DMS/CMS may direct Transport Section or MovCon to provide a transportation service in support of passenger movements.

g. To accomplish the Movement Control responsibilities at an airport, the CMMCS is to establish an Air Movements Section to provide all passenger and cargo processing services.

6.48 Passenger Services. MMCS has the responsibility of handling passengers (pax) transiting through all mission airports and helicopter landing sites. Passengers should be processed in a timely manner to ensure on-time departure of aircraft. Passenger Services include, but are not limited to, the following functions:

a. Outgoing Passengers:

(40) Check-in:

(41) Check-In times:

(a) Fixed-wing 90 minutes before scheduled departure. Manifest to close 30 minutes prior to departure. Standby passengers may be processed at this time.

(b) Rotary-wing 40 minutes before scheduled departure. Manifest to close 20 minutes prior to departure. Standby passengers may be processed at this time.

(c) VIP – Fixed-wing 30 minutes, Rotary-wing 15 minutes.

(42) Ensure passengers are processed for check-in as per the Booking List.

(43) Passengers must show an approved and authorized Movement of Personnel (MOP) form. Passengers not in possession of an approved and authorized MOP will not be permitted to board United Nations flights. Where available, e-MOP is to be used.

(44) Passengers must show photo identification to verify identity, e.g. UN ID Card, Passport, National Identity Card, etc.

(45) Once identity has been established, name is entered on manifest and boarding pass issued. Original MOP is to be stamped 'Checked-in by MOVCON' and initialled in missions where e-MOP is unavailable, and/or where financial approval is required.

(46) Ensure waiver forms are completed, signed and witnessed for Non-UN passengers.

(47) Standby passengers may be processed for check-in at manifest closing times on a space available basis.

(48) If passengers are departing to another country, liaise with local immigration and customs authorities to complete formalities.

(49) Allowable check-in baggage, 20kg fixed-wing, 15kg rotary-wing. Weigh all baggage to ensure the baggage does not exceed stated allowances. Baggage must be tagged to destination. Pax to be given copies of baggage tag numbers.

(50) Enter weight and number of pieces of baggage on the passenger manifest.

(51) Allowable hand baggage is one piece not to exceed 7kg.

(52) After screening passengers are to remain in the designated sterile area, where available, until called forward for aircraft boarding.

(53) Keep passengers informed of any aircraft delays or flight information.

(54) Provide transportation to aircraft when ready for boarding, or, where the distances are short, escort the passengers to the aircraft.

(55) Collect boarding passes at aircraft and verify number of passengers on board as per the passenger manifest. If passenger numbers differ from the original booking list (e.g. additional passengers approved on an exceptional basis after the original booking list has been issued), MOVCON is to check with the aircrew for approval to carry the additional and then inform Air Operations.

b. VIP Handling. The definition of VIP is not straight forward within the context of movements in the UN. Visiting senior UN personnel, such as the Secretary General and

Under-Secretaries will invariably be accorded VIP status. Also national political individuals visiting missions will often be accorded VIP status, if UN transport is required. Within missions, the status of individuals will be assessed on a case-by-case basis. In general, anyone who is assessed by the DMS to hold a position warranting VIP handling will be treated as such. To manage this, the following VIP handling process is recommended:

(56) A current list (with photos) of all mission VIPs should be available at the check-in office.

(57) Reporting times for VIPs stated at 'Check-In' above.

(58) VIPs may be checked-in separately and escorted to the VIP Lounge.

(59) VIP baggage should be identified as 'priority' baggage.

(60) VIPs are subject to normal screening procedures.

(61) VIPs have the option of pre-boarding or boarding last.

(62) VIPs should have allocated seating.

(63) Manifest to be annotated 'VIP' at the top in 15cm red letters.

(64) Where available and appropriate, VIPs should have separate transportation to/from aircraft from other passengers.

(65) Delegations accompanying VIPs will normally be expected to be processed through the regular passenger procedure. However, judgment needs to be made in this respect to ensure that the VIPs activities are not compromised by separating him/her from his party.

c. Passenger/Baggage Screening:

(66) All passengers and baggage must receive 100% screening using the resources available at the location.

(67) Screening of passengers is required to ensure they are not carrying weapons or forbidden items on their person.

(68) Screening of baggage is required to ensure dangerous/forbidden items are not present.

(69) The Security Section is responsible for screening and for dealing with any problems relating to screening of passengers and baggage.

d. Baggage Services:

(70) Receive screened baggage from check-in area and segregate by destination.

(71) Prepare baggage for transportation. Baggage may be palletized, containerized or bulk loaded into the aircraft.

(72) Verify number of pieces as per passenger manifest.

(73) Check weight of baggage if considered necessary.

(74) Coordinate with Cargo Services to have baggage called forward for loading onto the aircraft.

(75) Operate MHE as required to load baggage or assist in alternate loading procedures.

e. Aircraft Loading/Dispatch:

(76) Loading must be completed in time for the scheduled aircraft departure time.

(77) Loading of Cargo, Mail and Baggage is to be completed in co-ordination with the aircraft loadmaster/crew member.

(78) In normal circumstances passengers should be allowed to board after all cargo has been loaded onto the aircraft.

(79) Movement Control load planning staff are to ensure the maximum payload of the aircraft is not exceeded, with due consideration of the weight and balance of the aircraft, which is a major factor in determining the maximum passenger, baggage and cargo weight available.

(80) Copies of completed Passenger Manifest (example at Annex C), Cargo Manifest (example at Annex D) and any other applicable documentation, e.g. Notification to Pilot-in-Command (PIC), DG certificates, etc, are to be handed to the aircrew.

(81) On completion of loading the Airport Operations Manager is to be informed that the aircraft is ready for departure.

f. Incoming Passengers:

(82) Meet arriving aircraft, collect passenger manifest and disembark passengers.

(83) Provide transportation from aircraft to terminal as required.

(84) VIP passengers should disembark first and transported to VIP Lounge.

(85) Passengers with checked-in baggage are to wait in the baggage claim area.

(86) Passengers arriving from another country are to be processed through local immigration and customs authorities.

g. Incoming Baggage:

(87) Unload baggage from aircraft and transport to passenger terminal.

(88) Identify priority baggage, segregate and make known to VIP passengers.

(89) Place baggage in the baggage claim area and arrange so passengers can easily identify their baggage.

(90) Ensure collected baggage matches passenger baggage tag numbers. Security should assist.

(91) Unclaimed baggage should be listed and stored in a secure area.

(92) Lost Baggage should be recorded using the Lost Baggage Report form at Annex E and the departure airfield notified.

h. Consumption of Alcohol or Drugs on United Nations Aircraft. Passengers under the influence of alcohol or drugs are not permitted to board United Nations aircraft under any circumstances. The consumption of alcoholic beverages is not permitted on United Nations aircraft. Anyone identified as potentially under the influence of alcohol or drugs is to be reported immediately to the security services. Unruly passengers are to be advised that unacceptable behaviour, if continued, will result in their exclusion from the flight. Notices to this effect should be clearly visible at departure points; procedures also need to be in place to unload baggage already loaded to the aircraft, should a passenger be excluded from the flight.

i. Smoking on UN Aircraft. Smoking is prohibited on all UN aircraft. Notices to this effect should be clearly visible, where possible, at all departure points.

j. Additional Passengers by Aircrew. Under no circumstances are aircrew permitted to add passengers to a flight unless approved by Movement Control and the passengers have authorized MOPs. When an aircraft is transiting an airfield or HLS where there is no Movement Control representative and additional passengers holding an authorised MOP wish to board, the aircrew must contact the nearest Movement Control Office for permission to board the passengers.

AIR CARGO MOVEMENT

6.49 Cargo Services. Movement Control Section has the responsibility for handling outgoing, transit and incoming cargo. A secure Cargo Terminal should be available for storage, processing and recording all cargo movements. Cargo Services include, but are not limited to, the following functions:

a. Outgoing Cargo:

b. Receipt of Outgoing Cargo:

(93) An authorized Cargo Movement Request (CMR) is to accompany each consignment.

(94) Cargo is to be correctly packed, labeled, marked and documented prior to being accepted for transportation by air.

(95) Dangerous Goods consignments are to be correctly packed marked and certified in accordance with IATA Dangerous Goods Regulations (DGRs) and an authorized Shipper's Declaration for Dangerous Goods is to accompany the consignment.

(96) CMR is to be registered and number annotated for tracking purposes.

(97) Due to its sensitivity and status, mail and unaccompanied baggage are always to be treated as priority.

(98) Consignments must be segregated by allocated and labelled priority.

(99) All cargo should be placed in the applicable destination bay inside the Cargo Terminal ready for dispatch.

(100) Dangerous Goods should be segregated from other cargo.

(101) Prepare Cargo Status Board/Register by Destination.

c. Load Planning:

(102) Select load for each aircraft by Destination and Priority.

(103) Calculate load, taking aircraft type, allowable payload, intermediate stops and cargo requirements into account,

(104) Coordinate with loadmaster/aircrew to ensure full aircraft utilization.

(105) Prepare Cargo Manifest.

(106) Ensure Dangerous Goods consignments are taken into consideration during load planning, e.g. stowage, separation, Cargo Aircraft Only etc.

d. Cargo Palletization/Preparation:

(107) Determine how cargo should be prepared for type, configuration and payload of aircraft.

(108) Consider loading capability and use of MHE for loading the aircraft.

(109) Pallets should be built to fit aircraft limitation and weight allowances and should be securely netted or cargo properly restrained to the pallet.

(110) Pallets should be tagged with weight, destination and have copies of load list attached.

(111) Cargo or Baggage loaded into aircraft Unit Load Devices (ULD) should not exceed the allowable weight for the container.

(112) ULDs or pallets containing Dangerous Goods should be clearly marked and labeled identifying contents.

(113) Preparation for loose/bulk loading should take into consideration aircraft limitations and configuration, loading access and weight restrictions per unit load.

(114) Vehicles should be prepared in accordance with IATA Dangerous Goods and correct weight and dimensions should be available to advise aircraft loadmaster.

e. Weight and Balance:

(115) Weight and Balance of the aircraft is the major safety factor to be considered when load planning.

(116) Loadmaster is to be provided with individual weights for pallets, ULDs, vehicles, bulk and loose load cargo. It is the aircrew responsibility to advise loading sequence.

(117) If available, aircraft load sheets should be used to calculate the aircraft Centre of Gravity (C of G).

f. Loading of Aircraft:

(118) Cargo is to be called forward when aircraft is ready for loading.

(119) Ensure Dangerous Goods are handled in accordance with extant DG regulations, segregated on aircraft in a position where the cargo can be jettisoned in an emergency.

(120) Under supervision of the aircraft commander or loadmaster, perform aircraft loading operations in a safe manner.

(121) Ensure cargo, pallets, ULDs, Vehicles, etc. are properly restrained and secured inside the aircraft.

g. Special Handling:

(122) Provide qualified personnel to inspect, handle, store and load Dangerous Goods and other Hazardous materials.

(123) Provide specialist personnel qualified in handling, packing and inspection of all classes of ammunition and explosives.

(124) Provide technical assistance, guidance and advice on handling of all special cargo.

h. In-Transit Cargo:

(125) Cargo received from a flight which is for another destination is to be recorded as ‘in-transit’.

(126) In-transit cargo is to be dispatched on the next available flight in accordance with allocated priority.

i. Incoming Cargo:

(127) Arrival of Aircraft:

(a) Meet aircraft and collect Cargo Documentation.

(b) Under supervision of the aircraft commander or loadmaster unload cargo from aircraft.

(c) Check cargo received against documentation to verify correctness.

(d) Record any loss or damage.

(e) Transport cargo to Cargo Terminal.

(f) Segregate any 'in-transit' cargo or Dangerous Goods.

(g) Where appropriate, dispatch cargo to Recovering & Inspection (R & I) or consignees as required.

j. Flight Folder. A Flight Folder is to be raised for each departing and arriving flight. A copy of all documents and correspondence pertaining to the flight should be filed on the flight folder. Flight folders are to be kept on hand for a period of 2 years then may be archived. This will serve as an accurate record for accounting/audit purposes. Flight Folders should contain the following:

(128) Documentation (Not Limited to Cargo alone):

(a) Copy of SFR for special flights (departure airfield only).

(b) Copy of Air Tasking Order (ATO).

(c) Copy of Authorized MOPs (departure airfield only).

(d) Copy of Waivers for Non-UN passengers (departure airfield only).

(e) Copy of Final Passenger Manifest.

(f) Copy of approved CMRs.

(g) Copy of Shipper's Declaration for Dangerous Goods (if applicable).

(h) Copy of Notice-to-Captain (if applicable, departure airfield only).

(i) Copy of any Airwaybill (AWB) (if applicable).

(j) Copy of Final Cargo Manifest.

(k) Copy of Movement Order (if applicable).

(129) Correspondence:

(a) Faxes or Memos in reference to the flight.

(b) Email Exchanges concerning the flight.

k. Backlog Reporting. Backlog is the total load of cargo and mail held in the cargo terminal at close of Business (COB) each working day. The Backlog should be recorded on the Daily Cargo Backlog Report. The Backlog Report should be forwarded to the JMCC. For clearance of substantial Backlogs, where space on regular flights is not

available, Special Flight Requests may be submitted for dedicated Cargo Flights as previously outlined. Information contained in the report should include the following:

(130) CMR number.

(131) Destination.

(132) Weight and Dimensions.

(133) Priority/Required Delivery Date (RDD). It is important to note that the priority can change as the movement progresses. A routine priority that is delayed can have its priority raised in order to ensure that it meets the RDD.

(134) Description.

(135) List of any Dangerous Goods.

(136) List of any outsized cargo or vehicles.

(137) Any pallets/loose cargo in transit.

MOVEMENTS REPORTING

6.50 Movement Reports. UN Movement operations exist in environments which, by their very nature, are prone to damage, loss and incidents affecting the shipments. In order to reflect all circumstances, the following reports are available and are to be completed accurately and in a timely manner:

a. Movement Discrepancy Report. The Discrepancy Report is to be raised when cargo or mail is unloaded from an aircraft and varies from the details shown on the manifest. The Movement Discrepancy Report is to be registered and sequentially numbered and distributed to all airfields which may be able to assist in finalizing the discrepancy. The progress of the report is to be monitored by the originating authority. When a report has been resolved the register is to be annotated 'CONCLUDED'. If the discrepancy remains unresolved after all avenues have been exhausted, the register is to be annotated 'UNRESOLVED'. The following types of discrepancies may exist:

(138) Over Shipment. Cargo or mail received from a flight which is not listed on the Cargo manifest.

(139) Short Shipment. Cargo or mail listed on the cargo manifest but is not received.

(140) Damaged Shipment. Cargo received where the outer container show obvious damage, regardless of whether the contents have sustained damage.

(141) Pilfered Shipment. Cargo received in a condition which indicates or is suspected to have been tampered with and part or all the contents are missing.

(142) Found Shipment. Cargo unloaded from arriving aircraft containing no markings or identifying labels and not manifested.

b. Lost/Found Baggage Report. This report is to be completed whenever baggage is reported lost or when baggage is found unclaimed after flight arrival. For lost baggage, a copy of the report is to be given to the passenger, another is to be forwarded to the departure airfield and any intermediate stops the aircraft made en-route. For found/unclaimed baggage a report is to be filled out, the passenger manifest is to be checked for the passenger's name, and the passenger contacted for baggage collection. If the passenger did not arrive on the flight, the report is to be sent to the originating airfield for instructions. Unclaimed baggage is to be secured until claimed. Movement Control is responsible for follow-up on Baggage Reports and for ensuring that the report is resolved, closed and filed in a timely manner. When lost baggage cannot be located, claims for lost baggage are to be directed to the CMS/DMS with copies of MOP, Passenger manifest (provided by MOVCON), baggage tags and inventory of contents.

c. Movement Incident Report. The Movement Incident Report is intended to provide information which may highlight problems or deficiencies in the air movement system. The report should be completed for any occurrence which is deemed to warrant investigation, revision, remedial action and/or has security or safety implications. It is considered essential to report incidents involving the transportation and storage of Dangerous Goods, damage to aircraft or cargo or injury to personnel. The Movement Incident Report is to provide clear and concise information concerning the incident, the sequence of event that attributed to the incident, date and time of the occurrence and the names of personnel involved. The report can be very useful for revising and improving systems, highlighting problem areas, raising safety and/or security concern and preventing repetition of similar incidents. The Movement Incident report is to be submitted to the CMMCS within one working day of the incident. CMMCS will review and decide further action. These reports are an extremely important management tool and therefore continual follow-up action is necessary until the report has been finalized. All relevant documents concerning the report should be filed with the completed report for reference and audit purposes. The Aviation Safety Manual also contains template forms which must be used when reporting specific incidents, such as the Hazard Report or Occurrence Report. Staff must ensure that they refer to this manual in addition to completing the above actions.

d. Movement Completion Report (MCR). Within 72 hours of completion of all strategic movements, an MCR should be compiled and forwarded to MCS UNHQ. An example of a MCR is at Annex E. The completion of MCRs is an essential part of the process of monitoring the services provided by contractors and TCC/PCCs. They are used as the basis on which the contractor and/or TCC/PCC will be paid for the services provided. They also permit details statistics to be maintained, which is used as the historic basis for budgetary planning. They should also have the Carrier Assessment

Report attached to ensure that the Aviation Safety records are maintained. A copy of the MCR should be made available to the Aviation Safety Officer.

SECURITY OF AIR OPERATIONS IN TERMINALS

6.51 Safety and Security. Movement Control has responsibilities for safety and security of passengers, baggage, cargo and mail during transportation. For safety reasons and for easy identification, Movement Control Staff working at airports or helicopter landing sites are to wear Steel Cap Safety Shoes or Boots, Ear Protection and industry approved Hi Visibility Jackets with 'MOVCON' in large print across the back and in small print on the front and the mission abbreviation.

6.52 Access to the airside passenger terminal and ramp areas will be controlled by United Nations Security personnel and normally falls under the responsibility of the Aviation Section. Movement control staff must cooperate with Security Section and assist in controlling access to restricted areas.

6.53 The following safety and security measures are to be implemented:

a. There must be adequate passenger and baggage screening equipment and/or devices to ensure flight safety is maintained.

b. The Passenger Terminal should have sufficient facilities to separate and secure passengers after check-in and screening.

c. Baggage must be stored and handled in a secure environment after screening and to/from aircraft.

d. Prior to boarding the aircraft, foam ear plugs should be made available for all passengers travelling on all aircraft if possible.

e. Passenger briefing cards for all mission aircraft must be displayed in a prominent position in the Passenger Terminal, in a way that all passengers have ample opportunity to see and read them.

f. Passengers must be given a complete safety briefing and/or display by aircrew after boarding.

g. Ideally, the cargo terminal is to be within proximity to the Ramp. The Cargo, Mail and Baggage processed through the terminal is to be in a secure environment.

h. The Cargo terminal must be configured so as to permit segregation of all Dangerous Goods and other sensitive consignments in a way that complies with DG regulations and maintains their security.

i. Facilities should be established to ensure that all passengers, baggage, cargo and mail can to be transported to/from aircraft securely.

j. moking i permitted on the ramp or around the aircraft.

6.54 Aviation Services Contractors. Aviation Services Contractors, operating on behalf of a mission, are sometimes contracted to perform many of the Movement Control functions as part of their overall contractual requirements. In these cases the responsibility of all Movement Control functions, such as Passenger Handling, Cargo Handling, Loading/Unloading aircraft, etc. remains under MMCS. The contractor's performance will be monitored through the Quality Assurance (QA) program. The CMMCS has the ultimate authority for all aspects of Movement Control functions at airports and HLS in the mission.

PLANNING OF FACILITIES

6.55 Air Terminal Planning/Facilities. As a key MovCon Mission function, UN passengers and cargo terminal movements' activities are the responsibility of CMMCS. It is essential, therefore, that CMMCS is involved at all stages of planning, development and building of terminal facilities. Movcon personnel should also ensure adequate maintenance of equipment, calibration of weight scales, and training of personnel with this equipment.

6.56 For the purpose of providing passenger and cargo services at airports, while the security aspects of terminal operations must be discussed and co-ordinated with the security services, the CMMCS of the mission should ensure the following facilities and equipment are available at the Air Terminal:

a. Passenger Terminal:

(143) The location of the terminal should allow for future expansion, where possible.

(144) Access & exit roads and parking for staff, passengers and buses.

(145) Entrances should be canopied for protection from the elements. Entry and exit doors should be separate.

(146) Separate access to baggage room should be provided for vehicles to enter.

(147) Passenger reception area complete with check-in counters, baggage weighing scales and a separate information desk. Passenger flow is a critical aspect of terminal design and layout design.

(148) Crowd control ropes should be available.

(149) The baggage room should be located after the screening facility and if possible should have a roller conveyor from the x-ray machine into the baggage room. The baggage room should be of sufficient size for sorting, loading/unloading by forklift/mechanical aids, etc.

(150) Passenger terminal should be air-conditioned for passenger comfort.

(151) Male and Female toilets must be provided.

(152) Snack Bar facilities may be considered for high volume airports.

(153) Adequate access to airside ramp for passengers to either walk or be transported by bus to aircraft.

(154) Separate VIP facilities should be considered where possible.

(155) CCTV should be installed wherever possible covering, as a minimum, entrance/exits points to the terminal and baggage handling areas. Areas which are obscured from view when terminal operations are running should also be considered.

(156) Passenger terminals should be fitted with the relevant signs.

b. Cargo Hanger/Building:

(157) The location of the terminal should allow for future expansion.

(158) Access roads should be adequate to accommodate cargo vehicle traffic.

(159) Entrances should be capable of accommodating trucks and MHE.

(160) A hard surface apron should be available for manoeuvring cargo vehicles and MHE during loading/unloading operations.

(161) Sufficient floor area is required for receiving, checking and sorting of cargo.

(162) Storage space for cargo should be split into bays for each destination.

(163) Separate storage should be provided for Dangerous Goods, High Value Consignments, Perishable Goods, damaged cargo.

(164) Where possible, CCTV should be installed to cover storage and cargo preparation areas.

(165) Adequate parking space for cargo vehicles and MHE.

(166) Provision for storage of pallets, ULDs, loading ramps, nets, straps and other tie-down devices.

(167) Scales for weighing pallets, vehicles and bulk cargo.

(168) Adequate lighting must be provided to ensure a safe working environment.

(169) Cargo Hanger/Building should be fitted with the relevant signs.

SEAPORT OPERATIONS

INTRODUCTION

6.57 Sea transportation provides the ability to move large numbers of personnel and large tonnages of material over long distances. The flexibility of sea transportation lies on the ease with which destinations and routes can be changed at short notice. In seaports, operations are controlled by the established authorities and MovCon work with these authorities to execute the movement plan. UN shipping contracts usually require the contracted shipper to provide a Port Captain[1] who will make all reception, berthing, stevedoring and sailing arrangements for the vessels. The Port Captain works with MovCon in preparing the stowage plan for outgoing shipments and provides the stowage plan for incoming shipments. Depending on the contract arrangements, the aspects of port operations to be considered:

a. The supervision of loading and discharge of cargo vessels;

b. The hiring of small craft for port operations (if required), with MovCon establishing that the safety equipment available meets all requirements;

c. The embarkation and disembarkation of personnel and the loading and discharge of ships carrying UNOE and COE cargo;

d. The responsibility for all UNOE and COE cargo to wharf/under-hook, dependant upon the terms of the contract;

e. The issue of any necessary instructions to harbour officials or masters of ships;

f. The provision of pilots and tugs and other small craft through the freight forwarding agent when they are not UN controlled;

g. Bunkering arrangements (if required); and

h. Arrangements for the provision of skilled stevedores and shore labour (if required).

[1] The Port Captain is a suitably qualified representative of the company who will supervise the loading/unloading of the load.

6.58 Planning Movement by Sea. The ultimate responsibility for the safe stowage of cargo (including containers) in a ship rests with the Master/Captain of the ship irrespective of ownership. This responsibility is usually delegated, in practice, to one of the ship's officers, normally referred to as the Cargo Officer or Cargo Master. The point at which accountability of cargo actually changes from MovCon to the ship is usually when the cargo is under-hook. The Port Captain, in conjunction with the Cargo Officer/Cargo Master, will decide which cargo is to be loaded and in what sequence.

6.59 Pre-Stowage Conference. Wherever possible, when working with a variety of shipping contractors, there should be a pre-stowage meeting with each contractor, their agents and the port authorities separately in order to:

a. Identify the terminal/stevedoring commitment required, including MHE;

b. Arrange road and rail resources to move cargo/passengers on call forward from depots and assembly areas;

c. Include in the loading plan any requirement for loading ship's stores and provisions;

d. Prepare a timetable for loading;

e. Arrange for dunnage to be available;

f. Make provision for other Services or arrangements as required including police, security, stevedore shifts, heavy lift cranes, lighting, traffic control, and messing arrangements required for the shore side workforce and passengers transiting through the terminal;

g. Issue the necessary sea movement instructions.

h. The sequence of the loading will also determined by the need for power (reefers) and/or by the offload sequence, in the case of multiple destinations.

6.60 Stowage Plan. A stowage plan is a diagram showing the disposition of cargo throughout the vessel. Whilst not always to scale it should indicate the volume of the different parcels, etc., in the various compartments of the ship. The outline of a stowage plan shows the vessel in profile and the various decks in plan formation, so that it is possible to show the general distribution of the cargo within the vessel and also, by means of the deck plans, the actual disposition. With a highly mixed cargo it will not be possible to show all marks and quantities but in the case of substantial consignments the marks, quantity and position are shown. On arrival of the ship for loading, it is the responsibility of MovCon and Port Captain responsible for the loading to clear the pre-stowage plan with the ship's Cargo Officer/Master for acceptability, and make minor amendments as required prior to the commencement of loading. The actual stowage of the ship seldom conforms to the loading plan in detail, thus as

variations occur, the pre-stowage plan is altered and eventually it becomes the stowage plan. Often this plan is the only means of conveying to the port/stevedoring authorities at the port of discharge the location of cargo in the ship. This information is essential in planning the smooth discharge of cargo and its subsequent clearance from the port area. A copy of the plan should, if possible, reach the port of discharge before the arrival of the ship.

6.61 Documentation. The following standard documents may be required for movement by sea:

a. Load Manifest – Passengers (supercargoes);

b. UN Contingent Information submitted with attachments, Cargo load list and Dangerous cargo load list;

c. Load Manifest - Cargo/Packing Lists, including value of consignment where required for customs purposes.

d. Bill of Lading.

e. Customs Documentation. The contractor remains responsible for all customs clearance. As political sensitivities and local arrangements can delay the process, clearances can require support from the UN entity present in the mission area; the UN may therefore be required to facilitate this activity through letters of support and/or representation at local and/or governmental level.

6.62 Ship Responsibilities. A ship's Cargo Officer/Master is responsible for acknowledging receipt of the cargo from the loading agency and that such cargo is stowed in such a way as to avoid damage to cargo.

6.63 Cargo Packing. Particular care is necessary in packaging cargo for sea movement because of the potential for rough weather. Cases or crates need to be strongly constructed and securely bound, while delicate items will need to be carefully cushioned. Excessively heavy or large crates should be avoided as far as possible to ease handling problems, and conversely the use of standard pallets and containers should always be encouraged. Stores which may be affected by exposure to weather or salt water required additional protection.

6.64 Throughout the process, MovCon must ensure the following:

a. The dissemination of information to allow for forward planning;

b. The ground organization of the port area to allow the smoothest and quickest flow of traffic;

c. Arrangements for the allocation of transport for port clearance;

d. Arrangements for the supply of unskilled labour to port operations, as and when required;

e. The planning of traffic control points and briefing of Military Police (if required);

f. Arrangements for the establishing of Port Workshops, petrol points, water points;

g. Arrangement for the provision of special equipment not held by the Port (if required).

CHAPTER 7 - MOVEMENT OF PERSONNEL

7. Travel on United Nations owned or contracted air and surface transportation assets are authorized for the purpose of conducting official UN business (duty and non-duty). Travel should be adequately justified, budgeted and authorised prior to departure and authorizers should exercise due diligence to ensure resources are used appropriately. Travel by Civil Society, NGO's and Government Officials should only be authorized when and if this travel is directly related to implementation of the mission's mandate. Passengers are booked on UN transport assets in accordance with the mission's priority system.

CATEGORIES OF PASSENGERS

7.1 Movement of Passengers. The following personnel are authorized to travel on United Nations air and surface transport assets upon authorization from the Head of Mission or DMS/CMS.

a. UN Personnel;

1) UN International and National Staff, UN Volunteers, UN Civilian Police and UN Military Observers, Police and Military Contingents serving in the UN mission;

2) UN agencies;

b. Non-UN Personnel (business travel related to implementation of the mission's mandate):

1) Diplomatic Missions, Host Country Government Officials, Host Country Military and Police Personnel;

2) International Contractors Employed by the United Nations. United Nations Contracted personnel employed by the United Nations to provide specific technical support, such as Communication and IT technicians, aircrew of long-term chartered aircraft travelling as passengers, etc. may be authorized by the Head of Mission;

3) Non-UN media and Journalists. Non-UN media & journalists are not normally authorized to travel in United Nations air and surface assets. However, properly accredited and recognized journalists may travel with the approval of the CMS/DMS or Head of Mission;

4) NGOs, ex-combatants;

5) Other non-UN Travellers.

PASSENGER MOVEMENT FORMS

7.2 Passenger and Cargo Manifests. For all flights, the Passenger and Cargo manifests are essential. Without accurate manifests, which truly reflect the load being carried, the aircraft is not permitted to depart. These are further described in Chapters 6 & 8.

7.3 Movement of Personnel (MOP) Forms. This process is divided into manual and electronic form (e-MOPs). Approved and Authorized Movement of Personnel (MOP) forms are required for all passengers travelling for official purposes within or outside the mission area by United Nations owned or contracted air and surface transportation assets. MOVCON is not to accept passengers travelling without an approved MOP. The MOP, an administrative form, is promulgated by the Office of the CMS/DMS after consultation with the CMMCS. The form varies based on local mission requirements; however, the general format remains the same. A standard version for all missions is available; examples of the MOP is attached at Annex F. Electronic versions (e-MOPs) are accessed through Field Support Suite (FSS). All approved and authorised MOP/e-MOP requests must reach MovCon/Passenger Booking Office (PBO) 48 hours prior (weekends and UN holidays are excluded) to time of requested travel, although this timing may vary between missions. This will allow sufficient time to plan and process the request. Personnel submitting requests for movement should take into consideration the time required to obtain recommending and authorizing signatures prior to submission. MOPs submitted less than 48 hours prior to travel will not be processed unless justification is provided explaining the urgency of the request.

7.4 Emergency MOP/e-MOPs Emergency MOP are intended for travel required in less than 48 hours due to urgent requirement for family emergencies, MEDEVAC/CASEVAC or mission immediate operation requirement for cases of critical operational nature which cannot be planned or reasonably anticipated, necessitating submission of an emergency movement of personnel request. Such cases are to be reviewed on case by case basis. Full justification for an emergency travel is to be provided. Failure or insufficient justification will automatically lead to MOP rejection. Such cases are to be reviewed on case by case basis. Travel for routine operational matters, such as meetings, inspections, trainings, driving tests, liberty travel, medical check-ups or any other administrative requirements are not considered as urgent/emergency travel.

7.5 Delegation of Authority. Approval of an MOP may involve the expenditure of UN funds and resources. Due to the financial implications involved, responsibility may be delegated by the CMS/DMS to UN staff members (who are held accountable to the organization for their decision) to recommend and approve travel on UN assets. This authority would normally be delegated to Service Chiefs, Section Chiefs or Certifying Officers.

7.6 General Release from Liability. The General Release from liability form is to be signed by all Non-UN personnel and witnessed by an International staff member prior to transport in UN air or surface transport assets. Additionally, for transport by aircraft, the traveller is required to sign the waiver in the presence of a Movement Control nominated staff

member, and a photo ID will be required at check-in. A General release from Liability is required for each trip. Release from Liability forms for groups, destinations, tasks or time periods with the exception of UN contractors (refer chapter 9.13) are not permitted. A copy of a General Release from Liability Form is attached at Annex G. It is important that the original waivers are retained in the flight folder on the ground. A copy may be carried by passenger on board aircraft.

BOOKING OFFICE & VISAS

7.7 Passenger Booking Office. The Passenger Booking Office (PBO) is responsible for processing MOPs. Personnel should submit MOPs within designated timeframes to enable timely completion of booking procedures. The PBO normally forms part of the JMCC however this could differ from mission to mission. The main duties of the office are to receive MOPs, book personnel to scheduled services and prepare passenger booking and standby lists. Additionally, the PBO provides a central location for booking confirmations and a general movement related enquiries. Passenger manifests should be posted at terminals as soon as approved.

7.8 Visa Requirements. All applications requesting movement outside of the mission area on UN provided transport shall have attached evidence of the required visa for that country. If evidence of the required visa is not provided, the travel will not be authorized; this provision will be strictly applied irrespective of purpose of travel. Obtaining visas is the responsibility of the traveller.

STANDARD PRIORITY SYSTEM

7.9 Standard Priority System. The booking of passengers and cargo on mission transport assets must be prioritized to allow full utilization of the space. The standard priority system for passengers given below may be varied at the discretion of the Head of Mission, DCMS/CMS however is generally sufficient to meet the needs of the mission. Prioritisation is usually as follows:

a. Priority 1 CASEVAC/ /VIP.

b. Priority 2 MEDEVAC, International and National Mission personnel on official duty.

c. Priority 3 International mission personnel on leave.

d. Priority 4 UN Agencies.

e. Priority 5 Non-UN personnel.

7.10 Seating Allocation. After processing and validating MOPs, the seats will then be allocated to the scheduled service in accordance with the Order of Priority and the date of receipt of the MOP.

7.11 Booking Lists. The PBO is responsible for compilation of the booking lists for all scheduled United Nations flights. Booking lists are compiled and published the day prior to the scheduled service at which time they will be made available for viewing by passengers. This would normally be on Lotus Notes/Intranet and displayed outside the booking office in hardcopy.

STAND-BY PASSENGERS

7.12 Standby Passengers on Mission Aircraft. PBO will prepare as necessary, a standby list of personnel for which seats are not available. These personnel should report to the terminal to register and wait for the possibility of securing a standby seat on the flight or ground transportation. Standby seats shall be allocated prior to designated time of closure of the manifest. Seats are allocated to standby passengers by using two filters - the priority of the passenger and the order in which passengers present themselves at the check in counter.

7.13 Stand-by Passengers on UN Chartered Aircraft. Deployment, rotation and repatriation flights (under either commercial charter or Letter of Assist) are arranged explicitly for the purpose of moving a specified group of mission personnel and their baggage to or from the mission, Therefore, only mobilizing or demobilizing personnel are authorized to travel on these flights/Vehicles. Normally, the United Nations agreement with the carrier or the Government calls for the transport of a specified number of passengers in each direction, as required, with their specified baggage entitlement. The numbers of passengers on the flights are determined by the numbers of personnel in the contingent(s) being rotated, and advice from the Field Mission and the Permanent Mission of actual numbers planned to rotate. No allowance is made for additional passengers since this may affect the size of aircraft chartered and incurs insurance and other legal and administrative related expenses. Further, the carriage of personnel other than the named group causes additional customs and immigration workload on the mission and the carrier. Under international law, the carrier is responsible for ensuring that all immigration formalities are met for each passenger before they board the aircraft; the UN is responsible for all persons entering or leaving the host country on an aircraft moving under UN auspices. For the self-carriage of their contingents during deployments, rotations and repatriations, these considerations are addressed within the MOUs and LOAs established with the TCCs/PCCs. These agreements do not cover non-contingent personnel, such as nationals travelling on R&R, travelling on the same aircraft, consequently, customs and immigration irregularities resulting from the presence of non-contingent personnel can create legal problems for the carrier, and both political and legal problems for the Organization.

7.14 Exceptions. It is recognized, however, that there may be times when the mission may consider it beneficial to the Organization to utilize a contingent flight for the carriage of other personnel. In these instances, the mission will forward its request for an exception to policy to headquarters at least 10 working days prior to the scheduled departure date of the

flight. The request should contain substantive justification for the carriage, together with corroborating documentation. Assuming the aircraft is capable of carrying the additional personnel, staff may request permission to travel on board that flight on a space available basis submitted to MCS UNHQ through MMCS. These cases will be considered in priority of:

a. Movement of mission personnel on official business;

b. Travel of national delegations in conjunction with UN HQ approved official visits to the mission area only from concerned TCC/PCC;

c. Movement of personnel on annual or home leave only from the concerned TCC/PCC.

7.15 A maximum 5% of total contingent personnel will be considered for any one flight outgoing or incoming. It should be clearly understood that the contracted carrier is not obliged to provide baggage allowance or to cater food or drinks for stand-by passengers and alternate arrangements is an individual responsibility. The policy for stand-by travel is as follows:

a. The consolidated request for Carriage of Standby Passenger attached at Annex H must be completed and signed by the requestor and submitted to MMCS 12 days in advance of the first flight. Upon receipt of such request(s), MMCS will forward it to MCS UNHQ not later than 10 working days prior to the departure date of the first flight;

b. The Contingent Commander is responsible for prioritizing contingent stand-by passengers.

7.16 Applications under all three of the above categories will be reviewed and depending on the results of the review and the number of seats that are anticipated to be available on the selected flight(s), MCS UNHQ will approve a Stand-by Roster. If a person's name does not appear on the approved Stand-by Roster they will not be permitted to board the aircraft irrespective of level or rank. Standby Passengers outgoing/incoming if accepted on a flight are required to go through normal immigration procedures. All passengers must have valid passport and visas. The final decision regarding additional passengers is made by the carrier through MCS UNHQ prior in advance of the flight.

7.17 No-Show Pax. 'No Show' passengers inconvenience not only the personnel processing the MOPs and providing airports services, but also take a booked seat from other personnel intending to travel. No Shows can also cause a waste of resources and in some cases loss of revenue due to financial commitment of the organization. MMCS should record 'No Show' passenger details. If incidences of 'No Shows' becomes a serious issue the CMS/DMS may take disciplinary action against repeat offenders and take away travel privileges on UN resources. This will vary from mission to mission and guidelines will be provided by the CMS/DMS as appropriate.

7.18 Medical Conditions. Passengers who have medical conditions which may require special arrangements or are travelling for medical appointments must inform the PBO and the

MOP is to be accompanied by a Medical Referral that has been duly authorized by the Chief Medical Officer. Medevac/Casevac procedures are detailed below.

7.19 Cancellation of Flights/Denied Boarding. Passengers may be denied boarding for operational reasons or the flight may be cancelled. Should this occur, at the request of the passenger the PBO may amend and endorse the MOP and rebook the passenger on the next available flight. In cases where the passenger has missed the flight, e.g. arrived too late for check-in, a new MOP duly signed and authorized must be submitted.

7.20 Passenger Confirmations. It is the passenger's responsibility to confirm their seats on United Nations flights/transportation. Booking lists should be made available the day prior to the scheduled travel where possible.

PASSENGERS WITH WEAPONS & AMMUNITION

7.21 Passengers Carrying Weapons and Ammunition. The carriage of weapons and ammunition by passengers on board UN aircraft by authorised personnel is only permitted strictly in accordance with this chapter and in accordance with International Air Transport Association (IATA) Dangerous Goods Regulations for ammunition. This policy applies to all passengers, regardless of rank, service or employment within and outside the mission area. The only exception to this policy will be when the security situation requires that UN personnel be moved tactically as opposed to administratively. (Separate policy for DG not authorised by IATA required, tear gas, etc (tactical movements)). Any exception to the policy must be authorized by the HM/DMS/CMS. Where possible authorisation will be requested from MCS UNHQ prior to the movement. Passengers permitted to travel with their service weapons shall:

a. Declare all weapons (type & serial no.) and ammunition (calibre/no. of rounds) in advance on the MOP/CMR and/or to allow MCS to make necessary arrangements.

b. Weapons are to be UNLOADED, cleared and checked at a designated safe location at least 50m away from any aircraft, equipment or other personnel, prior to boarding any UN operated fixed-wing or rotary-wing aircraft.

c. Passengers carrying weapons are responsible for ensuring that their weapons remain in the UNLOAD condition whilst on board the aircraft and are to observe the following procedures:

(170) The magazine is to be removed from the weapon and kept separately in the proper pouch or holster.

(171) The chamber of the weapon is to be cleared.

(172) The working parts are forward and safety catch is applied.

(173) The total gross weight of ammunition per person is not to exceed 5kg. Ammunition exceeding 5kg is to be transported as cargo.

(174) Rifles. Rifles must be secured in the cargo compartment of the aircraft. If permission is granted for rifles to be carried in the passenger compartment, the muzzle must be pointed down. When carried as freight, they must be made safe, bundled and secured in the cargo compartment, in a way that would prohibit access during flight.

7.22 Close Protection Teams. Occasionally, Close Protection Teams (CPT) may be required to accompany high profile/VIP passengers. Depending on the circumstances, and in undertaking that duty, they may be required to carry loaded weapons. These circumstances must be considered only on an exceptional basis; a thorough risk assessment must be undertaken before any authorisation is given. The risk assessment must be completed by the Head of Mission/DMS in consultation with the CAVO and CMMCS, who are responsible for operational risk management. The final authorisation may only be given by the Head of Mission and/or DMS. Missions must develop appropriate procedures applicable to the specific nature of the mission and the tasks which may require consideration of CPT carriage of weapons.

7.23 Compliance Checks on Scheduled and Special UN Flights. When present, MMCS representatives are to provide a safety briefing to passengers carrying weapons and ensure they are aware of the policy and that weapons have been unloaded, cleared and checked prior to allowing passengers to board. (Sample of Briefing attached at Annex I). Where no MMCS representative is present, the senior ranking person is responsible for ensuring that all weapons have been unloaded prior to allowing passengers to board. The Pilot-in-Command is to be notified and will ensure compliance. MMCS and the Pilot in Command have the right to deny boarding to any passenger carrying an undeclared weapon or not willing to follow this policy. Passengers choosing not to comply with this directive will be refused permission to board the aircraft by MMCS and/or aircrew members. Any passenger carrying an undeclared weapon or found in breach of this policy will be reported to the appropriate authority for further administrative or disciplinary action.

PROHIBITED ITEMS

7.24 Prohibited Items in Hand Luggage. The following items are prohibited for carriage in hand luggage:

a. Dangerous Goods not permitted in accordance with IATA DGRs;

b. Firearms, Replica Firearms (or similar looking toys);

c. Knives, Bayonets, Blades (or similar looking toys);

d. Scissors;

e. Can Openers;

f. Needles;

g. Screwdrivers, Hammers or similar tools;

h. Shavers with removable blade and disposable razors;

i. Any other sharp point object.

7.25 Any item considered prohibited for carriage in hand luggage will be confiscated. Depending on the type of item, consideration may be given to having the aircraft captain take possession and return to the owner on arrival at the destination.

CASEVAC/MEDEVAC

INTRODUCTION

7.26 Other than the evacuation of deceased personnel referred to in Chapter 8.15, the evacuation of personnel by air for medical reasons falls into two categories, Casualty Evacuation (CASEVAC) and Medical Evacuation (MEDEVAC). Movement Control Section is responsible for airlift of personnel under these two categories.

7.27 Casualty Evacuation (CASEVAC). CASEVAC is an emergency airlift of personnel who are wounded, injured or seriously ill and where a threat to life or limb exists. Due to the urgency there may be limited or no en-route medical equipment or medical personnel to provide care during transportation.

7.28 Medical Evacuation (MEDEVAC). MEDEVAC is the timely and efficient movement and en-route care by medical personnel of wounded, injured or ill persons who are in a stabilized condition, from one location to another that has adequate medical facilities to treat the patient. Medical advice is to be sought to ensure that any communicable disease, or medical issue that may endanger other passengers is known and handled accordingly. The CMO is the only individual able to determine if the MEDEVAC/CASEVAC requires exclusive use by medical staff.

7.29 Movement Control Responsibilities:

a. CASEVAC. Due to the urgency, a CASEVAC request can be made directly to Air Operations by anyone in the mission, with a subsequent verification by a doctor or medical facility. Movement Control should be informed immediately of an arriving aircraft. Post-facto manifests are to be raised and filed in the appropriate Flight Folder.

b. MEDEVAC. A MEDEVAC is requested by the Chief Medical Officer or a United Nations medical facility to Movement Control by submission of MOPs for the patient and the Aeromedical Evacuation Team. Details of litter requirements and medical equipment accompanying the patient are to be included on the request. MEDEVAC should normally be accommodated on regular scheduled flights however when this is not possible an Air Mission Request should be submitted. Movement Control is to manifest all medical equipment accompanying the patient. DG are to be documented in accordance with IATA DG Regulations.

7.30 Cross-border Flights. For CASEVAC/MEDEVAC flights that cross international borders, arrangements are to be made at the arrival airfield for reception of the aircraft, including ambulance, customs and immigration. Movement Control is to coordinate with the Chief Medical Officer or his representative for all details relating to the flight and ensure patients and Aeromedical Evacuation Team members are in possession of passports. For detailed CASEVAC/MEDEVAC Procedures refer to DPKO Aviation Manual.

CHAPTER 8 - MOVEMENT OF CARGO

8. Mission Personnel, other UN agencies, Non Government Organizations (NGO) and Non-UN personnel (where their operation is in the interests of the mission) may request to move cargo on UN provided transport at the discretion of the Head of Mission or CMS/DMS. To initiate movement of cargo/freight the requesting section/unit or individual must complete the Cargo Movement Request (CMR) and submit this form to the MovCon in a timely manner to allow the request to be processed and prioritized for movement on available resources. An example of a standard CMR is attached at Annex J. Upon receipt, the booking office will register and endorse the CMR and return a copy to the requester prior to forwarding the CMR to the Cargo Unit for consideration. Based on the priority of the shipment and the available transport assets, the Cargo Booking Office will decide on the transport mode and provide feedback to the requester to coordinate the shipment.

CARGO PRIORITIES

8.1 Cargo Priorities. Space on mission transport asset must be prioritized to allow MovCon to allocate space based on priority. The following indicative priorities are used to determine the delivery time for cargo movement requests but may vary depending on mission resources and infrastructure:

a.	Priority 1	Mission Essential Items	(48 hours);
b.	Priority 2	Re-Supply	(7 Days);
c.	Priority 3	Medium Priority Items	(14 Days);
d.	Priority 4	Low Priority Items	(28 Days);
e.	Priority 5	UN Agencies/NGOs	(On Space-Available basis).

8.2 CMR Authorisation. The authorising officer, able to sign the CMR, must be the section chief or delegated officer of the organisation sending the equipment. The authorised signatories must be promulgated in the mission.

8.3 Requests by Non UN Organizations. Applications for transport of cargo from Non-UN agencies should be forwarded together with a letter providing details of the requirement to the office of the DMS/CMS for approval, who will determine authority based on an assessment of cost recovery, the conditions of carriage, the mechanism for cost recovery and/or whether the items should be shipped Free of Charge (FOC) – an aspect which may only be considered if the movement is in direct support of UN mission objectives. Once authorized the CMR is to be submitted to the Cargo Booking Office for processing. Feedback will be provided when booked to available mode of transport. Cost recovery records for all cargo movements must be monitored and maintained by MovCon for future audit purposes.

PREPARATION OF CARGO FOR MOVEMEMNT

8.4 Irrespective of the efficiency of a transport system, cargo will be handled many times when moving any distance and may be subject to adverse climatic conditions. Therefore, cargo must be properly packaged, marked and documented to ensure it reaches its destination as quickly as possible, in good condition and can be easily recognized. Shippers are to ensure cargo is prepared for safe transportation by the mode allocated. Cargo not correctly prepared, packaged, marked and documented will be rejected.

8.5 Packaging. Cargo offered for transport is to be packed to the highest standard to facilitate ease of handling by personnel or Mechanical Handling Equipment (MHE). Pallets, Unit Load Devices (ULD) and any other resource available to minimize damage during transit. Shippers are to ensure that sensitive/fragile cargo is adequately protected. Depending on the mode of transport packaging requirements may vary. Assistance for specific packaging requirements can be provided by Mission Movement Control Section.

8.6 Marking. The outside surface of all packages/containers should be clear of all other markings. Old labels are to be removed and previous markings obliterated. Standard United Nations consignment label can be requisitioned in self-adhesive form, a sample is attached at Annex Q. The minimum markings on each separate piece in a consignment are:

a. Weight and Dimensions;

b. CMR number (Provided by MMCS);

c. Package number (e.g. 1 of 6);

d. Consignees Name and Address;

e. Consignee's Contact details;

f. Consignor's Address;

g. Any Special Handling instructions (e.g. Fragile).

MODAL CONSIDERATIONS

8.7 Movement of Cargo by Air. Movement of cargo by air will only be authorized if the priority of the consignment requires urgent movement, the items is sensitive and other forms of movement may pose a threat to its safety, or alternative transport modes are unavailable. Cargo allocated to air transport will be considered firstly for scheduled services. If space is not available or a schedule service does not exist then authority for special tasking may be requested. Shippers are to ensure that all dangerous/hazardous cargo to be moved is notified

immediately to the MMCS, at which time the specific packaging required can be advised and movement options discussed. All dangerous/hazardous cargo is to be correctly labelled and marked in accordance with relevant dangerous cargo regulations. Documentation and packaging is the responsibility of the shipper.

8.8 Submission of Special Flight Requests. Occasionally, there is a requirement to move personnel and/or cargo outside the normal schedule of flights. Procedures for such applications are detailed in the Aviation Manual. To accommodate this requirement, an Air Mission Request (AMR) must be raised by MMCS to request that aircraft are tasked specifically for that purpose. Special Flights will only be approved when a valid requirement is submitted by the person or agency making the request and no other method of movement, including use of existing scheduled movements, can meet the requirement. Before a special flight be approved it must be established that the requirement cannot be met through a scheduled service and that the request is of sufficient urgency and/or importance to warrant the tasking of a special flight. Circumstances in which a special flight may be approved include, but are not limited to:

a. Movement of personnel or cargo which is critical to the Mission;

b. Peace Keeping Force (PKF) operational requirements where failure to move the personnel or cargo will jeopardize the PKF mission;

c. Movement of the SRSG, Deputy SRSG, Force Commander/Police Commissioner and others conducting official mission business;

d. Movement of VIPs and Official visitors whose travel is in the interests and success of the Mission.

8.9 Preparation of Vehicles and Motor-Fitted Equipment for Air Movement. Preparation of vehicles, aircraft engines, plant, major assemblies and other fuel operated equipment for movement by air should be inspected by the MMCS prior to movement. The MMCS will examine each consignment and as far as practicable confirm that the consignment is properly prepared for air transport, due to the potential danger to the aircraft from leaking fuel, oil and other hazardous materials. MovCon are required to reject consignments that do not meet the required standards. Vehicles and plant should be prepared for in-mission air movement in accordance with the provisions of the extant Dangerous Goods Regulations, notably those relating to the shipment of items falling under UN 3166, but outlined as follows:

a. To avoid potential confusion over fuel levels in vehicles, fuel tanks are not to be more than one quarter full, irrespective of fuel type, leaving sufficient ullage for expansion due to temperature of pressure changes;

b. There are to be no visible oil or fuel leaks;

c. Loose equipment carried in the vehicles is to be restrained to prevent movement;

d. Ensure fuel caps, radiators, batteries and oil filter caps are securely tightened;

e. Tyre pressure should not exceed recommended manufacturers' specifications;

f. Each vehicle should have a fire extinguisher.

g. When transported within a container, the vehicle and equipment must be properly restrained to prevent it from possible movement during the flight.

8.10 Movement of Cargo by Road. Where possible, cargo is to be centralized at a Movement Control cargo terminal at which time it will be allocated to available space on vehicles operating over the required route. The Movement Control Unit will confirm if space is available on already tasked vehicles to the required destination. If so clearances and convoy orders will be advised. Should there be a requirement to task a special convoy; the time and place for delivery of cargo to the concentration area will be advised by the Movement Control Unit.

8.11 Movement of Cargo by Sea. Cargo for movement by sea requires feeder transportation at both port of embarkation and port at discharge with the exception of vehicles that can be self-deployed. Due consideration should be given to provision of transport assets to ensure port clearance is effected in a timely manner. Particular attention needs to be given to damage and the procedures that are required to be followed to ensure organization insurance claims are honoured. While the port authorities and ships personnel are responsible for the safe loading and stowage of cargo, MOVDETS provide the important role of coordination and constant checks and balances that are required to ensure timely sea transport operations.

8.12 Movement of Cargo by Rail. Cargo to be moved by rail may be subject to severe in transit stress. Special packaging and strapping requirements will be advised by the Movement Control Unit. Lashing and sheeting of cargo, including vehicles, is normally carried out by railway staff or the transport agency. It may be required that agencies assist Movement Control Unit to lash and sheet cargo if railway staff are unable to supply trained labour. Should extra labour be required the Movement Control Unit will arrange for it to be available. Receiving agencies are to advise the Movement Control Unit of any loss or damage within 48 hours of receipt of cargo.

8.13 Movement of Cargo by Inland Waterways. Inland waterway movement can involve movement by ferries, patrol boats or barges. This may involve the utilization of UN or commercial hire resources. Details will be advised at time of request. In addition to the transportation of regular cargo, mail and dangerous goods, other types of cargo are often presented for transportation.

MOVEMENT OF SPECIAL CARGO

8.14 The following paragraphs outline the special handling/consideration required for special cargo.

HUMAN REMAINS

8.15 The provisions in this manual relate primarily to the planned movement of human remains that have already been recovered from the place of death. Urgent MEDEVAC flights, where dedicated military or civilian contracted medical response flights have moved casualties from front line locations, are handled differently and are considered operational activities managed by the military authorities. Individual mission procedures will apply in such cases.

8.16 Once recovered from the place of death and onward movement, to an agreed final destination is planned, human remains may be carried in United Nations aircraft, chartered aircraft and contingent aircraft or by commercial airlines depending on the decision of the deceased person's country for repatriation of the remains. The following personnel may be involved in the process of repatriation of human remains:

a. Chief/Director Mission Support;

b. Chief Medical Officer;

c. Chief Civilian Personnel Officer or Chief Military Personnel Officer/Police Chief of Staff;

d. Chief Movement Control Officer and

e. Travel & Traffic Unit Representative.

8.17 All personnel involved with the transport of human remains are to ensure that solemnity and respect is shown at all times when handling the task and there is no cause for criticism. In order for the remains to be safely transported they should be properly prepared, and hermetically sealed in accordance with medical procedures for deceased persons being prepared for repatriation by air. It is not always possible in missions to achieve the hermetic seal required for immediate movement. In-mission medical staffs are required to support in this respect. The Chief Medical Officer is responsible for all processes required to prepare human remains for transportation and providing all documentation, e.g. death certificate, embalming certificate, if required, sealing casket certificate, hygiene certificate and any other relevant documents. When checked and accepted for transportation, the coffin will be recorded on a Cargo Manifest and be accompanied normally by at least one escort. On UN aircraft there should be no other passengers on the same aircraft as the human remains unless they are segregated in a separate cargo compartment not visible to the passengers. Other cargo is not to be loaded on top of a casket containing human remains. Travel and Traffic unit will be responsible for bookings and shipping arrangements for commercial flights for the remains, deceased personal effects and the accompanying escorts return travel from

the mission to deceased home country. Special arrangements for transit airports must be coordinated, e.g. transport, mortuary, and for reception at final destination. Movement Control is to liaise with Travel and Traffic for all commercial arrangements and ensure all airport procedures are carried out. For travel on international flights, the escort should carry all documentation including the deceased passport and any personal documents which may be required by immigration or customs at the departure and arrival airports. Arrangements should be made with the mortuary to 'call forward' the coffin when ready to load so as to minimise holding time.

MONEY

8.18 Transportation of money in peacekeeping missions is a sensitive matter and requires confidentiality. The Department for Safety and Security (DSS) is responsible for issuing directives on the manner in which cash should be handled in missions. Procedures involve strict security and must be carried out on a 'need to know' basis. Mission's requiring movement of money within the Area of Responsibility (AOR) or in/out of the AOR must have a written policy detailing restrictions, limitations and a distribution list of those who need to be involved. The list should be as short as possible and only include essential personnel. Those normally involved are:

a. Chief/Director Mission Support as approving authority;

b. Chief Finance Officer (CFO) as organizing authority and bank signatory;

c. Chief Security Officer (CSO) to provide sufficient security officers and protection;

d. Chief Movement Control Officer (CMMCS) is responsible for providing multi-modal transportation support and airport/aircraft transfers as required;

e. Chief Aviation Officer (CAVO) to provide aircraft assets as required.

8.19 Under normal circumstances there will be requirement for an escort party consisting of one finance representative and two security officers. The number of persons that make up the team will be determined by the CFO and CSO. Depending on the security situation, political implications and any other contributing factors, the CFO, CSO and CMMCS must make a decision regarding carriage of other passengers with the consignment of money. CMMCS is responsible for offering technical and operational advice to all concerned in relation to the movement processes that should be used during the transportation phase. The UN does not transport cash on behalf of governments without specific approval, in writing, from the UN Controller.

WEAPONS & AMMUNITION AS CARGO

8.20 Weapons transported as cargo must be unloaded and chambers cleared of ammunition before being packed for loading. Magazines must be removed and packed separately. Working parts, breechblocks and firing pins must be removed and packed separately. Weapons and working parts are to be loaded separately inside the aircraft. Weapons are to be packed in suitable hard boxes (e.g. steel, wood) which must be locked and clearly marked. Each box must include a packing list with weapon serial numbers and types. Alternatively weapons, such as rifles, may be wrapped in a suitable material (e.g. Hessian) sufficient to provide protection to the weapon. Securely bundled weapons should not exceed a quantity of 5 per bundle. Ammunition must be packed separately from the weapons in accordance with ICAO/IATA Dangerous Goods packing instructions accompanied by a DG certificate issued by the competent and certified authority. Where possible, an ATO should inspect and certify the ammunition prior to flight. All weapons and ammunition will be included in the Cargo Manifest. More than 5kg per passenger will be considered as Cargo and must be treated as such. MOVCON will conduct acceptance checks on all weapons and ammo (DG) shipments prior to loading. While the carriage of weapons and ammunition as unaccompanied cargo is permitted under international cargo and dangerous goods regulations, the significant majority of carriers refuse to accept such consignments. Consequently, wherever possible, weapons and ammunition must be carried on the same flight as the personnel to whom they belong. Failure to comply with this recommendation may result in the weapons and ammunition being stranded at their point of origin.

PERISHABLES

8.21 In some peacekeeping missions air transportation of fresh rations to sustain contingents is essential. Perishable Foods are food items or ingredients that are susceptible to deterioration or loss of quality when subjected to excessive temperatures. Rations contractors are responsible for communicating to Movement Control any specific food safety control procedures required during transportation. Perishable Foods may be carried in United Nations aircraft as cargo in accordance with the regulations of this chapter. Correct observation of the regulations for transportation of perishable foods is necessary to ensure that all food reaching the consumer is kept free of contamination or spoiling during transportation. The safe transportation of food is a key step in ensuring that the food that ultimately reaches the consumer is safe to eat and of highest quality. Good communication between shipper and receiver of perishable foodstuffs is essential. Transportation and Storage of perishable foodstuffs should be carried out to ensure conditions do not allow contamination of the food or rapid proliferation of undesirable microorganisms in the food.

8.22 Food transportation units, such as Reefers, should be designed, constructed and maintained in a manner which prevents food contamination and spoiling by minimizing the risks of physical, chemical or microbiological hazards. Food transportation units should be designed to prevent access of insects, vermin, or contamination from the environment. When necessary, they should be designed to provide for insulation against loss or gain of heat, adequate cooling or heating capacity, and should have the ability of being locked or sealed. Food transportation units should be inspected by Movement Control personnel on receipt and prior to loading to ensure that they are free from contamination and are suitable for the

transportation of the food that is to be loaded. Food transportation units should be loaded, arranged and unloaded in a manner that avoids contamination and adulteration of food. Temperature changes of perishable foods can reduce shelf life, result in product deterioration and most importantly potential microbial growth. Such change increases the risk of food borne illness and creates economic loss. Adequate and properly functioning temperature control systems are required to maintain food in a condition that is fit for human consumption. All food requiring refrigeration should be immediately placed in the appropriate storage environment as soon as a visual and physical examination has been completed. In the absence of other systems, thermal control blankets should be used to minimise temperature fluctuations.

HUMAN BLOOD

8.23 Human Blood is classed as infectious and should be packed, labelled and transported in accordance IATA Dangerous Goods Regulations, Class 6.2, Infectious Substances. Transportation of Human Blood to a Peacekeeping mission is common practice. Medical Services will normally have a contract for the supply of blood products and will advise when consignments are arriving in the mission. It is the consignor's responsibility to ensure the consignments are correctly packed and documented for transportation by air. On receipt of information that Human Blood products are arriving by air into the mission, Movement Control is to ensure customs procedures are expedited and minimum time is spent clearing the consignment. Procedures for transportation of Human Blood products within the mission remain the same. Once cleared, the consignment must be transported rapidly to the Medical Services or immediately collected by the medical staff.

LIVE ANIMALS

8.24 The transport of live animals, including pets, on board United Nations mission aircraft or United Nations short-term chartered aircraft is prohibited, with the exception of Contingent, Police and Agency working dogs, such as Guard Dogs, Explosive Detection Dogs, Natural Disaster Rescue Dogs and Mine Detection Dogs, where the sole authority for carriage rests with MCS UNHQ. The term 'animals' in this context includes birds, fish, mammals, reptiles and insects. Any requests for additional exceptions to this policy must be addressed to the MCS UNHQ and be authorized prior to the movement. Prior to shipping dogs, it is mandatory for the contingent to produce relevant health certificate, vaccination cards and any other documentation. Short-term charter airlines contracted for contingent rotations may have additional specific airline requirements. Contact should be made with the airline to establish procedures for movement of the dogs. Regulations regarding carriage of animals differ from country to country. Health authorities at the destination country may have specific health/quarantine regulations. Prior guidance or approval may be required.

FLORA & FAUNA

8.25 Carriage of fauna and flora (wild animal & plant life) on board United Nations mission aircraft or United Nations short-term and long-term chartered aircraft as well as aircraft

operated under LOA terms is prohibited. National and international regulations strictly control the importation and exportation of such items. Persons found in possession of fauna or flora may be in breach of local laws and regulations and may therefore be subject to disciplinary action.

HANDLING OF DANGEROUS GOODS (MULTI MODAL)

DISCLAIMER

8.26 This section provides an overview of the very important subject of Dangerous Cargo (DG) and its transportation. Under no circumstances should this manual be used as a substitute for the formal Acts, Regulations, Rules, Codes and Standards internationally published and in force; it must not be relied upon to fulfil legal obligations. Movement Control personnel must always refer to the following DG Regulations when handling and/or planning/implementing the transportation of dangerous goods:

a. International Civil Aviation Organisation (ICAO) Technical Instructions for the Safe Transport of Dangerous Goods by Air.

b. International Air Transport Association (IATA) Dangerous Goods Regulations.

c. International Maritime Dangerous Goods Code (IMDG).

d. The European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR).

DEFINITION

8.27 Dangerous Goods (DG) are defined as articles or substances which are capable of posing a risk to health, safety, property or the environment, or present a hazard of any form whether gaseous, liquid or solid to an aircraft, crew, vehicles and passengers if carried when transported. These goods require special treatment and are assigned the classification of DG on the basis of its nature or properties NOT on quantity. DG includes a wide range of solids, liquids, and gases that have explosive, flammable, toxic (poisonous), infectious, radioactive, corrosive, or environmentally hazardous (eco toxic) properties. DG has special transport requirements to eliminate or minimise the risk of injuring people or damaging property and the environment. Requirements for air, rail, road, and sea are not the same. Similarly, the requirements of one country may not necessarily be the same as another. This section identifies some of the differences and is intended as a guide for consignors (shippers) and the movement control personnel. Transport of Dangerous Goods is necessary in Peacekeeping Operations. Movement Control staff must maintain a high level of training and understanding of the properties and types of dangerous goods offered for shipment. Many agencies, units

and sections have little or no knowledge in relation to shipment of DG, it is the responsibility of MOVCON staff to maintain a vigilant watch, provide advice and assistance to ensure the safety of transport assets and personnel.

8.28 This section will also help mission packers, consignors and transport operators understand the requirements when transporting DG by more than one mode. This is particularly important in UN Peace Keeping Missions where many goods have to travel by more than one mode (e.g. transport from home country by sea and air then into AOR by road transport). DG shippers must comply with air, land and sea transport requirements. Understanding and complying with the different requirements improves both compliance and safety, and can minimise delays and prevent additional cost. This guide provides basic information on transport requirements for DG by all modes.

DANGEROUS GOODS CLASSES

8.29 DG are divided into nine Classes based on their hazardous properties. The following lists the Classes and provides selected examples of common DG that may be encountered in missions by UN staff; this list is not exhaustive and any uncertainty over whether DG is present must be referred to an appropriately qualified individual:

a. Class 1 Explosives, sub-divided into:

(175) Class 1.1 Explosives with a mass explosion hazard.

(176) Class 1.2 Explosives with a severe projection hazard.

(177) Class 1.3 Explosives with a fire, blast or projection hazard, but not a mass explosion hazard.

(178) Class 1.4 Minor Fire or projection hazard (most small-arms ammunition, fireworks etc. fall under this category).

(179) Class 1.5 An insensitive substance with a mass explosion hazard (similar to 1.1).

(180) Class 1.6 Extremely insensitive explosive.

b. Class 2 Gases, sub-divided into:

(181) Class 2.1 Flammable Gases (e.g. Disposable cigarette lighters and refills for gas lighters, acetylene (for oxy-acetylene welding and brazing), ethylene (for ripening fruit), and hydrogen (for university and some industry use)).

(182) Class 2.2 Compressed Non-Flammable Gases (e.g. Carbon dioxide (found in soft drink dispensing machines), oxygen (for hospitals and oxy-

acetylene welding), compressed air, Freon's (for refrigeration, air conditioning and polyurethane manufacture), compressed nitrogen and argon (for welding). Also, liquid oxygen and liquid nitrogen (for industrial applications).

(183) Class 2.3 Toxic Gases (e.g. Methyl bromide and ethylene oxide (for fumigation), chlorine (for commercial swimming pool water sanitation), and ammonia (for industrial freezing works)

c. Class 3 Flammable Liquids (e.g. petrol, mineral turpentine, kerosene, methylated spirits, enamel paints, car lacquers, polyurethane varnish, two-pot polyurethanes and their solvents, most varnishes and some dry-cleaning fluids).

d. Class 4 Flammable Solids, sub-divided into:

(184) Class 4.1(e.g. Flammable Solids. Firelighters (eg, Little Lucifer's), matches and sulphur powder).

(185) Class 4.2 (e.g. spontaneously combustible solids, Sodium and Potassium metals).

(186) Class 4.3 (e.g. calcium carbide, used to produce acetylene gas).

e. Class 5 Oxidisers, subdivided into:

(187) Class 5.1 Oxidising Substances (e.g. pool chlorine (HTH), some home bleaches and nappy sanitizers and hydrogen peroxide for swimming pool treatment. Some fertilisers such as ammonium nitrate and weed killers such as sodium perchlorate and products used for stripping printed circuit boards).

(188) Class 5.2 Organic Peroxides (e.g. the hardeners from products such as Plastibond and Bondofill. Larger quantities are used in manufacturing industries).

f. Class 6 Toxic and Infectious Substances, sub-divided into:

(189) Class 6.1 Toxic (e.g. some pesticides such as most agricultural insecticides and some weed killers), industry products such as sodium cyanide for metal treatment. Several metal degreasers are poisons, such as chromium salts in electroplating and copper chrome arsenate mixtures for timber preservatives, and borax (for use in washing powders and cleaners). Many regularly used cleaning household products fall into this Class).

(190) Class 6.2 Infectious (e.g. blood samples from people with infectious and/or notifiable diseases, septic tank effluent wastes, cultures containing pathogen(s) which may cause infection, needles and syringes under the 'needle and syringe programme').

g. Class 7 Radioactive Material (e.g. some industrial thickness measuring devices, products used to sterilise medical products, and as a treatment for cancer, some components of medical and associated machinery – often identified by the easily recognisable radioactive symbol on a label).

h. Class 8 Corrosives (e.g. car and truck batteries, glacial acetic acid used for peeling processed fruit, caustic soda (sodium hydroxide) and caustic potash (potassium hydroxide), and acids such as hydrochloric, sulphuric and nitric, used in many industrial processes, many dairy sanitizers and industrial cleaners are corrosive).

i. Class 9 Miscellaneous Dangerous Substances. This Class represents a diverse range of substances or articles that have dangerous properties not covered by Classes 1–8. Class 9 should not be regarded as presenting a lower risk than Classes 1–8. It includes blue, brown and white asbestos (cancer hazard), polychlorinated biphenyls or PCBs (environmental and health hazards), some ammonium nitrate fertilisers, and environmentally hazardous substances. Aquatic environmentally toxic substances equivalent to HSNO classification 9.1A and 9.1B are classified as Class 9 Packing Group III for transport. UN Class 9 also includes substances transported at elevated temperature, and genetically modified organisms.

DANGEROUS GOODS – INTRODUCTION TO KEY TERMINOLOGY

8.30 Air and Sea Dangerous Goods Codes. Air transport is regulated by the International Civil Aviation Organisation (ICAO) at government level and the International Air Transport Association (IATA) at commercial level. Sea transport is regulated by the International Maritime Organisation (IMO). These organisations publish Codes of Practice based on the UN Recommendations, which outline the requirements for safely transporting Dangerous Goods by sea and air. The ICAO Technical Instructions and the IMDG Code are now closely aligned with the UN Recommendations, with the text for classification, identification, marking and labelling reproduced from the UN Recommendations. However, there are still some significant differences between the Codes, especially in packaging and segregation requirements. These differences usually arise due to the different conditions encountered during transport. This document will identify these differences. ICAO and IATA have almost identical requirements. However, ICAO recognises state variations, while IATA recognises state and operator variations.

8.31 Consignment Procedures – Key Points. The following general considerations apply to all modes of transport:

a. The goods must be classified according to the Code's criteria or confirmed with the manufacturer of the goods;

b. The Proper Shipping Name (PSN) must be identified from the general index or alphabetical list of Dangerous Goods in the appropriate Code;

c. The goods must be checked whether they can be transported at all – some are prohibited under any circumstances. Others may require different packaging or smaller quantities and some are exempted if they are transported in very small commercial sample quantities;

d. The items must be checked to confirm whether different items can be placed in the same packaging (segregation);

e. The correct packaging must be selected based on the Packing Instruction or Code and Packing Group when applicable if the Code does not provide Packing Instructions. The goods must be marked and labelled with their Proper Shipping Name (PSN), UN number, Class label and Subsidiary Risk label (if required), Packing Group (if applicable) plus any additional marks required by the Code. The cargo must be packed into Cargo Transport Units (CTUs) according to segregation requirements. Containers and vehicles must have documentation, such as manifests and/or lists of goods, and a container/vehicle packing certificate must be provided. Any additional or supplementary information required by the specific Code must also be supplied. The CTU must be labelled with Class placards and UN number if required;

f. A DG Declaration must be provided, stating the UN number, PSN, Class, the Packing Group where applicable, and the number and kind of packages. Providing this information in the order, PSN, Class, UN number and Packing Group is also acceptable. Also provide flashpoint and hazchem Code if required. If not specifically required elsewhere on the document, this information may be placed in the 'additional information' section. Provide any additional information required by the specific Code. Under the Land Transport Rules the consignor must advise of any special requirements for the safe carriage of the goods;

g. Proper Shipping Name (PSN): describes a dangerous item in the numbered list of Dangerous Goods in chapter 2 of the UN Recommendations. It is considered to be the most appropriate name where synonyms or alternative names exist for the same item. Where a choice of names is permitted by the Code, the PSN is the name that most accurately describes the goods. It is also recognised internationally. Also see 'Proper Shipping Name' in the section titled 'Differences between Modes';

h. Packing Group: Classes 3, 4, 5.1, 6.1 and 8 have been divided into three Packing Groups (PG): I, II or III. The Packing Group indicates the degree of danger within the Classes and specifies the standard of packaging. Packing Group I denotes high danger and therefore requires the highest standard of packaging; II denotes medium danger; and III denotes low danger;

i. UN number. This is the number assigned to an item in the list of Dangerous Goods in chapter 2 of the UN Recommendations, and identifies the item by PSN and Class. It is always prefixed by the letters 'UN';

j. Class label: Distinctive diamond-shaped labels (a square set at an angle of 45 degrees) to identify the Class by a combination of colour, Class number (in the bottom angle) and distinctive pictograms;

k. Subsidiary Risk label: Label or labels denoting additional significant risks. These are Identical to class labels.

8.32 Identifying Dangerous Goods – Key Points. Dangerous goods are classified based on their properties. Many pure Dangerous Goods can be easily identified and classified using the relevant Code's 'general index' or 'alphabetical list'. If a substance or product is not listed by name, it must be assigned a Class, Division (if applicable), subsidiary risk (if any) and Packing Group (if applicable). This is done by comparing the chemical, physical, biological or infectious properties of the substance using the criteria for each Class found in the classification section of the relevant Code. When the substance has more than one risk, the primary and subsidiary risk(s) are determined using the code's precedence of risk rules. Once this has been done, the PSN can be chosen from 'generic' type names. Use the following list of questions to guide you through the identification and classification procedure:

a. Is the product a pure substance or does it contain only one dangerous substance?

b. Is the substance listed by name or synonym in the list of Dangerous Goods?

c. Is the product a mixture of Dangerous Goods, and is this mixture specifically listed?

d. Is it listed under a 'generic chemical family' name (e.g., BUTANOLS or OXALATES)?

e. Is it listed under a 'generic non-chemical' name (e.g., Battery Fluid, Acid, Adhesives, Paint, and Safety Matches)?

f. Is it listed under a 'generic Not Otherwise Specified (N.O.S)' NAME (EG, Alcohols N.O.S or Flammable Liquids, N.O.S., or Pesticides Liquid, Toxic, Flammable, N.O.S)?

8.33 Packaging. Appropriate packaging is vital in safely transporting Dangerous Goods. The entire UN Recommendations are based on the philosophy that securely contained Dangerous Goods pose little (or acceptable) risk during transport. Based on experience, the UN developed the minimum performance requirements for packaging. Missions must ensure sufficient stock of recommended packaging that complies with UN standards. It is the packer's responsibility to ensure the packaging has been tested to the required test standard for the substance being packed. Refer to the relevant Code for the full requirements. To select packaging, check the following factors:

a. Solids or inner packages: Does the substance adequately fill the packaging and is the total weight less than or equal to the test specification for the proposed packaging?

b. Liquids: The specific gravity (SG) of the substance must be equal to or less than the test specification of the packaging;

c. Is sufficient head space (ullage) available?

d. Can the packaging withstand internal pressure generated by the substance when the temperature increases under normal transport conditions?

e. A package intended to retain liquids must be able to withstand pressure from the expansion of the contents;

f. Each Code provides formulas to calculate the minimum hydrostatic test pressure required for a particular liquid;

g. Is the cushioning or absorbent material compatible with the substance?

8.34 Marking and Labelling. All Codes have similar marking and labelling requirements, labelling specifically refers to Class label(s) and Subsidiary Risk labels. Marking refers to the PSN and corresponding UN number (preceded by the letters 'UN').

8.35 Segregation. The physical separation of incompatible goods helps safeguard against accidents by reducing the probability of an adverse reaction between incompatible Dangerous Goods if containment is lost. The UN Recommendations recognise the need to segregate incompatible materials; they are specified in the modal Codes. There are some significant differences between the Codes. These differences reflect the different stresses and strains in the various modes as well as the quantities of Dangerous Goods involved.

8.36 Documentation – Key Points. Information required on transport documentation is essentially the same for all transport modes, although some Codes require a specific form. The following information requirement is common for all modes and should be included for each dangerous substance, material or article. The alternative order of PSN, Class, UN number, and Packing Group is also permitted:

a. UN number (preceded by the letters 'UN');

b. The Proper Shipping Name (PSN).

c. The goods' Class or Division (when assigned). Substances and articles of Class 1 (explosives) should be followed immediately by the compatibility group letter;

d. The Packing Group (if assigned);

e. Number and kind of packages;

f. Total quantity of Dangerous Goods covered by the description (by volume, mass, or net explosive content, as appropriate).

g. All Codes require additional information when using ‘generic’ PSNs containing N.O.S. as part of the name. For example, capryl chloride is a corrosive liquid but is not listed by name in the index or alphabetical list. The correct PSN to use is ‘CORROSIVE LIQUID N.O.S. (capryl chloride) UN 1760’.

h. The additional information required is usually limited to stating the two most dangerous components. If the mixture has a primary and subsidiary risk, the components mainly responsible for these risks should be listed. For example, an emulsifiable concentrate of azinphos ethyl, which is toxic and has a flammable solvent, would be named as ‘ORGANOPHOSPHOROUS PESTICIDE, LIQUID, TOXIC, FLAMMABLE, N.O.S. (80 percent azinphos ethyl, 15 percent xylene), UN 3017’.

i. All Codes allow multiple entries and a mixture of Dangerous/non-Dangerous Goods on the same declaration; however, the Dangerous Goods must be listed first.

j. Comparison of the Documentation Requirements. A comparison of the documentation requirements is shown in the following figure:

ADR	IMDG	ICAO	IATA
UN Number	Yes	Yes	Yes
‘PROPER SHIPPING NAME’ (PSN)	Yes	Yes	Yes
Additional information required for N.O.S. and generic PSNs	Yes	Yes	Yes
Packing Group required	Yes	Yes	Yes
Hazchem Code	No*	No	No
Packing instruction	NA	NA	Yes
Indicate number and kind of packages	Yes	Yes	Yes
Indicate mass per ‘Outer Package’	No	Yes (G)**	Yes (N)
Indicate the total quantity	Yes	Yes	No
Required for any quantity	Yes***	Yes	Yes
Require emergency procedure guide	No	No	No
Multiple entries allowed on declaration	Yes	Yes	Yes
Non-Dangerous Goods allowed on declaration – listed after Dangerous	Yes	Yes	Yes

Goods			
Indicate Marine Pollutant	No	Yes	No
Flashpoint	No	Yes	No

Figure 6 - Comparison of DG Documentation Requirements

8.37 Dangerous Goods in Limited Quantities. All Codes provide for transporting limited quantities of medium and low danger Dangerous Goods, recognising they often present a reduced risk during transport. An outline of the requirements for transportation of dangerous goods in limited quantities are:

a. Packing Group I substances are not generally permitted.

b. Flammable, toxic, corrosive or oxidising gases are not permitted (aerosols UN 1950 are permitted);

c. Some Classes or Divisions of Dangerous Goods are not permitted;

d. The goods must be packaged in combination packaging (e.g., an inner and outer package);

e. The maximum quantity permitted per inner package is prescribed and depends on the Class, Packing Group, and whether it is solid or liquid.

f. The maximum gross mass of the combination package cannot exceed 30kg;

g. Shrink- or stretch-wrapped trays meeting certain conditions may be regarded as outer packaging, and the package shall not exceed 20kg gross. Inner packages that are liable to break or be easily punctured (e.g., glass, porcelain, stoneware or certain plastics) cannot be transported by this packaging method;

h. Packaging needs to be good quality but not necessarily to UN specification. Air transport packaging still needs to meet certain standards (see ‘Differences between Modes in this chapter);

i. Some requirements for marking, labelling, segregation and documentation are also reduced;

8.38 The Classes and quantities of goods which can be transported under these special provisions for land and sea are almost identical. For detail, please refer to the appropriate legislation in the referenced DG publications. The following table outlines the similarities/differences and is indicative only:

	Land	Sea	Air
Package marking	Proper Shipping Name and UN number for each Dangerous Good or • 'DANGEROUS GOODS IN LIMITED QUANTITIES' plus the Class and Division – including any subsidiary risk or • The UN number(s) of the Dangerous Goods in the package, placed within a diamond	'DANGEROUS GOODS IN LIMITED QUANTITIES OF CLASS(ES)'	• 'LIMITED QUANTITY' or • 'LTD QTY'
Package labelling	Not required	Not required	Class labels required
CTU17 markings	Not required	'LIMITED QUANTITIES' (for full load in the CTU)	Not applicable
CTU placards	Primary Risk Class(es), or • 'Hazardous' or 'Dangerous' placard	Not required	Not applicable

Figure 7 - DG in Limited Quantities, Identification Requirements Summary

8.39 Consumer Commodities. Consumer Commodities are limited quantity Dangerous Goods (intended for personal or household use) that are packaged and distributed to retailers. Consumer Commodity packages do not need to be marked with the PSN or UN number or labelled with a Class label. The term Consumer Commodities is not used for sea transport – these are regarded as a special type of DGLQ and you do not need to display the Class label, PSN or UN number.

8.40 Empty Containers. All modes require empty containers that have not been purged and freed of all traces of Dangerous Goods to be treated as if they were full.

8.41 Forbidden Goods. Some goods are considered too dangerous to transport – the IMDG and IATA Regulations include these in the main index. IATA also lists these substances in its Dangerous Goods Regulations. Some substances are also prohibited in the main index. IATA is more restrictive than the other Codes. Nonetheless, on rare occasions, the military nature of the mission activity and the urgency of requirement may require dispensation for the movement by either air or surface means of substances that would otherwise be forbidden. MCS UNHQ is to be contacted whenever such a requirement arises. Under no circumstances can dispensation be issued in mission.

8.42 Non-UN Specification Packaging. ICAO and IATA allow very small quantities of some Classes of Dangerous Goods to be shipped as 'excepted quantities', however, the conditions of using the non-standard packaging and the quantities permitted are very carefully controlled and detailed in the relevant regulations. The outer packaging does not have to be UN certified packaging but it must be of at least an equivalent standard.

8.43 Labelling and Placarding. Labelling and placarding principles are common to all Codes. However the use, number, location, and size of the placards vary. All modes require all outer packaging to be labelled with Class labels. Main elements include:

a. Class and Subsidiary Risk Labels: Subsidiary Risk labels are identical to Class labels.

b. Quantity: All Dangerous Goods transported by air or sea must be placarded. The same requirements apply to land transport except small packages in an aggregated quantity less than 50kg or 50 litres.

c. Location and Number: A vehicle for sea transport must be placarded on two sides and the rear. For road transport, the same vehicle is required to be placarded front and rear. The minimum size for the placards is 250 x 250mm. Bulk tank wagons are required to be placarded on both sides and the rear. The minimum placard size is 400 x 400mm.

d. Hazardous Placard: The black and orange striped 'HAZARDOUS' or 'DANGEROUS' placard used for land transport is not acceptable for air or sea transport. These modes require all Class and Subsidiary Risk labels/placards to be displayed. A vehicle placarded according to marine requirements is also acceptable under the Land Transport Rule. The converse, however, is not acceptable.

8.44 Container Packing Certificates. Land Transport Rules require a Container Packing Certificate or Vehicle Packing Certificate to be carried if the goods are in a closed, pre-packed freight container or vehicle. The Certificate states the container and the goods have been inspected and that the packages are labelled and marked, segregated and secured in accordance with the Land Transport Rule. The IMDG Code requires the person responsible for packing a freight container or vehicle to provide a Container Packing Certificate certifying that the container has been properly packed in accordance with the directions provided in the regulations.

8.45 Cargo Transport Units and Freight Containers. In addition to the placards, the IMDG requires full container loads of one Dangerous Good to be marked with the UN number. The number should be placed either in the lower half of the Class placard or on a separate orange placard placed close to the Class placard. This Code also specifies that Dangerous Goods that do not completely fill a freight container or CTU are to be placed immediately inside the doors of the container or be readily accessible in a transport unit (e.g., vehicle). It also requires those responsible for packing a container to provide a Container Packing Certificate declaring compliance with IMDG.

8.46 Penalties. Severe penalties are payable for infractions of dangerous goods regulations by companies and individuals involved in the shipment of dangerous goods. Fines can be as high as $50,000 for certain infractions, with custodial sentences as an additional punishment for individuals deemed to have ignored or deliberately circumvented the regulations.

8.47 Requirements for Approved Handlers. UN modal regulations provide that all persons who drive, load, unload or are otherwise involved in the transportation of dangerous goods must be suitably qualified and have an approved handler test certificate which shows that they have passed a course in transport of Dangerous Goods. In addition:

a. The Land Transport Rules specify responsibilities for everyone transporting Dangerous Goods by road, not just commercial carriers, including training requirements.

b. Sea Maritime Transport Rules require safety training for anyone involved in handling Dangerous Goods (other than a passenger);

(191) For air transport, the Civil Aviation Rules require training for people handling Dangerous Goods, and specifically:

(a) Regular shippers and their agents, a regular shipper is any commercial organisation that consigns Dangerous Goods by air transport;

(b) Operators accepting Dangerous Goods handling agents;

(c) Agencies, organisations and people (other than operators) involved in processing or carrying either passengers or cargo;

(d) Agencies engaged in security screening passengers and their baggage;

CHAPTER 9 - MISSION START UP OPERATIONS

INTRODUCTION

9. Once an international crisis/event has occurred or developed, the international community will decide whether the UN has a role to play in it. This process can be urgent (e.g. natural weather event, requiring rapid international response), or develop over time (e.g. civil war, followed by peace process). Even when there is a measured lead-time before UN participation is agreed; setting up a UN mission is complex and requires great energy from UN staff, as well as a flexible approach to challenges. To mitigate some of the uncertainty surrounding mission start-up operations, there is a process that is followed, to ensure that the UN mission can meet its political and military objectives. If an international military participation is agreed, a phased deployment of personnel is required to establish the UN structures and organisations that will manage the situation in the mission area.

KEY FEATURES

9.1 90-Day Rapid Deployment. Mission start-up begins with a notional 90-day Rapid Deployment stage. This rapid deployment element generally involves a small team deploying to the mission to begin establishing mission premises and other necessary infrastructure and administrative systems that would allow for the reception of increasing numbers of staff and contingents as build-up progresses. The Start-up Team is primarily composed of specialist support staff, and it is critically important that MOVCON is represented at this early stage to lay the groundwork for subsequent movement operations. MCS UNHQ, working with and within UNHQ DPKO and DFS will be fully engaged in supporting the build-up at this point. While the Start-up Team is deployed, it is possible that some other mission elements may begin arriving to establish their components, for example, to begin establishing a Force/Police Headquarters or Office of the Head of Mission. Mission Start-up phase is the period when the integrated leadership team is formed and effective movement control operational and management systems need to be embedded quickly. The overall objective of the phase is to get internal mission processes, structures and services to an initial level of operating capability to allow for the commencement of mandate implementation across the mission. As the start-up continues, the first contingents will generally begin to arrive and to deploy throughout the mission area. It is essential that a core movement infrastructure is in place and systems and processes are well known to staff. Mission start up poses one of the greatest challenges in peacekeeping operation and is not suited to all personnel. The combination of lack of material, shortages of personnel and constant pressure to meet deadline puts enormous pressure on personnel involved. Movement Control operations are critical to the success of any start up mission. MovCon staff deployed during the start-up phase will have to assume many different responsibilities, sometimes beyond their professional background, but always with the objective of creating the best conditions for a successful mission. By following guidelines, including application of the Material Resource Plan (MRP), introducing tried and true policies and introducing lateral thinking movement control personnel will be able to provide the mission

with professional service, safe and efficient operations to ensure the mission commences successfully.

9.2 Logistics. The success of mission start-up is most reliant on material, contractual and personnel resource planning. Without these key features it is unlikely that the required success will be achieved. Ideally, core logistics functions should be established before the first military or police elements arrive on the ground. One critical success factor to any mission start-up is equipment. The emphasis is often placed on systems contracts, Start up kits, fly away kits etc, but once the equipment is shipped, the materials need to be received & inspected, and either re-packed ('stuffed') back into the container, or stored somewhere. A key component is sourcing a rapidly deployable warehouse or a contracted warehousing capability for storage of UNOE prior to hand over to R&I; when early mission planning is focussed on a humanitarian or conflict crisis that requires the presence of UN forces, the need for secure storage/warehousing space might be overlooked. This can create significant problems later on. Significant effort, therefore, should be directed at finding appropriate storage space.

INITIAL ACTIONS

9.3 Movement Control Operations. The initial Movcon actions during mission start-up with regard to the transportation of personnel and cargo by air, should be done in coordination with the Mission Aviation Section, Mission Aviation Safety Section and, if required, with HQ ATS, MCS and ASS. As soon as practicable the CMMCS is to task available personnel to the following tasks:

a. Confirm/establish capabilities of the existing commercial air transport system;

b. Undertake reconnaissance of airports;

c. Confirm type/size of aircraft capable of landing at these airports;

d. Confirm current Air Operators providing flights to and from the airports;

e. Confirm and view ground handling services available for the aircraft and for the handling of cargo;

f. Confirm availability of aircraft fuel with emphasis on quality and quantity available;

g. Undertake reconnaissance of the existing commercial rail transport system (if any) to ascertain whether an effective and viable rail transport exists and how it can be utilised;

h. Confirm the types and quantity of rail cars and handling equipment that exist and can be made available;

i. Reconnaissance of the existing commercial road transport system to ascertain if regular truck traffic exists between areas within the country and confirm the types and numbers of trucking resources that exist;

j. Ascertain the internal movement capability of bringing equipment and supplies to and from the nearest seaports within the mission AOR, in neighbouring countries, and identify those seaports which could be utilised, in conjunction with other modes of transport;

k. Reconnaissance of sea ports both locally and in neighbouring countries;

l. Commence transportation tasks based on the operational and support concepts to determine the resources required;

m. Obtain an overview of national regulations as they apply to all modes of transport;

n. Liaise with Customs and Immigration authorities to confirm TAM (Technical Assessment of the Mission) findings on the requirements for the quick and efficient movement and release of cargo and personnel;

o. Initiate an effective system to track and monitor cargo shipments imported by all modes of transport;

p. Commence recruitment of qualified Movement Control Personnel to facilitate operations relating to inbound/outbound personnel, including visa, customs formalities, VIP arrival/departure and UN cargo transfer;

q. Coordinate with other team mission members to ascertain the best methods of meeting their movement requirements.

r. Establish MHE (Material Handling Equipment) requirements, based on mission needs, including any limitations to be applied (e.g. maximum size/weight of ISO containers, if ground conditions do not permit heavier loads).

9.4 Customs, Freight Forwarding and Transportation Services. Local clearing, forwarding and transport companies must be sourced and contracted through procurement as soon as possible to allow completion of immediate operations tasks. These can be replaced with contracted, United Nations Owned or Contingent Owned Vehicles and Material Handling Equipment as they become available. It is important to ensure all known requirements are included in this initial contract. The contracts should include but are not limited to:

a. Customs clearance;

b. Transportation services;

c. Freight forwarding;

d. Packaging and Handling;

e. Provision of MHE;

f. Provision of labour;

g. Provision of secure storage space both covered and uncovered;

h. Dangerous Goods packaging and handling.

9.5 Customs Clearances. A customs, freight forwarding and transportation services contract is critical to a field mission's success but MMCS staff should be prepared to arrive in theatre without this in place. It can take from one to six months to set up such contracts. The start up team will need to establish interim solutions to allow smooth entry of UNOE and COE into the mission area to avoid delays in the start up timelines and disruption to deployment of contingents. Use of existing UN contracts which may have regional applicability where available can alleviate the initial requirement. Lateral thinking is the key in this situation and possible solutions may be:

a. One off agreement with the host country to waive customs requirements during initial deployment;

b. Requesting MCS UNHQ ensure all incoming shipments to be, from door to door and inclusive of inland forwarding, customs and offloading;

c. Interim quick procurement of services within the Chief Procurement Officers' extant financial limit to meet initial needs pending formalization of final contract. In some cases this financial limit can be increased to accommodate initial requirements during the start-up phase;

d. Priority deployment of contingents tasked to provide mission third line transport support.

9.6 Recruitment. Support services in UN peacekeeping operations are highly dependent on the timely recruitment of personnel to perform support functions. It is a priority task for all senior movement managers to engage with the process of recruitment as soon as possible. Recruitment is achieved with greater speed when adequate plans and budgets are in place. As in the case of planning and budgeting, recruitment is a labour intensive process which, if effectively undertaken during start up, can have significant effect during the implementation phase of a UN peacekeeping operation. It is incumbent upon managers to familiarize themselves with the recruitment systems and procedures managed and administered by the CMS/DMS and the CAS. The greatest hindrance to start-up operations is the lack of qualified personnel available for deployment. Often, start-up budgets, including manning tables, are approved in stages and Personnel Section is not always able to start

recruitment until budgets are confirmed, mission manning limitations and/or authorized posts are available. Start-up teams, centred at the GSC, aim to provide rapidly available personnel and resources. To ensure adequate manning is at least in process the following steps are recommended:

a. Prepare Terms of Reference (TOR) for International, United Nations Volunteers (UNVs) and National Staff ready for immediate submission once posts are approved;

b. Actively encourage existing missions to release personnel on Temporary Duty (TDY) for periods of up to 3 months;

c. Immediately start recruitment of national staff and UNVs as soon as possible. It is often possible to recruit capable personnel in a short period for these two categories of staff.

9.7 Troops and Police Contingent Deployment. Depending on the urgency of the mission, it can take between a few days and several weeks before military or police contingents arrive in the mission. The Troop Contributing Countries (TCCs) or Police Contributing Countries (PCCs) usually send a team to the mission to discuss their deployment. This team would usually consist of the Contingent Commander, Logistic Officer and one or two senior National Officers who would travel commercially and need ground transport support upon arrival. It is critical that MovCon is fully engaged in this process including the briefings of potential participating TCC/PCCs.

9.8 Mission Start-up Field Guide. Peacekeeping Best Practices have published a guide that provides advice on start-up procedures for senior mission management. The guide provides useful information on all mission functions including Movement Control.

CHAPTER 10 - DEPLOYMENTS, ROTATIONS, AND REPATRIATIONS

INTRODUCTION

10. Deployment, rotation, re-deployment and repatriation planning for United Nations Military/Police Contingents in Peacekeeping Missions involve a number of agencies. The centralized agency for Movement Control is MCS UNHQ. There is a common link and exchange of information relating to rotations between MCS, the National Permanent Mission (PM) of the Troop/Police Contributing Nations, the respective National Ministry of Defence (MOD) or DPKO office, the National Contingent to be rotated, a RTMC (if applicable) and the MMCS within the mission area. It is the National Permanent Mission's responsibility to inform MCS UNHQ of the National Governments agreement for planned movement of their personnel in a timely manner. The Integrated Operational Teams (IOTs) and Military and Police Divisions also contribute to the planning and implementation of deployments, rotations and repatriations.

10.1 General. Military/Police Contingent deployments rotations and repatriations utilize a mix of commercial, military or UN aircraft and/or road or other transport means. These assets can be organized by MCS UNHQ as a UN charter, by a RTMC (if applicable) by Mission Movement Control Sections or by the troop/police contributing country as a nationally paid rotation on a Letter of Assist (LOA) approved basis or by a collaborative effort of all. In general, strategic air and sea lift is organized by MCS UNHQ, regional airlift by a RTMC and inter-theatre transport by the MMCS. Deployment of Military and Police personnel and equipment most often occurs during a new mission start-up or during times of rapid expansion. The Mission Start-up is often a fast-paced, chaotic, and frustrating period in the mission's life. In the early months, owing to the complexity of the operating environment and strains on UN Headquarters, new missions are often under-resourced. Start up personnel invariably work extraordinary hours, often in difficult conditions.

10.2 MMCS is the only authorised Point of Contact with the nominated contractor engaged by MCS UNHQ to undertake any movement. That contact is limited to in-mission management of the deployment/rotation/repatriation. However, any issues which have contractual and/or financial implications must be directed to MCS UNHQ in order to ensure that any contractual adjustments are agreed and formally issued before being implemented by the contractor.

DEPLOYMENTS

10.3 Initial Events. Once a contingent is designated for a mission and the movement is initiated and authorised by UNHQ, the process can be urgent, in response to a specific crisis, or, measured either for replacement contingents or for follow-on forces after the initial surge. Once a TCC/PCC has agreed to participate in a mission, it will begin preparing its forces and equipment. Some TCCs/PCCs, less familiar with expeditionary operations, require substantial

support in these preparations. Prior to a contingent's deployment to a mission, the troop contributing country (TCC) usually sends a team to the mission to discuss their deployment. This team would, in most cases, consist of the Contingent Commander, Logistic Officer and one or two senior National Officers who would travel commercially and need ground transport support upon arrival. Discussion points for MMCS during this visit would include but is not limited to:

a. Arrival and storage of advance party COE;

b. Arrival and transit of contingent advance party;

c. Arrival and customs clearance and storage of COE;

d. Arrival and transit of main body;

e. Deployment from point of entry to area of operations.

10.4 Pre-Deployment Visit (PDV). After the TCC has visited the mission and agreed to the deployment of a contingent, a Pre-Deployment Visit (PDV) would normally take place prior to deployment of COE or troops. The PDV team is normally made up of members from the Force Generation Service/Office of Military Affairs/DPKO or the Selection and Recruitment Section of the Police Division/DPKO, Contingent Owned Equipment / Property Management Unit/LSD/DFS, plus a specialist member, depending on type of contingent, for example with Engineering and MovCon. The MovCon specialist can be provided by the contracted commercial specialists. It is imperative that a representative from the mission Movement Control Section is part of the PDV visits to provide specialist advice on movement of COE and troops.

10.5 Advance Party. The Contingent Advance Party will arrive 2 to 7 days prior to scheduled arrival of the COE. The Advance party usually, but not necessarily, arrives by air together with sufficient stores and equipment, including rations, water and transport to be self sufficient until the arrival of the COE. The main duties of the advance party is to prepare the ground for the arrival of the main body and to assist with the arrival of COE by providing specialist driver, security and other support as required.

10.6 Preparation and Packing of COE. It is the responsibility of the TCC/PCC to prepare and pack their COE for deployment. It must be ready, in all respects, for loading by the nominated contractor on the date specified and agreed between the TCC/PCC and MCS UNHQ. All documentation must be completed by the TCC/PCC in accordance with international regulations, including load lists and most importantly DG Declarations. Under no circumstances can any shipment be permitted that fails to declare all DG, their quantity and nature. Failure to declare any item classified within extant international regulations will result in significant fines for the consignor (TCC/PCC) and/or the carrier. The risk to life and limb cannot be understated, as damage caused by undeclared items can result in ships or aircraft being sunk or downed. Any undeclared shipment of DG that results in fines to the shipper will be the responsibility of the sending nation. More on this subject is detailed at the DG section of this manual.

10.7 Marine Survey. The location of UN missions can require movement through difficult terrain and environments where lawlessness and criminality are rife. Experience of transportation of military equipment over long distances shows that damage and/or theft is a regular occurrence. While it remains the responsibility of the TCC (for LOA moves) or the contractor for ensuring the security and integrity of the loads, it has become increasingly important to establish the precise condition of the equipment at various stages of its movement. At the point of departure, MCS UNHQ will require the contractor to complete a 'Marine Survey' of the actual condition of the COE. This survey involves recording full details of major equipments, including digital photographs. The surveys should be completed at point of collection by the contractor, at Load Port, at Destination Port and at Final Delivery location. In this way, any damage or loss sustained by the COE can be directly attributed to the mode of transport used. This process aims to protect not only the TCC/PCC to ensure that any subsequent damage claims can be expedited correctly, but also the contractor, where it can be shown that the condition of the COE has not changed since its collection.

10.8 Arrival of COE. The principal method of deployment of COE will be by surface means; however, airlift may be required where a priority exists for deployment of the Contingents to meet operational requirements on the ground and/or when political or security/ equipment sensitivity considerations must be accommodated. Upon arrival of COE, MMCS will arrange clearance and transportation of COE from point of entry to either a pre-arranged staging area or to the contingent's final destination within mission, with assistance from the Contingent Advance Party, if required.

10.9 Split or Delayed Deployment of COE. When MCS UNHQ has arranged the deployment of COE of a TCC/PCC, the key assumption when determining the cost of the deployment is that all COE will be ready either when the contractor presents themselves at the point of collection to start the move, or when the TCC/PCC has stated that the move will commence (LOA). If, however, all the COE is not available at the nominated time for collection and will not be ready in time to deploy, then unless there has been prior formal written agreement with OMA FGS/UNHQ Police Division that the operational capability of the unit in question has not been compromised and that OMA agrees with the delayed deployment of certain elements of the unit's COE, the deployment of the outstanding COE to the mission area will be the responsibility of the TCC/PCC in question. Where formal agreement for the split or delayed deployment of elements of the COE is in place, the maximum the TCC/PCC can be reimbursed is the lower of either the cost of shipment from the nominated point of collection in the host nation, or the actual cost of shipment.

10.10 Main Body. The main body of troops should arrive by air approximately 2 – 5 days after arrival of COE. Upon finalization of immigration and customs formalities the contingent will be transported to a transit facility or to their area of operations should facilities be available. Where possible, COE such as troop carrying vehicles (TCV), forklifts and cargo trucks should be used to support the deployment operations. Should the contingent not possess sufficient assets, contracted or UNOE support will be provided by MMCS.

10.11 Post Deployment Activities. Upon completion of each deployment, MMCS, will host a brief 'lessons learned' meeting to assess the effectiveness & efficiency of procedures and investigate/institute remedial solutions to any challenges encountered. The Movement Completed Report (MCR) should be compiled and forwarded to MCS UNHQ.

ROTATIONS

10.12 Initiation of Rotation Planning. It is the UNHQ National Permanent Missions (PM) responsibility to inform MCS UNHQ of their agreement for planned rotation movement of their personnel. In mission, the MMCS will be aware of the nominal tour length and should already be pre-planning the internal movements. Changes to rotation dates are frequent occurrences, therefore contingency planning is essential for all mission formations. MCS UNHQ, a RTMC (where applicable) and the supported MMCS will co-ordinate an overall TCC/PCC rotation plan that is efficient, economical and meets the operational requirement of the mission To prepare the contingents for rotation, MMCS will issue an initial warning order no later than eight weeks prior to the proposed rotation window. The proposed rotation window is based on last rotation or deployment and the rotation period of the contingent. The warning order is addressed to the contingent commander and copied to MCS UNHQ. Information provided in this order should include, inter alia the following:

a. Date of deployment or previous rotation;

b. Period of deployment under MOU;

c. Contingents requirement to rotate or repatriate;

d. Proposed dates of rotation;

e. Number of personnel to rotate or repatriate inbound and outbound;

f. Number of rotations or flights proposed;

g. Airport/port to be used within the Mission Area;

h. Airport/port to be used outside of the Mission Area.

10.13 MMCS Role. Once the rotation is confirmed by MCS UNHQ, MMCS is responsible for the overall planning and coordination of rotation and military/police contingents within a mission area. MMCS is the sole point of contact for contingents movement. MMCS is to compile and update a contingent mission rotation plan that will be used as the basis for forward rotation planning. This plan should contain all relevant information including contingent strengths, past and proposed rotation dates and contingent contact details.

10.14 The contingent will send a confirmatory movement request listing all assistance required in the move. Contingents will usually have liaised with their TCC/PCC and will be able to provide approximate dates. In addition, a formal meeting is usually called between MMCS

and the contingent to discuss the required assistance. MMCS will liaise with MCS UNHQ and a RTMC (where applicable). MCS UNHQ, in liaison with an RTMC (where applicable) will decide on the best aircraft asset to be used (commercial short term charter, aircraft on long term charter, mission aircraft, etc) and will commence making the necessary arrangements upon receiving confirmation from the PM on agreement for the rotation and proposed dates. MCS UNHQ and/or an RTMC will advise MMCS of charter arrangements including dates, timing and routes as soon as the arrangements have been completed. Upon receipt of the aircraft schedule information, MMCS organizes all assets required locally for the conduct of the rotation and issues a Movement Order (MovOrd) to the contingent detailing the movement, transportation and instructions necessary to undertake the move. The MovOrd is the main governing executive document for the conduct of a deployment, rotation or repatriation. It must be prepared, finalized and distributed in a timely manner to allow the efficient coordination and preparation of the various requirements. The MovOrd should provide clear and precise instruction to all concerned parties. Upon completion of the MovOrd, it should be signed the CMMCS, CISS/CTS, CMS/DMS and Force Commander/Police Commissioner thus becoming an executive order. DMS/CMS and Force Commander/Police Commissioners may delegate authority to sign the MOVORD on their behalf. The signed MovOrd should be disseminated to the parties relevant to the rotation. Amendments are to be approved by CMMCS and must be immediately communicated to contributing parties.

10.15 Procedures for Enplaning/Deplaning. In most instances, rotation will be conducted in forward sequence with incoming personnel arriving prior to departure of outgoing, unless reverse rotation has been authorized by the mission FC/PC and co-ordinated closely with MCS UNHQ. Where there is a series of flights for any given rotation, the MCS will insert gaps (several days) between flights in order to provide enough time to achieve a smooth operational handover of duties. Where there is only one flight for a given rotation (due to the small numbers of personnel), the MCS can make provisions for an advance party or rear party (usually around 10% of the unit strength) to achieve an operational handover.

10.16 Deplaning. Upon arrival of the rotation flight MOVCON personnel will board the aircraft and make contact with the Senior Officer and obtain the manifest from the crew. Transport for incoming personnel and baggage should be on call and the incoming contingent and baggage should be moved away from the airport to a pre-arranged area as soon as possible after arrival.

10.17 Outgoing Personnel - Inspection, Preparation and Transportation of Baggage/Cargo. To ensure that no UNOE or prohibited articles are removed from the mission, contingent commanders shall permit inspection of both personal baggage and unit stores one day prior to the rotation by MP at the contingent location. This will be done in conjunction with MMCS checking authorized weight and volume of baggage. Once the inspection is completed, both unit stores and personal baggage will be sealed in containers, remain on trucks and secured at the unit location until the rotation convoy departs.

10.18 Preparation. Personal baggage is not to exceed the authorized weight/volume per person. Additional baggage will be placed aside pending space available. Unit stores are to be

properly prepared for transportation by air. Dangerous Goods are to be packed in accordance with IATA DGRs and a Shipper's Declaration for Dangerous Goods prepared by the consignor.

10.19 Hand Baggage. Prior to departure from the contingent location all hand baggage is to be checked by the Military Police (MPs) for UNOE or prohibited items. In accordance with International Aviation Regulations and the Civil Aviation authority, security check of hand baggage will be carried out at Airport Security Officers by x-ray and/or search.

10.20 Weapons. Contingent commanders to ensure weapons are packed in proper boxes or bundled securely for transportation. A list of type and serial number is to be provided to MOVCON at least 72 hours prior to rotation date.

10.21 Transportation. Once all baggage/cargo has been inspected and approved it will be loaded into trucks, sealed and be transported with the contingent convoy to the airport on rotation day.

10.22 Discipline. Contingent Commanders are responsible for conduct and discipline of the troops throughout all phases of the rotation.

10.23 Baggage Entitlement. The weights authorised for individual baggage entitlement include weapon, body armour and helmet. Baggage entitlement is based on complete unit tour length, not an individual's time in the mission area. Planning for rotations cannot, therefore, allow different baggage entitlements within the collective unit entitlement. Collective Contingent baggage that exceeds entitlements calculated as a group will not be accepted by MMCS and remains the full responsibility of the individual and the contingent to ship through other means. Baggage above the entitlement may be offered as cargo on a space available basis should the aircraft have space and where there is no additional cost to the UN or if there is additional cost, the TCC/PCC has agreed to pay. However, in all cases, the carriage of baggage above that contracted by the United Nations is at the sole discretion of the carrier and captain of the aircraft. Current baggage entitlements are:

a. For rotations following tours of less than 12 months, a maximum of 45 Kg (0.3 m3) per person is authorized inclusive of carry on baggage;

b. For rotations following a tour of 12 months or more, a maximum of 100 Kg (0.6 m3) per person is authorized inclusive of carry on baggage;

c. Check- in baggage maximum dimensions are 0.8m x 0.4m x 0.4m;

d. Hand baggage/Carry on maximum dimensions are 55cm x 40cm x 20 cm and not to exceed 8 kgs.

e. For deployments and repatriations, where COE is being deployed/repatriated, the maximum baggage allowance for personnel is 45 Kg (0.3 m3) irrespective of planned tour length, based on the assumption that the balance of baggage for those entitled under rotations to 100 Kg will be shipped with the unit COE.

10.24 Special allowance will be made for those carrying a personal laptop computer of 3 kg maximum additional weight. Laptop bag is to contain only the laptop and associated cables and software. Any other items will have to be removed.

10.25 Carrier Assessment of Short Term Charter Aircraft. In accordance with the Aviation Safety Manual, MOVCON is to complete part of the Carrier's Assessment Report in conjunction with the Mission Aviation Safety Officer (MASO).

10.26 Unit Stores. Contingents may be entitled to carry unit stores (unit files, records, etc) as cargo on rotation flights if approved by MCS UNHQ. When planning, a figure of 2 kg per passenger is normally used. Excess unit cargo will go on a space availability basis only and subject to acceptance by the Air Operator and the receiving mission. If carriage on board a rotation flight is not approved, the subsequent carriage becomes the sole responsibility of the troop/police contributing country.

10.27 Ramp and Access Control. Access to the Ramp will be restricted to authorized vehicles only. No person regardless of rank will have access to the tarmac unless authorized. Vehicles other than MMCS, Air Operations or Aviation Safety must be escorted by a MMCS vehicle. All vehicles must have hazard lights on whilst moving around the ramp. Airport regulations and speed must be adhered to and safety is paramount.

10.28 Authority of Movement Control Staff. It is important to emphasize that during all phases of the rotation from departure of contingent position until completion, all contingent personnel, regardless of rank, are under control of CMMCS or his nominated representative. Any problems in relation to the rotation should be directed to the CMMCS for clarification or decision.

10.29 Pre-Boarding Issues. Prior to the boarding instruction, outbound contingent personnel shall be assembled in orderly formation and accounted for by a final role call conducted by the appointed contingent liaison officer or chalk commander. This will be verified to the Rotations Officer, based on the prepared outbound passenger list. MMCS and MP/Security personnel shall conduct hand baggage inspection to determine that baggage is compliant with allowances and free of prohibited articles &/or Dangerous Goods. Prohibited items or Dangerous Goods located in hand-baggage are to be noted and confiscated by MPs/Security.

10.30 Passenger Boarding. Boarding be conducted as soon as practicable after ramp activities have been completed &/or ceased to the satisfaction of the Rotations Officer & aircraft commander. The time of boarding will be agreed upon by MMCS & the outbound aircraft crew and advance notice given to the contingent and MP/Security. MMCS personnel, in conjunction with aircraft crew, will keep a check of the number of passengers boarding the aircraft. When boarding is completed, total passenger load must be equal to the number appearing on the authorized passenger manifest.

10.31 Movement of Cargo. To initiate movement of cargo/freight on rotation flights, the requesting section/unit must complete the Cargo Movement Request Form (CMR) and submit this form to the Movement Control Booking Office at least 48 hours prior to the requested movement date. Upon receipt, the booking office will register and endorse the CMR and return a copy to the requester. Based on the priority of the shipment and the available transport assets, MMCS will decide on the transport mode and provide feedback to the requester to coordinate the shipment.

10.32 Non-Expendable Items of UNOE. For shipment of Non-Expendable (Bar-coded) items the CMR must be endorsed by the SAU responsible for the equipment. This enables the SAU to maintain control of the asset and to update the location information. A copy of the issue/handover voucher must be provided with the packing list for each shipment.

10.33 Requests by Non UN Organizations. All CMRs from non-mission organizations must be approved by the Office of the DMS/CMS prior to action. The CMR together with a letter providing details of the request must be submitted to the Office of the DDMS 72 hours prior to the requested movement date. Upon authorization by the Office of the DMS/CMS, the CMR is to be submitted to the Movement Booking Office for processing.

10.34 Cargo Exclusions. The carriage of commercial quantities of cargo on rotation flights is prohibited by the terms of the Standard Contract; any commercial cargo found on flights, inbound or outbound, is to be noted and detailed on the MCR as a breach of the Standard contract. Contingents are not permitted to utilize rotation flights for the import or export of goods for commercial purposes; deemed 'Commercial Quantities'. Such is contrary to the obligations detailed in Memorandum of Understanding (MOU), UN & DPKO regulations and specified in the Movement Order. Contingents are not permitted to utilize rotation flights for the import or export of Dangerous Cargo (DC). All DC must be declared, documented as Dangerous Goods (DG), manifested and be accepted by both MMCS & the Aircraft Commander.

10.35 Deferment and Delays. Aircraft un-serviceability (US) on either inbound or outbound flight/s will be considered an operator responsibility. Any disruption to scheduled operations must be noted on the MCR. Rotations movements should not be conducted at times of potential or actual civil unrest, planned or unplanned military operations involving the contingent or when safety/security of the utilised aircraft, crew, passenger/cargo load and/or supporting personnel including MMCS and other supporting units, both civilian & military, cannot be guaranteed or is at risk. Any deferment or significant delay/disruption, due to *force majeur* factors, must be communicated thru CMMCS to MCS UNHQ to facilitate and coordinate operational planning alternatives with the carrier/s involved.

10.36 Military Police/UN Security. Military Police/UN Security should provide the following operational support requirement/s for the effective & efficient operation of rotations:

a. A team, of not less than four (4) personnel, during the rotation;

b. The required transport, security apparatus, weapons, restraints &/or devices e.g. metal detectors, deemed necessary to adequately conduct all duties detailed in MOVORD. These items must come from contingent holdings.

10.37 Deployment, Rotation, Repatriation Coordinators. During deployments, rotations, repatriations or any other significant movement that it is considered necessary to monitor operations, the dispatch of MOVCON personnel to the TCC/PCC and in-transit locations is often required. CMMCS can, at his/her discretion and in consultation with MCS UNHQ dispatch a Movements Specialist as a Coordinator for the duration of the rotation, to represent the interests of the United Nations. Coordinators should be MMCS International/UNV Staff members with Dangerous Goods competency, rotation experience, necessary oral communication skills, security awareness & the ability and authority to safely drive a vehicle in the TCC/PCC destination. The rotation coordinator will, in coordination with the MMCS Rotation Officer, prepare all required documentation and necessary equipment to operate effectively at destination, including IT, detailed manifests, blank cargo manifests, copy of Standard Contract. The rotation coordinator will be afforded such authority, responsibility and duties, at destination, to ensure:

a. Direct liaison with the DPKO Office of the TCC/PCC, Logistics Office of the TCC/PCC responsible for troop rotations, individual Chalk commander/s of each flight and host UN office providing supporting services;

b. That the carrier (airline) & aircraft crew abide by, & with, all clauses & obligations of the Standard Contract, including uplift of returning Standby passengers, pre-authorized TCC/PCC government standby passengers travelling on official business;

c. All documentation and procedures of the TCC/PCC, UN, IATA, ICAO are completed in accordance with the Standard Contract, manifests, MovOrd and UN agreements;

d. That MMCS Rotation Cell is kept fully and accurately informed, in a timely manner, of the inbound flight details to permit efficient allocation of resources to handling the return rotation flight;

e. No undeclared passenger, restricted Dangerous Goods (DG) or prohibited articles are carried on rotation flights;

f. Maintain the highest professional standards based on the Core Values of the UN;

g. Provide a report not later than 72 hours of return to mission area and prior to submission of the MCR;

10.38 Coordinators will be recommended by the CMMCS, through the CISS, and approved by the CMS/DMS, (14) days prior to departure from the mission area to allow sufficient time to arrange flights, prepare documentation and plan the rotation tasks. The name

of the coordinator should be forwarded to MCS UNHQ at least 14 days prior to departure to allow permission to be sought from the TCC/PCC Permanent Mission. CMMCS may reduce or increase the recommended number of personnel constituting the coordination team based on the foreseen workload. The rotation coordinator must arrive in the TCC/PCC 72 hours prior to departure of the first rotation flight to allow sufficient time arrange inspections, documentation and access to airport terminals and ramps. The coordinator should remain in the TCC/PCC until the arrival of the last chalk and return to the mission by commercial means. Travel to/from, terminal expenses & communication expenses in the TCC/PCC will be at UN expense and should be budgeted under official travel.

REPATRIATIONS

10.39 Repatriation of Contingents. Military and Police repatriations will normally occur during the drawdown/closure phase of a mission, however, can also be triggered by TCCs/PCCs decision to withdraw troops from the mission or due to realignment of mission tasks. Repatriation operations should be planned to allow sufficient time and space to clear contingents in an orderly manner. Contingents will be given a cease operations date up to one month prior to scheduled repatriation date to allow sufficient time for the preparation and packing of COE. Initial planning is critical to ensure sufficient feeder transport is available to ensure delays in outload of COE to Seaport of Embarkation/Airport of Embarkation (SPOE/APOE) do not cause delays to chartered transport and subsequent demurrage charges. In many cases Peacekeeping Missions operate in remote location that can be many days away from the nearest seaport. Turnaround times can be long and weather and road conditions often may delay operations. Planning considerations include but are not limited to:

a. Order of withdrawal. Normally provided by the Force Commander/Police Commissioner based on operational factors;

b. Availability of concentration area for COE consolidation;

c. Availability of transit facilities for contingent personnel;

d. Timely submission of COE load lists;

e. Dangerous goods and ammunition;

f. Weather conditions;

g. Road conditions;

h. Availability of feeder transport;

i. Availability of ISO sea containers;

j. Movement from AOR to concentration area’s;

k. COE inspection procedures;

l. Provision of packing materials.

10.40 Submission of Load Lists. Repatriation operations hinge on the timely submission of load list by contingents to MMCS. Continual follow up is required to ensure load lists are received in a timely fashion that allows sufficient time for MCS UNHQ to arrange charter of air and surface transport assets. It can take as long as 6 to 8 weeks to arrange charter of assets. MCS UNHQ rely upon the accuracy of load lists provided by MMCS to provide the details required to charter suitable transport assets to meet the operational requirement in the most cost effective manner. Should the load details not be accurate, the wrong size aircraft or vessel may be chartered and this could affect completion of the repatriation and may have serious financial implications. MMCS personnel are to check personally the dimensions of vehicles, bulk items and confirm the actual number of containers. Load list templates and examples are available at the UN ForceLink website; all missions and contingents are encouraged to use the templates at the link which are always maintained to the latest standard. Within missions, retention of the deployment Load Lists, updated regularly to reflect any changes in major equipments subsequently deployed, may reduce the time required to issue the lists on repatriation. In some cases, Inbound Load Lists have been required to be presented to government authorities on departure for tax exemption purposes. It remains good practice, where possible, to maintain a record or all load lists for all contingents' COE.

10.41 Preparation of COE for Transport. It is the responsibility of the contingent to prepare their COE for transport. MMCS should be prepared to advise and support this preparation to ensure that vehicle dimensions are not excessive and/or that oversized articles, such as crane booms, RTCH accessories, and similar protruding vehicle/equipment items are dismantled and set in a condition that would permit transport and/or carriage on vehicles ships with minimum use of specialised transportation services. Where a particular item cannot be dismantled or reduced in size, due to its nature, it is essential that advance warning be given to MCS UNHQ so that appropriate provisions can be made in the contract. Equally, if dismantling the equipment for transport requires specialist engineering personnel, arrangements must be made in advance of collection for this to be completed. Such arrangements should be made in liaison with the contingent, and MCS UNHQ. In-mission co-ordination with the COE section is also essential to ensure that records are cross matched where necessary.

10.42 Packing of COE. While the responsibility for packing rests with the contingent, provision of packing materials is the responsibility of the United Nations. Suitable packing materials, placards and labels should be procured through the Supply Section to allow safe and secure packaging. MMCS personnel must provide advice on safe and secure packaging and ensure that containers and cargo vehicles are fully packed in a manner that reduces the overall cubic measurement of the load. In all instances, TCCs must also be reminded of the considerable risk associated with the shipment of undeclared and unmarked Dangerous Goods in their consignments. Containers must be certified as appropriate for use and sealed on load completion.

10.43 Departure of Main Body. The main body of troops should depart approximately 5 days prior to departure of COE. Where possible, Contingents' own assets such as troop carrying vehicles (TCV), forklifts and cargo trucks that remain operational in support of the rear detail should be used to support the repatriation operations. Should the contingent not possess sufficient assets, contracted support will be provided by MMCS.

10.44 Rear Party. Contingents may opt to leave a rear party to secure and assist in loading of COE. Dependent upon the size of the contingent and the amount of COE to be repatriated, rear parties usually consist of between 10 to 20 personnel, but can be larger by agreement and in co-ordination with MCS UNHQ/UNHQ OMA. Rear parties should include specialist drivers, mechanics and other technical personnel deemed necessary to assist in the loading operations. Upon departure of COE the rear party can be repatriated via commercial air transport, if economically reasonable. MCS UNHQ can also arrange for charter transport if the Rear Party is large enough and/or if it is a cost effective option.

10.45 Marine Survey. The location of UN missions can require movement through difficult terrain and environments where lawlessness and criminality are rife. Experience of transportation of military equipment over long distances shows that damage and/or theft is a regular occurrence. While it remains the responsibility of the TCC (for LOA moves) or the contractor for ensuring the security and integrity of the loads, it has become increasingly important to establish the precise condition of the equipment at various stages of its movement. UN COE staffs are required to monitor the condition of the equipment up to its departure from the mission area. At the point of departure, MCS UNHQ will require the contractor to complete a 'Marine Survey' of the actual condition of the COE. This survey involves recording full details of major equipments, including digital photographs. The surveys should be completed at point of collection by the contractor, at Load Port, at Destination Port and at Final Delivery location. In this way, any damage or loss sustained by the COE can be directly attributed to the mode of transport used. This process aims to protect not only the TCC/PCC to ensure that any subsequent damage claims can be expedited correctly, but also the contractor, where it can be shown that the condition of the COE has not changed since its collection.

10.46 Loading of COE. The selected shipping agent contracted by DFS to arrange the repatriation will provide a local agent with mission to arrange and coordinate the loading of vehicles and equipment. Once the COE is loaded to truck it becomes the responsibility of the shipping agent until it is delivered to the TCC/PCC in accordance with the provisions of the contract. Manifests and customs exemption letters must be provided to the agent in advance that allows sufficient time to get the COE cleared by customs and does not delay out load operations. MMCS are to have personnel on the ground at all times during the loading to:

a. Monitor operations;

b. Coordinate handover of COE from contingent to agent;

c. Document loads to trucks;

d. Record truck numbers and driver details;

e. Report on damages sustained during loading.

10.47 Repatriation - Letter of Assist Terms. Occasionally, nations will opt to select repatriation under LOA terms. The timeline and planning principles above should all be taken into account; nonetheless, as the shipment will be arranged by the TCC/PCC, it is essential that broader financial considerations are taken into account. Once the LOA has been signed and the repatriation date agreed, the TCC/PCC is under an obligation to expedite the repatriation as quickly as possible, in accordance with the agreed timelines. Once the units in question have ceased operational activity, the MCMS reimbursement for their use reverts to a 50% rate until the COE has departed the mission area. Failure to repatriate the COE within a reasonable timescale will have significant effect on the mission financial provisions, therefore, should the TCC/PCC find that it is unable to begin the repatriation within 30 days of the signed LOA, the Secretariat will reserve the right to cancel the LOA and arrange for the repatriation to be completed through UN contracted means.

10.48 MOVDET Deployment. To facilitate unloading of feeder transport and loading of the ship, a MOVDET should be dispatched to the SPOE. Dependent upon requirements, specialist drivers and mechanics from the repatriating contingent may form part of this detachment if required. Contingent personnel would be repatriated commercially following completion of loading.

10.49 Super-Cargos. Contingents often request, for cargo security reasons, that 2 or 3 contingent personnel accompany the COE on the vessel chartered to deploy or repatriate their equipment. MCS UNHQ should be advised of this requirement as early as possible to allow notification to the shipping agent of this requirement.

10.50 Post Repatriation Activities. Upon completion of each repatriation, JMCC will host a brief ‘lessons learned’ meeting to assess the effectiveness & efficiency of procedures and investigate/institute remedial solutions to any challenges encountered. Upon completion of this meeting and following input from the away team the MCR should be compiled and forwarded to MCS UNHQ.

CHAPTER 11 - LIQUIDATION

GENERAL

11. Each UN Mission is unique, with respect to the host country, in terms of geography, demographics, geopolitics, international standing, internal/ external politics, weather, terrain, communication infrastructure and available means of movement and communications. All these factors have an impact on the manner in which a mission's liquidation will be managed. To mitigate these conditions, it is essential that actions are taken throughout the life of the mission that can ensure that its liquidation will be as smooth as possible and permit an easy transition from the routine running of the mission under normal conditions Liquidation of a mission will depend on the its internal configuration, as well as its established practices. The United Nations Department of Field Support Liquidation Manual reference 2012.18 details many of the Logistics and Accounting aspects that need to be considered when planning the closure of a mission. This Chapter supplements the Liquidation Manual with specific Movements Control considerations.

CATEGORIZATION OF LIQUIDATION PROCESS

11.1 Mission liquidation will occur principally under three conditions:

a. End of Mandate. The end of a mission's mandate will most frequently be subject to Security Council debate and will be known as a specific date or as a point in time when a political benchmark has been achieved. It is likely that significant debate and discussion will precede such a point in time. Once fixed, a liquidation plan will be created, within which the physical movement of personnel, COE and UNOE will form a critical element.

b. Change of Mandate/Role. A mission may change in size and/or may transition from one type of mission to another type (for example from a peacekeeping mission to a political or monitoring mission). This will require changes to infrastructure, resources, personnel and processes. Personnel, COE/UNOE can move both to and from the mission area. Locations may be closed, and new ones opened. In all cases, a UN presence will remain and the transition needs to be carefully managed.

c. Crisis &/or Change of Geo-Political Situation. The third scenario for liquidation results from a dramatic change in the permissiveness of a UN mission in its current location. This can occur for a variety of reasons, but its main impact is that the time required to initiate and implement the movement's aspects is significantly compressed.

11.2 In all the above scenarios, Pre-prepared contingency plans are essential if the objectives are to be achieved in managing the successful transfer, repatriation and or disposal resources to meet the new End State.

11.3 Once plans are prepared and in place, undertaking the physical aspects of liquidation becomes the almost exclusive responsibility of MMCS. Sequencing, asset protection, timing and completion can have significant political visibility. It is essential that all activity is agreed by the mission hierarchy as early as possible within the process and that realistic timelines for implementation are incorporated into the political dialogue.

FACTORS GOVERNING LIQUIDATION AT STRATEGIC LEVELS.

11.4 The following strategic aspects need to be considered, when making the arrangements for movement of UNOE and COE during liquidation of a mission:

a. Geography of a Host Country and External Movement Routes. The physical nature of the terrain, allied with the weather that will affect movement through both the host country and adjoining states, needs to be assessed fully to ensure that when the movements start they will not be unduly delayed. This will be a significant factor in establishing the timeline for the liquidation.

b. Modes & Means of Movement. The modes and means available for use during liquidation are likely to be different to those used during the life of the active mission. The use of rail, road and waterways should be considered and are likely to remain available throughout the process. Nonetheless, contracts for the movement beyond agreed destinations and routes will need to be assessed and contingency arrangements should be put in place as soon as the plan develops; many of these contracts will require UNHQ involvement where costs are beyond local delegations. Military logistics assets, used during the mission are very likely to be repatriated before the liquidation process is complete. Replacement services should be identified where specialist equipment may be required. In addition to repatriation of COE from the mission, UNOE is very likely to be redeployed to other UN missions.

c. Political Issues, from inception to liquidation, the UN mission will have been integrated into the political landscape of the host nation. The UN will either be removing itself entirely from that landscape, or will be adjusting its role. Tensions may be heightened or relaxed, depending on the reasons for the liquidation process. It is important that the movement plans accommodate these changing circumstances sensitively and effectively. Freedom of movement within and beyond the mission area may become a major factor in the ability to meet planned timelines. Close engagement by senior Mission & UNHQ leadership with all political factions to ensure that the physical movement to final destinations is not compromised will be essential.

d. Degree of Preparation - Transition and Draw Down Planning. This process has to incorporate two key elements, initially, the Mission Transition Plan, which should be started, under normal circumstances, a year before the mission liquidation. The Plan, depending upon the mission mandate, will be to gradually hand over responsibilities to the host Government where possible. This is followed by a gradual reduction of forces responsible to maintain Mission's mandate, process is known as "Draw Down Plan".

e. Concept of Operation (CONOPS). The two elements above cannot be accurately implemented if they do not have strategic direction and/or an understanding of the political End State. The CONOPS aims to outline, as far as possible the strategic context within which the mission will work from Transition to Drawdown then Liquidation. MMCS should ensure that their SOPs and plans are consistent with the CONOPS . Writing the CONOPS is the responsibility of the mission senior management in conjunction with UNHQ.

f. Liquidation Budget. As the transition phase adjusts into the draw down phase costs are likely to change. Some tasks will reduce, but movements and transportation costs are very likely to increase. Liquidation will have to have its own mini budget. This budget will cater for staff movements, Contingent repatriations (if not planned in draw down), planning for strategic move of assets that cannot be donated to the host government and may even include some relocation of equipment and troops as the agreed by UNHQ. It is essential that MovCon requirements are accommodated as the plan develops to avoid shortfalls in the latter stages of the process.

g. Involvement of UNHQ. Throughout the planning and implementation of liquidation, MCS UNHQ will maintain close contact with Mission Senior Management. It is essential that any issues requiring UNHQ engagement are identified early and notified in a timely fashion to ensure that the appropriate.

FACTORS GOVERNING LIQUIDATION AT OPERATIONAL (REGIONAL) AND TACTICAL LEVELS

11.5 At working level within the mission, a number of issues need to be assessed, and where possible mitigated to ensure a successful liquidation:

a. Sequencing and Re-Deployment of Key Personnel and Equipment. To ensure a smooth liquidation, it is essential that the personnel and equipment required to remain in the mission area are not re-deployed too early. UNHQ must assist with this planning, which requires close co-ordination between MCS UNHQ and Aviation Services. Contracts must be managed to ensure that flying hours remain available for internal mission requirements until the end of the mission. Factors needing consideration are:

i. Weather. The weather and climate will affect the types of equipment and modes selected. Time of year for the liquidation must be considered to avoid additional delays.

ii. Senior Staffing. During liquidation, it is essential that both MMCS and Air Operations staff plan to retain posts with an appropriate seniority, where possible, to permit close liaison as the mission closes.

iii. Early COE Finalisation. The mission COE section must plan to finalize the TCC/PCC load lists at least 60 days prior to movement. TCC / PCC contingents must be made aware that there should not be any additions in load lists after the inspections are finalized. Hence it is important to have suitable number of COE staff available till all TCC/ PCC are repatriated. The TCC/PCC contingent personnel must not directly interact with contractors or with MOVCON staff and should route all their requests for additional containers or requirements through the JLOC and COE Sections, who will then co-ordinate with MCS UNHQ.

iv. Asset Distribution Plans. In addition to COE repatriation, UNOE will require transportation either to the UNLB or to other missions. SAUs must generate timelines to arrange Provisional ADP (PADP) groups. It is good practice to run a test movement exercise to ensure that all potential problems are identified. This will give a broad picture to all stake holders on the requirement of assets to be moved by air especially if serious weather hazards for road movements are being anticipated.

b. COE / MOVCON Joint Inspections. During liquidation, the return of COE to home nation will always occupy a significant importance, as the TCCs/ PCCs will expect the greatest of consideration in the return of their resources. To ensure that the COE is returned in the best possible condition, throughout the life of the mission, the COE inspections teams will have carried out regular visits, and compiled comprehensive reports on the serviceability and usability of the COE. As the liquidation date approaches, it is imperative that both COE and MMCS teams work closely in assessing the exact condition of the COE to be moved. Both written and photographic records of COE must be meticulously maintained to ensure that TCCs/PCCs can be compensated should damage occur due to the final transportation, or, conversely, to ensure that the equipment can be moved safely by the contractor, should one be nominated. MMCS must provide advice to the TCC/PCC when the packing and container loading is taking place. While it remains the responsibility of the TCC/PCC to prepare and pack their equipment, specialist advice may not always be available within the contingent personnel. Professional movements advice should always be offered where appropriate. MMCS must have a representative present with the COE staff as the containers are being packed by the TCC/ PCC. A certificate to this affect must be signed jointly by MMCS and COE staff present on ground for each container. The certificate must list contents and their condition prior to handing it over to a contractor; the contractor will be

expected to undertake a marine survey at the point of collection. MMCS should facilitate & assist with this process where necessary.

c. Condition of Containers. Whether for movement of COE or UNOE, it is imperative that all sea containers are thoroughly inspected to ensure sea worthiness well before the liquidation starts. Status of the containers remains the responsibility of the respective SAUs (depending upon how the mission has been configured); nonetheless, MMCS must ensure that these inspections have been carried out beforehand. Critically, all containers for sea transport must have current CSC plates clearly visible, otherwise they are likely to be rejected on arrival at the load port.

d. Contracts for Out Bound Shipment and Load Lists. The significant majority of COE repatriations will be arranged by MCS UNHQ. As with all strategic movements, all options will be considered to undertake the repatriations quickly and effectively. The procurement of transport resources requires accurate and timely load lists. The sooner the load lists are prepared and issued, the greater the chances of meeting political deadlines normally required for liquidation. Early compilation of Load Lists will facilitate such activity. Ideally, missions should have template lists raised by contingents based on arrival information, supplemented by changes that occur throughout the mission life. While not easy to achieve, centrally managed Load Lists, produced in conjunction with the COE team/SAU, can save considerable effort at a time in the mission when parallel considerations take precedence.

e. Container and Equipment Tracking. At liquidation, significant numbers of containers will be required, both for COE and UNOE movement. An early assessment of the existing stocks and condition will facilitate the appropriate use of the containers. Similarly, TCC/PCC requirements may require additional resources. To ensure that all UN-owned container movements are followed as closely as possible, MMCS must initiate, where possible, a procedure for tracking the movement of containers / equipment at least untill they leave the port of the host country. Tracking of the items will facilitate confirmation, at a later stage, of the departure of COE/UNOE from the mission area which in turn will be used for calculating adjusted levels of national reimbursement as appropriate.

f. Reports/ Returns and Archiving. Timely submission of MCRs and other reports and returns, as required by MCS UNHQ, is essential. MMCS should nominate an individual with the specific responsibility for production of MCRs and for all archiving as the mission closes. All archived documents are to be sent to MCS UNHQ for future reference at the end of the mission.

CHAPTER 12 - EVACUATION PLANNING

INTRODUCTION

12. The Mission Evacuation Plan is intended to provide a properly structured document to conduct an evacuation in the event of an emergency situation. The Evacuation Plan outlines the procedures to be taken should an evacuation become necessary. The evacuation plan can also include an analysis of the possible threats in the mission area which could lead to eventual evacuation and actions to be taken for each specific threat. The plan should include objectives, evacuation stages, safe havens, control mechanisms, communications, resources, and any other pertinent details. The Chief Security Officer (CSO) normally has the responsibility of formulating the Mission Evacuation Plan under the guidance of the CMS/DMS. This cannot be done without the input of all mission Asset Holders, CMMCS and Chief Aviation Officer.

RESPONSIBILITIES

12.1 Movement Control Responsibilities. MMCS will prepare a detailed Evacuation Movement Order for the evacuation in conjunction with mission Logistics Elements and Chief Security. Under authority of the CMS/DMS, CMMCS will be responsible for execution of the Movements Evacuation Plan and is to maintain command and control of all transportation assets being utilized throughout the evacuation. During an Evacuation Movement Control Section becomes the focal point for the following functions:

a. Planning and acquisition of all transportation requirements, e.g. road, sea, air, etc.;

b. Convoy Planning;

c. Registering and manifesting evacuees;

d. Transportation of non-essential personnel and dependents to safe haven depending on the security situation;

e. Liaison with CSO on Security matters;

f. Liaison with CAVO as required on Aviation matters;

g. Movement of Evacuees from Safe Haven to Embarkation Point.

PLANNING

12.2 Movement Control Evacuation Planning. When the Evacuation Point has been decided evacuation planning should commence immediately. If the evacuation cannot be conducted utilizing mission transportation assets, MCS UNHQ should be advised to source contract the additional transport resources required to execute the evacuation. MMCS is responsible for coordinating information on status of transportation assets, movement timelines, and schedule of movement by various components and expected ETA/ETD of evacuation transportation means. MMCS will establish a Command Post at Mission HQ and a MOVDET will be despatched to Safe Havens, Staging Areas and Embarkation Points to perform all tasks in accordance with the Movement Order and will remain until completion of the evacuation. Evacuation planning does not necessarily mean an evacuation is imminent. Some situations allow sufficient time to obtain necessary approval to implement each stage. Proper planning allows for review and revision of planned procedures, establishment of lines of communication and coordination, and determination of timelines for which stage will be implemented. The evacuation can be carried out utilizing any of the following means of transportation depending on the operational and security situation:

a. Chartered Commercial Aircraft;

b. Long-Term Contracted United Nations Aircraft;

c. Military Aircraft under LOA;

d. Chartered Commercial Ships/Vessels;

e. TCC Ships under LOA/Chartered by United Nations;

f. Other means of transport.

12.3 Recovery of UNOE. Depending on the severity of the situation there may be a requirement to recover some United Nations Owned Equipment such as Finance/Personnel/Procurement documents, Sensitive Communications Equipment, IT Storage Devices, etc. The DMS/CMS should provide guidance on recovery of such equipment which will be included in the movement plan and incorporated in the Movement Order.

12.4 Security/Escort. Movement of convoys to Embarkation Points will require support of Security Section and Military/Police to provide escort to vehicles transporting evacuees. Depending on the local security situation it may also be possible to seek assistance from local authorities. MPs may be required to provide traffic and crowd control.

12.5 Medical Evacuees. Consideration must be given to the operational implications for movement of personnel who are suffering from medical conditions, injuries or are physically incapacitated when planning for the evacuation. Special handling and transportation will be required for such cases. Close liaison with Chief Medical Officer is imperative to ensure all relevant equipment and assets are available, such as stretchers/litters, ambulances and accommodation for specialized medical support equipment. Communication of patient details

and condition is to be communicated to the transportation operator, e.g. shipping line, airline, to enable preparation of adequate facilities on board.

12.6 Domestic Animals. Domestic animals (pets) will not be evacuated under any circumstances.

RESOURCES

12.7 Resource Requirements. During the planning process there is a need to determine the anticipated resource requirements needed to execute, maintain and support the evacuation. These resources shall include but not be limited to the following:

a. Personnel. Sufficient personnel to operate the Command Post, Convoy Control and MovDets.

b. Vehicles. Transport Section will be responsible for providing sufficient vehicles to enable fulfilment of movement control operations during the evacuation. While the Military Contingent(s) should provide armoured vehicles (APC) as required, the following should also be included in the planning:

   i. Command vehicles (4X4) including convoy control;

   ii. Jammer vehicles fitted with ECMs;

   iii. Buses, Armoured if available;

   iv. Trucks;

   v. Specialized vehicles (recovery, ambulance, etc);

   vi. MHE (forklift, cranes, etc.).

c. Communication equipment including radios, mobile phones and satellite phones;

d. Access to email (if Lotus Notes not available), via satellite if necessary;

e. Personal Protective Equipment (PPE) for movement control staff;

f. Office Accommodation for Command Post and MovDets.

12.8 Warnings/Directives. Two key Warnings/Directives will be issued:

a. Evacuation Warning: An evacuation warning is issued when conditions are such that an evacuation may be imminent. This is intended to give sufficient time to mobilize and prepare evacuees for departure.

b. Evacuation Directive: An evacuation directive is issued when conditions are such that immediate evacuation is warranted to protect life endangered by war, civil unrest or natural disaster.

POST EVACUATION ACTIONS

12.9 Post Evacuation Report. After completion of an evacuation the CMMCS is required to prepare a Post Evacuation Report based on the actions taken to complete the task. The Post Evacuation Report can be beneficial as a 'Lessons Learned' document, which should be used to make subsequent changes to the mission Evacuation Plan. The report should include, but not be limited to, the following:

a. Planning steps taken;

b. MOVDETS Deployed and number of staff;

c. Number and type of Transportation Assets utilized;

d. Number and Breakdown of Personnel Evacuated;

e. Liaison processes adapted with Security Section, DMS/CMS, other Sections, Chiefs, MCS UNHQ and Situation Centre (SITCEN) DPKO;

f. Situation Report (SITREP) and Reporting Procedures;

g. Problems Encountered;

h. Recommendations.

CHAPTER 13 - CUSTOMS AND SHIPPING UNIT OPERATIONS

INTRODUCTION

13. The Customs and Shipping Unit is responsible for coordinating the clearance and shipment of cargo received / dispatched by commercial or other means to or from the Mission Area. The movement of personal effects is managed by the General Services Section.

CUSTOMS UNIT RESPONSIBILITIES

13.1 Under the terms of the Status of Forces Agreement (SOFA) or Status of Mission Agreement (SOMA) signed by the United Nations and the Host Country, the United Nations and its agents and contractors are able to import goods in support of the mission free from duties and taxes. The Customs Unit is the focal point for the processing of documents related to the duty/tax free import/export of United Nations and Contingent owned equipment. The unit may also provide administrative services to mission contractors, such as rations and fuel providers in arranging duty/tax free import of products for use by the mission. The Customs Unit is responsible for:

a. Providing timely, efficient and effective movements and transportation services to the Mission;

b. Close coordination with Freight Forwarding agents contracted to provide customs, freight and transportation services;

c. Liaison with National and International customs, immigration, port and airport authorities to facilitate the smooth flow of inbound and outbound cargo;

d. Coordination with Procurement Section, Receiving & Inspection Unit, and Movement Control Sub units in planning the movement of all inbound and outbound cargo to ensure speedy clearance, proper handling and transportation of cargo from the point of entry and exit;

e. Maintaining adequate records of all inbound and outbound cargo movement;

f. Establishing and maintaining, in cooperation with Procurement Section, a cargo tracking system for all freight into the mission area and outgoing freight to other destinations;

g. Preparing relevant documentation for the customs clearance and shipment of cargo to destinations inside/outside the mission area;

h. Preparing tax exemption letters/diplomatic requests for Customs Authorities to facilitate the tax free import/export of UNOE and COE in support of the mission.

KEY ISSUES & PROCEDURES

13.2 Customs Unit Routine Operations. In order to clear cargo from the airport/port bonded areas the following documentation is required prior to presentation of documents to Customs:

a. Original Air Waybill or Bill of Lading or Road Waybill (Endorsed by the airline, freight forwarding agent or shipping line) and clearly identifying the mission as the consignee;

b. Complete Packing List;

c. Invoice or Declaration of Value of the cargo;

d. Certificate of Origin, where applicable.

13.3 The Procurement Section, within the mission, and the Procurement Division at HQ, provides instruction in purchase orders that these documents are to be sent by courier to MMCS well in advance of the arrival of the shipment. Customs unit staff should make every effort to obtain these documents well in advance of the arrival of the shipment to facilitate timely clearance. MMCS may have to contact Procurement, Finance and even the vendor to obtain original or copies of documents, keys to vehicles etc.

13.4 Customs Exemption Letter. The customs exemption letter (Note Verbale) is the official letter from the mission requesting exemption from duties/taxes/levies as provided for in the SOFA/SOMA. Once checked and signed, the Note Verbale is taken to the relevant competent local authorities.

13.5 Final Clearance. The original customs exemption letter together with supporting documents should be presented to the Clearing Agent to facilitate customs clearance and release of shipments. MMCS will retain copies of all relevant documents as these will be required for export clearance should the equipment require future shipment for repair, transfer, etc.

13.6 Local Authorities. The procedures for customs clearance vary from country to country. The above provides a general description of the most common practices, however, it should be remembered that it may be possible to negotiate more timely or cost effective procedures with local authorities such as the ability to collect shipments prior to completion of formalities.

13.7 Shipment of Assets to Destinations Outside Mission Area. There will be instances during the life cycle of the mission when there will be a need to transfer assets from/to GSC

Brindisi or to other missions. In all cases, it is important that the assets are correctly identified, packed and documented before dispatch. The following outlines circumstances when the assets may require transfer:

a. Surplus to Mission Requirement. This may be as a result of downsizing of the mission or surplus assets having been received at the start of the mission or it may even be as a result of assets having been procured for one-time use like elections etc;

b. Repairs/refurbishments. There may be inadequate facilities available within the mission area to carry out repair and refurbishment of major items of equipment, or the cost of local repair is so prohibitive that it is more economical to transfer the equipment to GSC Brindisi for repair. Items under warranty may be returned to the vendor for repair or replacement; shipping cost to be borne by SAU or vendor;

c. Liquidation. Mission assets have to be disposed of in accordance with the Asset Disposal Plan approved by DFS. The Asset Disposal Plan divides assets into 4 Groups. Of these, Group I assets are to be shipped either to GSC Brindisi or another mission. Exceptionally, assets listed under Group II, III or IV may also require to be shipped either to GSC Brindisi or to another mission, depending on the circumstances. In such cases, they must first be re-categorized as Group I items. More detail is to be found in the United Nations Department of Field Support Liquidation Manual reference 2012.18;

d. Ordered by UN HQ. Whenever a new mission starts up, DFS may order inter-mission transfers of assets to meet the immediate needs of the new mission.

13.8 Approval of DFS. In all cases, UNHQ must approve the proposed transfer. The approval should be obtained through a fax or electronically by the appropriate asset manager, from the relevant section in DFS. The onus of preparing the list of surplus/other categories of stores rests with the Chiefs of the SAUs. The SAU Chiefs should also ensure that approval is obtained from their Service Chief and the CMS/DMS prior to submitting the list to UNHQ for approval. The description of assets for which approval is being sought must include the following details:

a. Item Number;

b. Barcode Number;

c. Generic Description;

d. Serial Number;

e. Purchase Value;

f. EOD UN;

g. Depreciated Value;

h. Estimated date of Release of the asset;

i. Condition;

j. Any Specific request in Respect of the Asset regarding transfer.

13.9 Shipping Costs. The consigning Mission should advise the receiving mission of the estimated shipping cost and seek approval and an appropriate account code to be charged. MMCS also advise details such as shipping terms, port of loading and discharge, and whether inland transport is to be included. Responsibility remains with the consigning mission until the consignment is received by the receiving mission. On receiving freight quotation, MMCS is responsible for liaising with the receiving mission and obtaining the account code for charging the shipping costs for shipments within the Mission's delegated authority. For shipments exceeding the Mission's delegated authority the consigning mission should liaise with MCS UNHQ for guidance on how the shipment may be processed. . No shipment is to be processed until receipt of account code details is confirmed by MMCS unless it is to GSC Brindisi when the dispatching mission must bear the costs.

13.10 Sea Containers. UN owned sea containers should be inspected to ensure they are certified as sea worthy. Should this not be the case, Procurement Section should be requested to procure the services of an authorized company to provide certification. Ensure that packing lists are placed on the inside and outside of the front door of the containers and that the container doors are properly locked and sealed.

13.11 Preparation of Assets for Shipments. Preparation of assets for transfer should include cleaning & greasing where appropriate by the SAU Missions must ensure that all associated tools and spares, and documents such as technical manuals are included (Liquidation Manual refers).

13.12 Preparation of Packing Lists. Accurate and correctly compiled packing lists are essential for the successful completion of movements. Incorrectly completed documentation can result in delays and/or even confiscations of equipment. The steps involved in compilation of the lists are as follows:

a. Once the assets to be transferred have been approved by UNHQ and prepared for transportation, a preliminary asset release voucher/packing list should be initiated by the SAU in the relevant system.

b. Each package must be verified against the asset release voucher and it must be ensured that the packing list is attached.

c. Where relevant, the container number is to be included on the packing list.

d. The SAU or Section responsible for management of Sea Containers must ensure that the assets release vouchers are also generated for containers that have been included in the packing lists of other sections.

13.13 Handover of the Consignment to the Shipping Agent and Dispatch. Once the SAU has 'released the assets for shipment', MMCS takes responsibility for the shipment and will action the release in Galileo, create the shipping documentation and change the status in Galileo as required. From this time onwards MMCS assumes the responsibility for the cargo. The consignment together with three copies of packing lists will then be handed over to the shipping agent. Once the consignment, with the packing lists, has been handed over to the shipping agent, it becomes their responsibility to ship the consignment. Export permits may be required. Once the shipment has left the port, MMCS will receive the shipping documents (B/L, AWB, etc) from the shipping agent including two copies of the packing lists stamped by the shipping agent. Copies of relevant documents should be sent to the consignee. Once the consignment is ready for dispatch, MMCS will ensure that adequate insurance is in place either by the vendor or by the Procurement Services Shipping Unit, Procurement Division, UNHQ.

13.14 Provision of Shipping Details to Consignee. Once the shipment has departed, MMCS should advise the receiving mission or GSC Brindisi and, where required, MCS UNHQ of shipping details and the ETA at the destination, if it is known. If the ETA is not known at the time of departure, it should be advised as soon as it is known.

13.15 Post-Dispatch Formalities. MMCS should ensure that the agent has forwarded the original documents and keys as required to the receiving mission. PCIU, Liquidation Cell and the SAU together with their counterparts in the receiving mission must monitor the shipment and receipt of signed copies of the packing list acknowledging receipt of shipment by the recipient mission. Once acknowledgement of receipt from the receiving mission is obtained, MMCS in the receiving mission should receive the consignment is Galileo.

13.16 Assets Dispatched, but not Received by the Recipient Mission/UNLB or Losses during Transit. The assets remain on charge of the dispatching mission until they are received by the recipient mission. Therefore any losses during transit will not be borne by the recipient mission. It is thus the responsibility of the dispatching mission to write off any losses or assets that fail to arrive at their destination, and to submit relevant insurance claims.

CHAPTER 14 - BUDGET, FINANCE INSURANCE & CLAIMS

14. The UN Procurement Manual and the UN Financial Guidelines require diligent separation of three key elements. The owner of the requirement cannot also be the contracting officer, nor can they be the official who makes the payments for services rendered. By separating the three cornerstones of the procurement process, due care can be taken to ensure that financial propriety is maintained and the best value services are obtained for the United Nations. For Movements Control, the principal role is as owner of the requirement. To assist with forward financial planning, Movements Control is required to articulate the planned requirements and, wherever possible, the estimated cost of those requirements. Using historic data or commercial data, where available, CMMCS has a responsibility for ensuring that all MovCon tasks are appropriately accounted for and reflected in the Mission budget planning. This chapter outlines the MovCon obligations related to this area of responsibility.

BUDGET

14.1 CMMCS is responsible for planning and preparing the MMCS budget and the monitoring output and preparation of budget performance reports. MMCS Budget Unit is to provide assistance in the budget process. The MMCS Budget Unit drafts routine correspondence and collects relevant information and documentation related to specific Budget and Finance assignments, specific task include, but are not limited to:

a. Monitoring the Section petty cash, process petty cash and submit for replenishment to Finances;

b. Preparing Acquisition plans for all account codes managed by MMCS;

c. Assisting with calculating liquidation and re-deployment funds when it is necessary in order to ensure that sufficient funds are available to carry out operations;

d. Assisting with the preparation and collection of invoices, ensuring certification and following up with procurement/finance on payment status;

e. Maintaining the Database of Financial expenditures of Contractual Services;

f. Raising miscellaneous obligation documents (MOD) and directing expenditures when required;

g. Preparing all requisitions in the Mercury System and following through on approvals, purchase orders (PO) and Contracts;

h. Reviewing status of relevant expenditures and comparing with approved budget;

i. Requesting and following up on with other sections provision of goods and services required by MMCS;

j. Assisting in the preparation of budget performance submissions;

k. Monitoring accounts and payments to vendors and individual contractors for services.

14.2 A number of factors need to be considered for successful budget management:

a. Budget Preparation. The Budget for a fiscal year is prepared in the preceding fiscal year. Budgeting is developed from current and historical data, budget guidelines and assumptions. The MMCS budget is developed in close collaboration with MCS UNHQ who manage the cost centres (on behalf of the mission) for Deployment, Rotation and Repatriation of contingents, and, in some instances, the movement of large quantities of UNOE between missions. MMCS provides input to the training and official travel budget including Rotation Coordinators, and manages and controls the in-mission portion of the MMCS budget which includes, but is not limited to:

b. Cost Centre Codes. Cost Centre Codes are commonly managed by MCS UNHQ on behalf of the mission and CMMCS in the mission.

c. Regular System of Monitoring. The budget should be monitored throughout the fiscal year to ensure that expected output is being achieved and the amounts allocated to each cost centre are not exceeded. If cost centre allocations are likely to be exceeded, a request through the Chief Budget Officer (CBO) to the CMS/DMS for re-distribution of funds from other cost centres is to be made.

d. Performance Reports. A Budget Performance Report is produced at the end of a fiscal year, however ongoing monitoring is essential to determine anticipated results. The purpose of the performance report is to measure the results of the budget and achievement in relation to the Acquisition Plan. The process involves comparison of budget/plan with actual, computation of variance, and explanation of variance.

FINANCE

14.3 The Financial Rules and Regulations of the United Nations govern the administration of the financial activities of all United Nations entities for which the Secretary-General has administrative responsibility. This includes Peacekeeping Missions and consequently MovCon must follow the parameters of these rules and regulations.

14.4 Processing of Invoices. Invoices for payment of services for movement control operations are to be entered into the Mercury System, checked, verified and certified prior to submission to Chief Finance Officer (CFO) for payment.

14.5 Miscellaneous Obligating Document (MOD). The reservation of funds for purposes other than those covered by other procurement/financial means is accomplished through the use of the MOD. MODs are to be raised as required by Finance Section and expenditure verified and monitored.

14.6 Direct Disbursement Vouchers. Direct Disbursement is used for one time urgent requirements not exceeding the extant delegated authorities. Direct Disbursement forms are to be raised and submitted to Budget/Finance as required and expenditure verified and monitored.

14.7 Petty Cash. Petty Cash is defined as a small working cash fund maintained for use in purchasing incidental supplies of an unpredictable nature. Establishment of petty cash funds is approved by the DMS/CMS only when it is deemed essential for daily operations. The sum of money approved will vary depending on the individual mission requirements. If considered necessary, CMMCS is to request sufficient Petty Cash disbursement to support movement control operations. The Petty Cash advance is to be strictly monitored, invoices accounted for and accounting records kept. For replenishment of the Petty Cash Advance, the expenditure is to be acquitted and submission of a replenishment request is to be submitted to Finance Section.

14.8 Liquidation of Funds. At the end of each month the Chief Finance Officer (CFO) will send a summary of un-liquidated obligations. The CMMCS is to review and as necessary take action to liquidate any funds deemed to be no longer required.

14.9 Certification. Certifying Officers are required to certify procurement and finance documents. This authority is delegated by The Controller. The CMS/DMS will determine how many certifying officers are required in the mission; normally the section chief plus an alternate officer will be nominated. Certifying Officers are to be fully conversant with use of the Mercury System, and Financial Rules and Regulations.

14.10 Internal & External Audits. A number of factors must be considered when preparing for audit:

a. Internal Audit. The internal audit function is entrusted to mission internal auditors. The internal auditors undertake independent reviews and evaluations of the effectiveness of internal control in the mission and other activities as may be assigned to it by the CMS/DMS. These cover such elements as the reliability of information, compliance with policies and procedures, safeguarding of assets, economical and efficient use of resources and effectiveness of performance. This involves going beyond the accounting and financial records to obtain a full understanding of the operations under review. All reports by the Internal Audit Division and replies thereto are to be copied to the Board of Auditors.

b. External Audit. The United Nations Board of Auditors is responsible for performing the audit of the accounts of the United Nations including peacekeeping missions. A team of independent auditors are allocated to each mission to perform the external audit of mission account and functions on a yearly basis.

c. Audit Reports. The reports of the Board of Auditors are addressed to the General Assembly through the Advisory Committee. Having considered the replies of the Administration to the management letters, they may contain major findings and recommendations which in the opinion of the Board should be brought to the attention of the General Assembly. CMMCS is to provide assistance to Auditors and reply to Audit reports in a timely fashion.

INSURANCE & CLAIMS

STEPS TO BE TAKEN IN THE EVENT OF LOSS OR DAMAGE

14.11 **Inspect Cargo/Letter of Protest**

a. Accept delivery whether cargo is damaged or not. **However:**

b. Before acknowledging a delivery from contractor/carrier, carefully inspect the cargo. If a loss or damage is observed, make an appropriate notation on the delivery receipt and issue a letter of protest to the contractor/carrier (see sample Letter of Protest) at the time of delivery. Even if damage is not apparent - in other words, even if the cargo is delivered in apparent good condition from outside - it is strongly recommended to note on the delivery receipt: "Subject to inspection."

c. Unpack and inspect the shipment for a loss or concealed damage ASAP (within 7 days, and before release for use).

d. If concealed losses or damage are found, issue a letter of protest to the contractor/carrier (see sample Letter of Protest). In the case of loss or damage that is not apparent at the time of delivery, contractor/carrier must be given a letter of protest within 7 days (* see remark 1 below) of delivery. **NOTE:** Losses and damage resulting from improper packing (e.g. items that have been damaged in an undamaged, sealed container) are typically not the responsibility of the carrier/contractor. Accordingly, issuing a Letter of Protest as a result of such losses or damage would not typically be warranted (see 14.13.2.).

Remark I:

Time limit for submission of a letter of protest is 7 days. Notice of a claim must be given to the contractor/carrier without undue delay. Failure to provide such notice is not fatal to a claim, but it does create a presumption that the goods

were delivered in good order & condition. On failing to give timely notice, a claimant must then overcome the burden by demonstrating that the damage occurred before delivery.

14.12 Mitigate the Loss

a. The first consideration is to minimize/contain any loss. All practical steps to minimize the loss or damage should be considered. For example, separate dry cargo from wet cargo. If necessary, arrange to store the shipment in a warehouse to safeguard it against further loss or damage due to theft, civil unrest or weather conditions. Reasonable expenses incurred in mitigating a loss are recoverable; staff should be prepared to provide documentation of expenses incurred in attempts to mitigate the loss. Many insurance policies require clear evidence of mitigation when subsequent claims are made. Failure to protect cargo from further damage, once damage/loss has become evident, can seriously prejudice an insurance claim.

14.13 Value

a. In accordance with the COE Manual, Chapter 4, the liability for loss or damage during transportation will be assumed by the party arranging the transportation. Transportation, in this context, means all the transportation arrangements along the consignment route arranged by the UN. The COE Manual goes further to state that losses and damages during transportation are reimbursed where significant damage occurs to COE during transportation. Significant damage is defined as damage where the repairs amount to 10 percent or more of the generic fair market value of the item of equipment. For the movement of COE, given that it is used equipment, the UN does not generally provide additional cargo insurance beyond the carrier’s liability.

b. Should damage occur to COE during deployments, rotations or repatriations, the contractor/carrier's liability generally insures goods or merchandise against all risks of physical loss or damage from any external cause. The policy would normally respond to direct loss or damage to cargo caused by risks such as theft, pilferage, non-delivery, rough handling, water, fire, sinking, and collision, among others. Loss or damage must be the result of a risk, i.e., the cause of loss must be the result of a fortuity. Losses such as those resulting from improper packing, including items that have been damaged in an undamaged, sealed container, are typically not recoverable under the cargo policy. For example, damage to sensitive electronic equipment shipped via ocean vessel in cardboard boxes without further protection from the expected rigors of an ocean voyage would be likely be attributed to insufficiency of the packing materials and not to a transit risk. As such, this damage would not be recoverable.

c. For strategic movements arranged by MCS UNHQ, claims for losses and

damages will normally be submitted by the Permanent Mission of the TCC involved directly to the MCS UNHQ, who will, in turn, liaise with all parties involved in order to investigate the cause and responsibility of the damage/losses make an assessment on the TCC's claim and make a recommendation to the Field Budget Finance Division for reimbursement. MCS UNHQ is also responsible for initiating a claim against the contractor/carrier (if a contractor/carrier is deemed responsible) through the Procurement Division in order that the UN can recover funds expended for damages and losses.

d. For movements arranged by a RTMC or a MMCS, using a commercial contractor/carrier, the party arranging the movement is also responsible for investigating cargo damages/losses along with the contractor/carrier and for initiating a claim against a contractor/carrier (where applicable), through their respective Procurement Sections.

e. For the movement of UN owned equipment, the UN generally insures through the UN global insurance policy. For movements of COE under LOA, it remains the responsibility of the TCC/PCC to ensure that their shipment is adequately insured. Details of the up-to-date forms and process to be followed when submitting a claim for damage or loss to COE can be found at the UN ForceLink website at http://cc.unlb.org.

14.14 File Insurance Claim

Claims against the transportation contractor/carrier must be actioned quickly and in writing. Low value (amounts set in each mission) Organizational shipments are not normally reported or insured under the UN Global Insurance Policy. Prompt notice is essential to avoid claims being time-expired. The time limit for filing claims may be as short as three days after delivery. Failure to promptly file a claim against the carrier may subsequently prejudice an insurance claim.

14.15 Submission of Insurance Claim

Depending on the mission and the insurer, each Mission must establish clear guidelines for the timing and process to be followed when filing an insurance claim. Inevitably, contact must be made with the insurance agent, who will nominate a surveyor who will assess the situation and issue a report commenting on the nature, cause and extent of loss. The claimant should pay the survey fee and include it in the claim. Damaged cargo or packaging must not be disposed of until authorized by the surveyor, unless retention of the damaged cargo or packaging presents a danger due to its inherent nature (Dangerous Goods). In this instance, full records and images, where possible, must be maintained to justify their disposal. All claims, whether surveyed or not, are to be submitted to the Transportation Operation Section (TOS). TOS will review the documentation with the insurer and request additional documents from the nominated Transport Officer point of contact in the mission, if necessary. Only upon receipt of full claim documentation will the claim be

submitted for settlement. TOS will act as the liaison between the mission point of contact and the insurer/underwriters during the settlement process.

14.16 **Claim Documentation**

Documentation must be provided which demonstrates the loss or damage occurred during transit and supports the amount being claimed. The following documents are commonly needed to substantiate a cargo claim:

a. Transport document (ocean B/L, airway bill, inland waybill).
b. Invoices/Purchase Orders/Packing Lists.
c. Copy of the Claim against the Transportation Carrier.
d. Delivery receipt noting exceptions for loss or damages.
e. R&I and discrepancy report with specific details.
f. Contractor/carrier's certification of non-delivery or short delivery, if applicable.
g. Repair cost estimate or invoice from certified repairer.
h. Invoices for mitigation expenses, if applicable.
i. Survey report and repair cost estimate.
j. Depending upon the circumstances of the loss, the UN insurer or the surveyor may request additional documentation.

14.17 **Payment of a Claim**

After collecting documentation and upon completion of the survey report, the nominated UN insurer will adjust the claim and submit it to underwriters for their consideration. Within 30 days of receiving the complete claim documentation, the UN insurer will arrange payment or contact the claimant regarding any problems or ambiguities.

14.18 **Contents of Written Claims Notices:**

Although there are no statutory requirements for the contents of letter of protest, the claimant should provide the following details to the carrier or its agent:

Letter of Protest

a. Name of Consignee (Receiver of Cargo).
b. Transport Document Number (Bill of Lading or Airway Bill etc.).
c. Name of Vessel and Voyage Number or Flight Number.
d. Place of Origin and Date.
e. Place of Delivery and Date.
f. Description of Goods.
g. Description of Goods Lost or Damaged.
h. Brief Statement of How The Goods Were Lost or Damaged.
i. Damage Amount, if known.

The captioned shipment was received short and/or damaged for which we hold you fully responsible.
Please forward a copy of certificate of non-delivery and/or short delivery relating to this shipment enabling us to lodge a claim to you through our underwriters.
A formal claim with supporting documents will be submitted when the exact amount of loss has been determined.

Truly yours,

Signature

Date

Claimant's contact address:

CHAPTER 15 - MOVCON ADMINISTRATION

15. Movement Control Administration is essential in providing staff members a single entity that provides support in all matters outside of their normal day-to-day operational movement control responsibilities. This permits staff to concentrate fully on the task at hand. All requests, correspondence and other related requirements are processed through one central office, or FSS, enabling far greater visibility and monitoring of Movement Control Administrative support. To achieve this, the MMCS is to establish an Administration Unit under the direct management of the CMMCS to provide overall administrative support to the section and administer the personnel issues of all MMCS staff members. The MMCS budget responsibilities may also be assigned to this Unit.

RESPONSIBILITIES

15.1 MMCS Administrative Assistants perform a variety of administrative and clerical duties necessary to run the MMCS efficiently. They serve as information and communication managers for an office; plan and schedule meetings and appointments, organize and maintain paper and electronic files, manage projects, conduct research, and disseminate information by using various means. They also may handle official travel and guest visits. The main role of the function can include, but not be limited to, the following:

a. Human Resources Management, including assisting the CMMCS with initiating, processing, monitoring, reviewing and following up on actions related to the administration of recruitment, placement, relocation, promotion to higher level, contract renewal, performance appraisal, job classification reviews and training;

b. Enter, maintain and certify administrative data and records for time and attendance in electronic information systems;

c. Review entitlements-related official claims and routine reports;

d. Provide information to staff with respect to administrative procedures, processes and practices; liaising with other administrative services as necessary;

e. Prepare, process and follow up on administrative arrangements and forms related to the official travel of staff;

f. Maintain files of rules, regulations, administrative instructions and other related documentation;

g. Maintain up-to-date work unit files and archive system (both paper and electronic);

h. Acts as Leave Monitor for the Section and prepares all relevant documentation regarding attendance;

i. Prepare/maintain Leave Plans;

15.2 Draft letters, memoranda, documents, reports, faxes and circulars as required.

PERSONNEL RECORDS

15.3 The Administration Unit is to maintain accurate and updated personnel records including processing of leave requests, Movement of Personnel Form (MOPs), Official travel and assist in any other personnel matters as required. Copies of personal documents are to be placed on a separate file for each staff member and filed in a secure, lockable cabinet.

CHAPTER 16 - QUALITY MANAGEMENT SYSTEM

16. The Quality Management System. The MMCS Quality Management System (QMS) is a structured manifestation of good management and work practice. It describes and builds on existing quality assurance and control processes in field missions. The objective of the QMS is the establishment of cyclic processes for planning, enactment, feedback and renewed planning. This cycle promotes and emphasises quality enhancement through the generation of a collective self-critical and self-reflective approach. This approach is achieved by strict attention to the goals of the mission, by comprehensive data collection and analysis. The structure of the QMS ensures that feedback loops link with people in a position to effect improvements in management and movement operations. It is recognised that quality enhancement must often aim at goals which are not easily described and therefore less easily measured. Accordingly, where appropriate, the QMS uses objective assessments of quality to impose a reasonable degree of impartiality and objectivity by referring directly to specific goals and whether or not they have been achieved. The QMS describes processes designed primarily to enhance practices, but with a view to accountability for outcomes wherever these can be clearly defined. The investment of resources in the QMS must be mediated by its contribution to MMCS management, MMCS movement operations and to mission accountability. An important phrase used frequently in QMS is the principle of 'getting it right first time, all the time'. By assessing past performance and analysing the optimum processes, then adjusting where necessary, through the repetition and cyclical review, processes become formalised, second nature and good practice is maintained.

THE SYSTEM

16.1 Key Aspects. QMS has two key aspects. Both are then subjected to informed and disciplined critique. The QMS must therefore describe the ways in which practices are conducted, the ways in which practices are evaluated, and the purposes of those practices by:

a. Clarifying what is happening in various movement related practices;

b. Clarifying our collective aims and objectives.

BASIC PRINCIPLES

16.2 Basic Principles. The basic principles guiding quality assurance in the movement control operations are:

a. Accountability. MMCS, through its management, has a mission duty to ensure that its practices are of high quality. The processes by which the quality of core practices is examined must be comprehensible and transparent. These processes must also be generally acceptable to all those involved and affected;

b. Systematic, but Flexible Practice. The QMS should be generic as far as possible, but should allow variations to address the different characteristics and needs of different disciplines, fields, areas of operations and other practices;

c. Complementarities. The QMS should complement responsible and productive work practices. It should not be mechanistic or waste time, but should follow and nurture responsible work or practises.

16.3 Fundamentals of QMS. QMS is the process of verifying or determining whether our services meet or exceed customer expectations. It is a process-driven approach with specific steps to help define and attain goals. This process considers design, development, production, and service. The fundamentals of QMS are:

a. Documentation. The practice of QMS must be documented to ensure that the mission and others involved and affected are thoroughly informed about expectations, the practice itself, its outcomes, and its links with the improvement of practice.

b. Peer Review. The practice of QMS must make use of peer review. In practices where responsibility for quality is distributed among staff with different experience, expertise and authority, the term 'peer' must be interpreted broadly. A work practice for example is not simply a responsibility of a staff member, but of a discipline, a team and a mission. The unifying value which comes from peer review is the basis for improvement in performance and values.

16.4 Client Satisfaction. Client satisfaction means commitment to the idea of the 'client' and the client's rights to service and to provide commentary on the quality of the 'service' which is provided. The most obvious client of MMCS is the passenger, but there are also other clients to be considered as stakeholders such as MMCS personnel in other missions, and MCS UNHQ. These individuals, groups or organisations may not be aware of all or any of the information directly involved in the QMS process, but must be satisfied with the general outcomes and more especially the validity of the processes themselves.

MISSION VISITS & OVERSIGHT

16.5 Oversight and Mission Visits. To discharge its responsibilities for oversight and management of Movements Control standards worldwide, MCS UNHQ Mission Managers are required to undertake regular Mission Visits. Each Mission should receive a visit no less that once every two years, but ideally every year. Each Mission is responsible for ensuring that the funding for the visit is included in budget submissions as required. Mission Visits permit MCS UNHQ Mission Managers to gain a greater understanding of the challenges facing MMCS organisations and personnel, but also ensure that procedures and standards are maintained in line with this manual and broader international regulation. The visits are aimed at highlighting the challenges faced within the mission and ensuring that they are being appropriately supported by UNHQ. Mission Visits also provide an opportunity for MMCS and associated

functions within a mission to raise issues which are felt to require attention at UNHQ level. Mission Visits are not to be considered as inspections, moreover, an opportunity to contribute to the collective continuous improvement required under a well-managed QMS process. To this end, a standard Visit Report is used to provide both MMCS and MCS UNHQ a structure within which the visit is conducted to permit comprehensive follow-up of all issues raised. A copy of the template Visit Report and Annex is attached at Annex K.

CHAPTER 17 - TRAINING OF MOVEMENT CONTROL PERSONNEL

INTRODUCTION

17. The United Nations DPKO/DFS and regulatory bodies strongly encourage missions to encourage and promote training for all personnel. To ensure maximum efficiency and safety within Movement Control, MCS staff must be fully trained and familiar with all aspects of movement control responsibilities and functions. Training is an ongoing commitment for which there are a number of methods through which proficiency can be improved. Specialist courses are designed to give both basic knowledge, advanced knowledge and cultivate management skills. Proficiency is further gained through practical experience, on the job training and supplementary continuation training. For staff members or focal points involved in developing training programs, guidance can be sought from UNHQ and the mission Training Sections.

KEY COURSES

17.1 Specialist Courses. Specialist courses are commercially available from many internationally recognized training establishments that can offer industry level training pertinent to United Nations Movement Control functions. It is critical to have staff trained and proficient in carrying out their duties. The CMMCS at the mission should ensure that personnel are given ample opportunity to take part in all types of training related to their duties. Time spent on training is dependant upon the workload of the section. CMMCS should assess training requirements of staff at all levels, identify required courses and include as part of the mission training budget. The IATA website www.iata.org/training provides a large cross-section of available specialist courses either online or course participant which are relevant to Movement Control functions. Other internationally recognized training establishments can also be identified using internet. Course costs & travel should be calculated and provided for in the mission budget. The following courses are recommended for Movement Control personnel:

a. The International Air Transport Association (IATA) Dangerous Goods Regulations Course. IATA DG training is designed to enhance knowledge of how to transport dangerous goods by air. Completion of the course allows participants to acquire the necessary skills to properly prepare and process dangerous goods shipments, understand the dangerous goods regulations, develop an awareness of the legal requirements, operational restrictions and governing entities. This course is a pre-requisite for accepting DG consignments into the air transportation system. Recurrent training must be undertaken within 24 months of previous training to ensure knowledge is current.

b. International Maritime Dangerous Goods (IMDG) Code Training. IMDG Dangerous Goods (DG) training is designed to enhance knowledge of transportation of DG by sea. Completion of the course allows participants to acquire the necessary skills to properly prepare and process dangerous goods

shipments, understand the dangerous goods codes, develop an awareness of the legal requirements, operational restrictions and governing entities. This course is a pre-requisite for accepting DG consignments by sea. Recurrent training must be undertaken within 24 months of previous training to ensure knowledge is current.

c. The European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR). ADR training is designed to enhance knowledge of conveying DG by Road. It should be noted that the standard may differ from the European Standard in other countries. Missions in countries not covered by the European ADR should consult local authorities.

d. On-the-Job Training. On-the-Job Training (OJT) is essential in enhancing the proficiency of movement control personnel. A structured training curriculum should be available to cover the full range of movement control related functions. The CMMCS should identify and task an experienced staff member to act as focal point for OJT. The focal point should develop a training program which should be regularly updated, organize the participants of the program and ensure completion of the program.

e. Continuation Training. Continuation training is essential to ensure movements personnel are aware and become proficient in any new developments and procedures relating to movement control functions and responsibilities. Continuation training is also used to maintain knowledge and proficiency of personnel who have received professional specialist training. Training can be given in the following manner:

    i. Formal Continuation Training. The purpose of conducting formal continuation training is to keep movement control staff current with industry level procedures and to eliminate non-standard practices. Formal continuation training is normally carried out by attending refresher courses or advanced courses on subjects already completed. This will provide reinforcement of knowledge and alert to new formal practices or procedures. Courses are to be planned as required and staff nominated to attend by CMMCS.

    ii. Mission Level Continuation Training. The mission level continuation training should be conducted by senior movement control staff nominated by CMMCS as focal points. The focal points will schedule a program covering a number of subject modules. These modules should be prepared in accordance with a proper syllabus and should include topics that are relevant to the participant's duties. It is the intention of this type of training to improve the proficiency level of staff in their current duties.

    iii. Cross-Training. Cross-training should be carried out whenever possible to provide the movement control sections with a far greater diversity and the

capability of providing movement control operations under any circumstances.

17.2 Qualifications. Movement Control staff employed at Airfields/HLS, especially operating on the Ramp, must complete adequate and appropriate professional training to allow completion of duties in a competent, efficient and safe manner. As a minimum, the following training should be undertaken by Movement Control airport staff:

a. IATA Dangerous Goods Acceptance Course. This course is essential for staff handling baggage, cargo and loading/unloading aircraft. It provides a professional awareness of international dangerous goods procedures and enables staff to correctly handle, accept and transport DG.

b. Material Handling Equipment (MHE) License. Operators of MHE at airports should be trained, tested and hold the appropriate license for the vehicle they are operating. Transport Section is the authority for testing and issuing permits/licenses for operating MHE. In some cases professional commercial training may be required for specialized equipment. The most common vehicles used on the ramp are:

   i. Tug (tow motor);

   ii. Baggage/Pallet dollies;

   iii. K-Loader;

   iv. Forklift;

   v. Tele-porter;

   vi. Truck & Trailer or Flatbed.

c. Ramp Driving Permit. Operating vehicles around aircraft requires a certain amount of skill, expertise, common sense and safety consciousness. A mission specific course may be run for driving skills on the Ramp, equally, commercial courses are available.

d. IATA Airside Safety Awareness Course. This course is essential for staff working 'airside' at airports. IATA will provide in-mission training for up to 20 participants. There are many commercially available courses which provide the necessary knowledge for staff operating at airports.

e. Ramp Management. Although Aviation Section has the ultimate responsibility for ramp management, Movement Control has some specific areas of responsibility which need close coordination and cooperation from the Ramp Manager in order to maintain flexible, safe and efficient operations. The following airside ramp

functions are the responsibility of Movement Control and whilst performing these functions close coordination must be maintained with the Ramp manager:

i. Aircraft loading/unloading.

ii. Movement of passengers and cargo to/from the aircraft.

iii. Operation of MHE for aircraft loading/unloading.

iv. Operation of passenger transport and cargo vehicles on the ramp.

CONFERENCES

17.3 Movement Control Conference. MCS UNHQ hosts an annual conference/workshop for the all CMMCS or their representatives from all field missions. The conference/workshop is run over a 7 day period and combines an intense program of relevant movement control competences, industry developments, input from other UNHQ entities, open floor discussions and input from each field mission representative. The conference provides a forum to exchange information, discuss developments and keep all participants up to date with the latest technologies and any process changes pertinent to movement control operations. CMMCS is to ensure that funding for the conference is allocated in the mission travel/training budget.

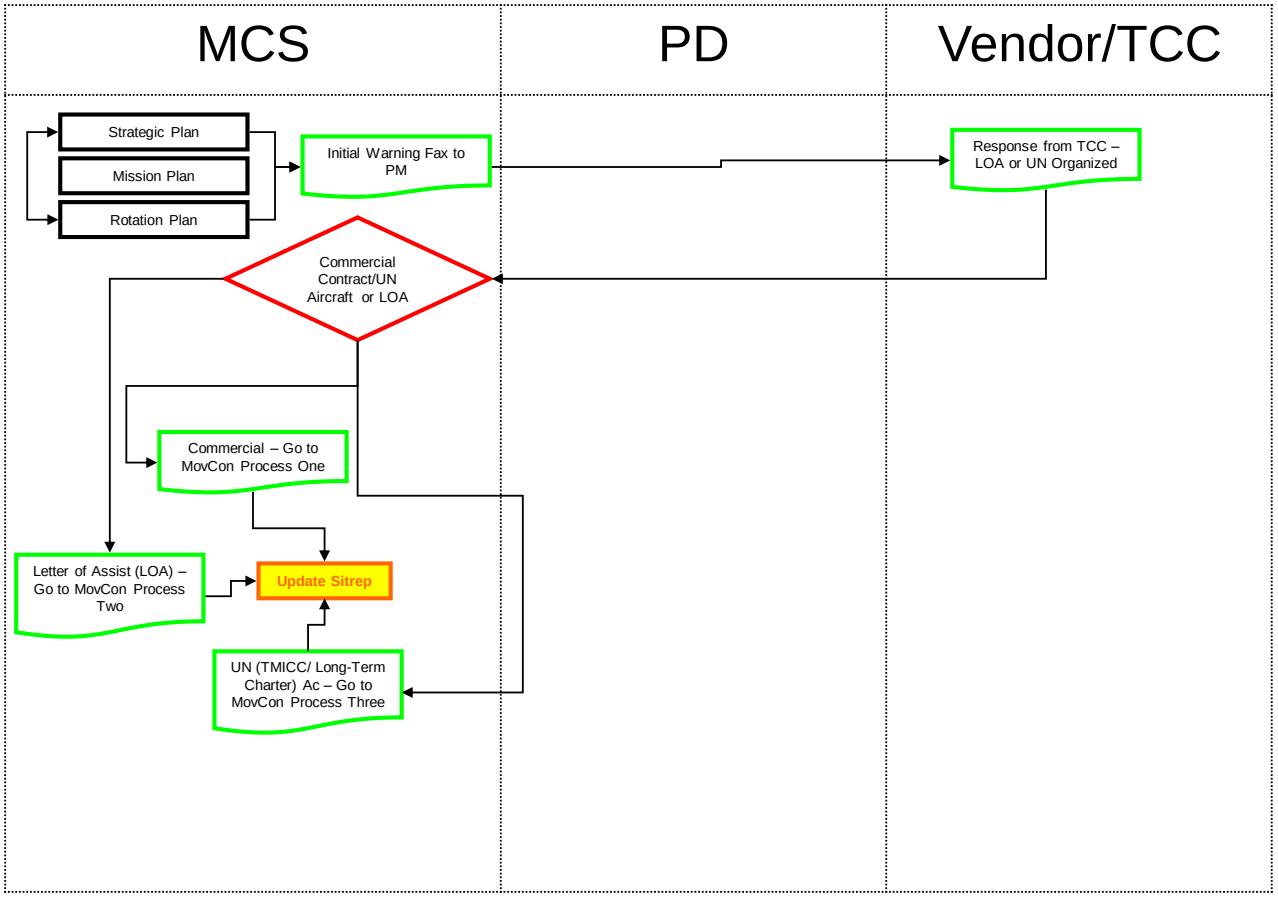
BIBLIOGRAPHY & REFERENCES

COE Manual
TCC Guidelines
UN Procurement Manual
UN DFS Liquidation Manual 2012.18
IATA Airport Handling Manual 29th Edition
IATA Dangerous Goods Regulations Latest Edition
Airport Services Manual (Doc 9137- AN/898) Part 8 Airport Operational Services First Edition – 1983
ICAO Technical Instructions Latest Edition
DPKO Aviation Manual 2005 Edition
DPKO Aviation Safety Manual 2012
DFS Air Transport Manual
Mission Start-Up Field Guide
Peacekeeping Best Practices
United Nations Mission Firearms Policy

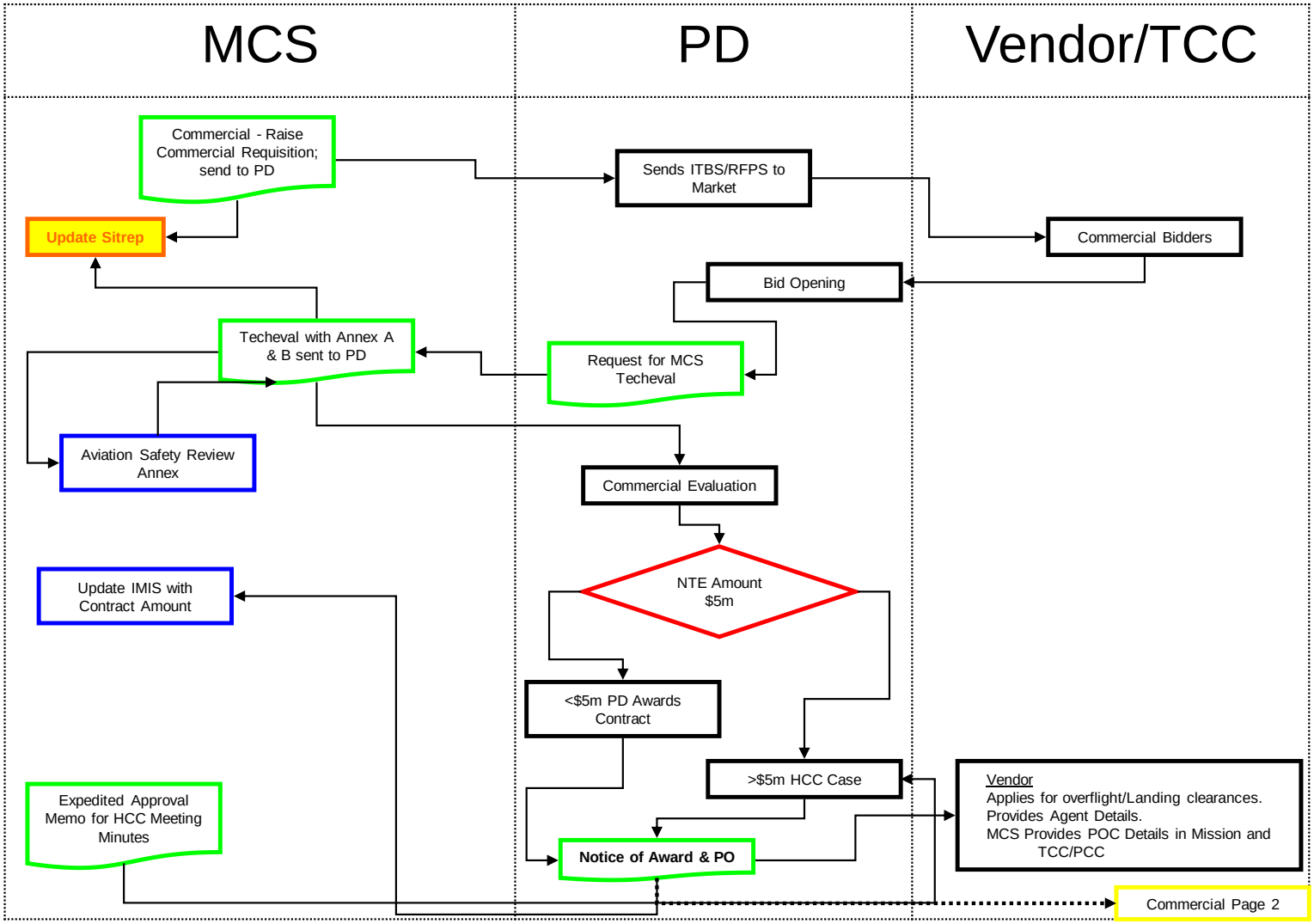
Annex A - UNHQ Service Procurement Process

The following flow charts outline the processes followed by MCS UNHQ when sourcing and arranging transportation for UN Missions:

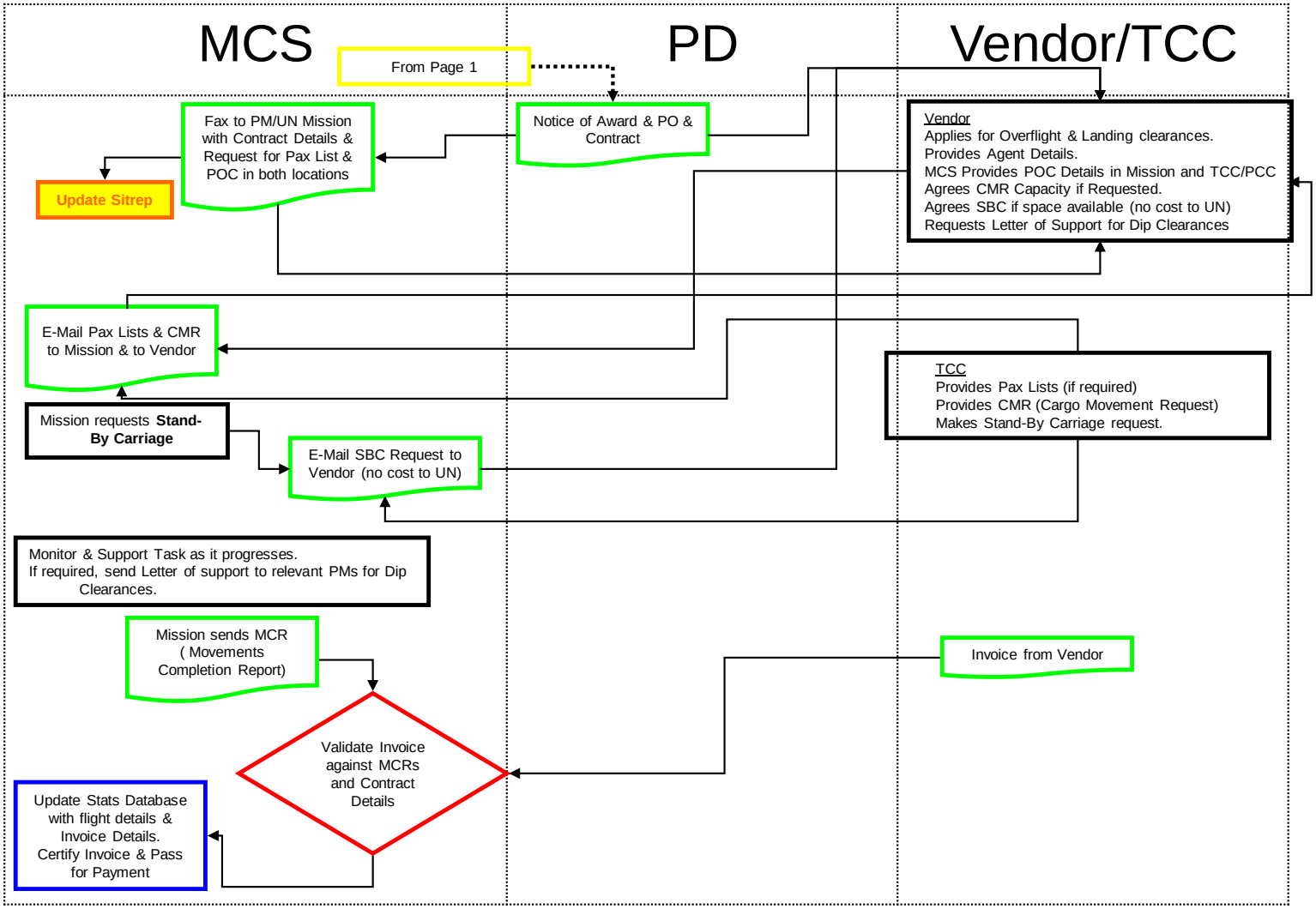
MOVCON PROCESS – Air Transportation of Contingents During Deployment/Rotation/Repatriation – <u>All Methods</u>



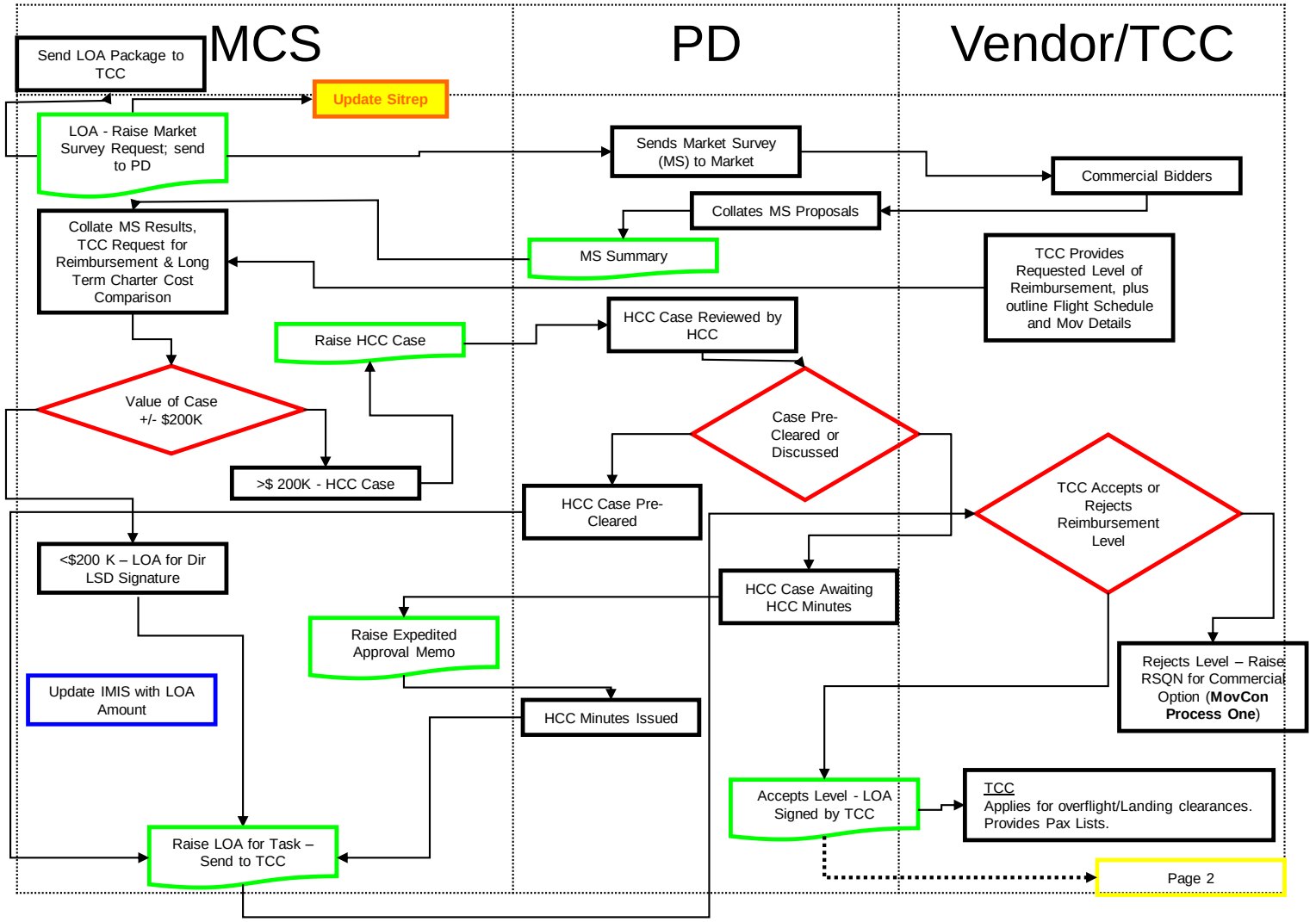
MOVCON PROCESS ONE – Air Transportation of Contingents During Deployment/Rotation/Repatriation – Commercial 1



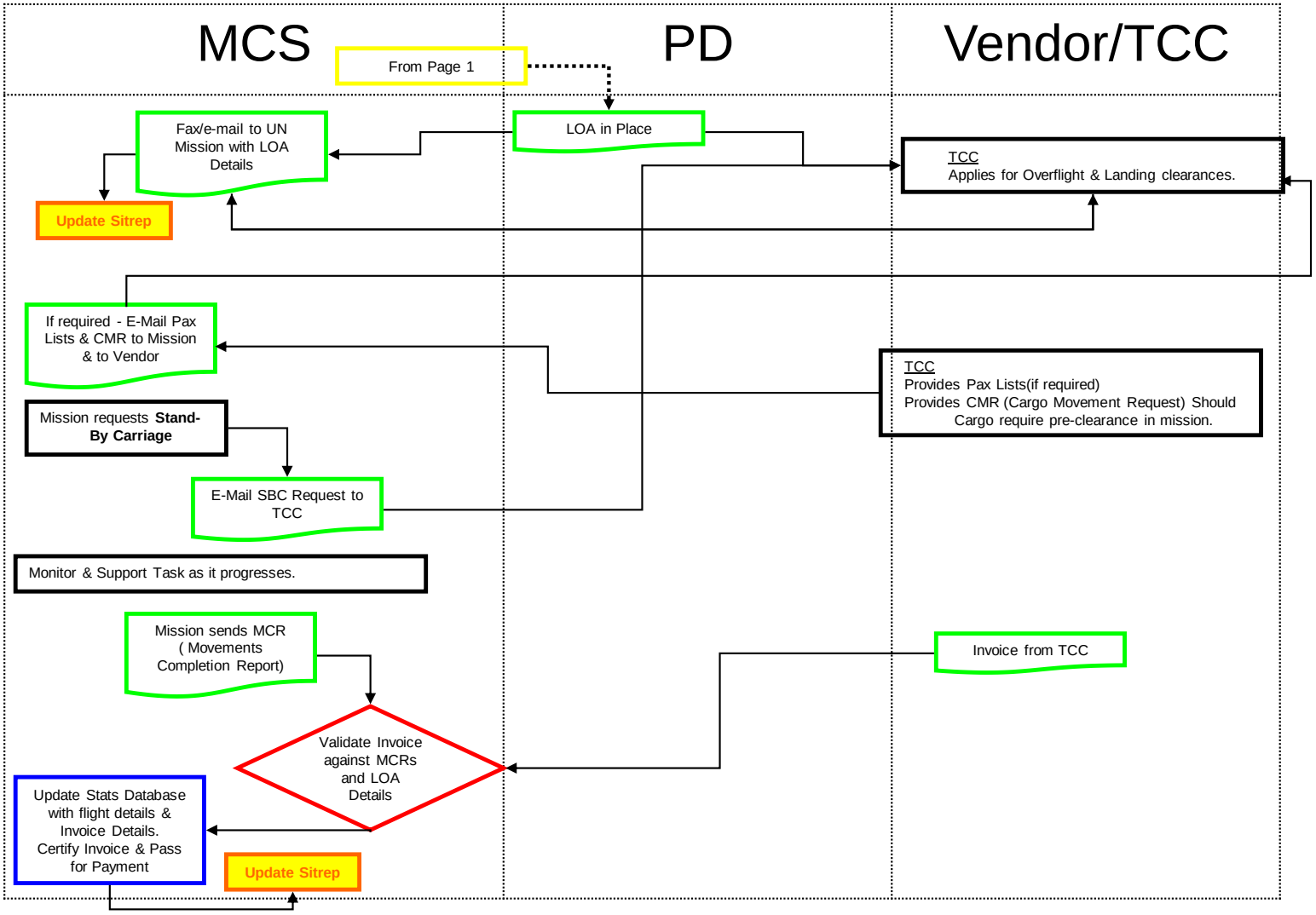
MOVCON PROCESS ONE – Air Transportation of Contingents During Deployment/Rotation/Repatriation – Commercial 2



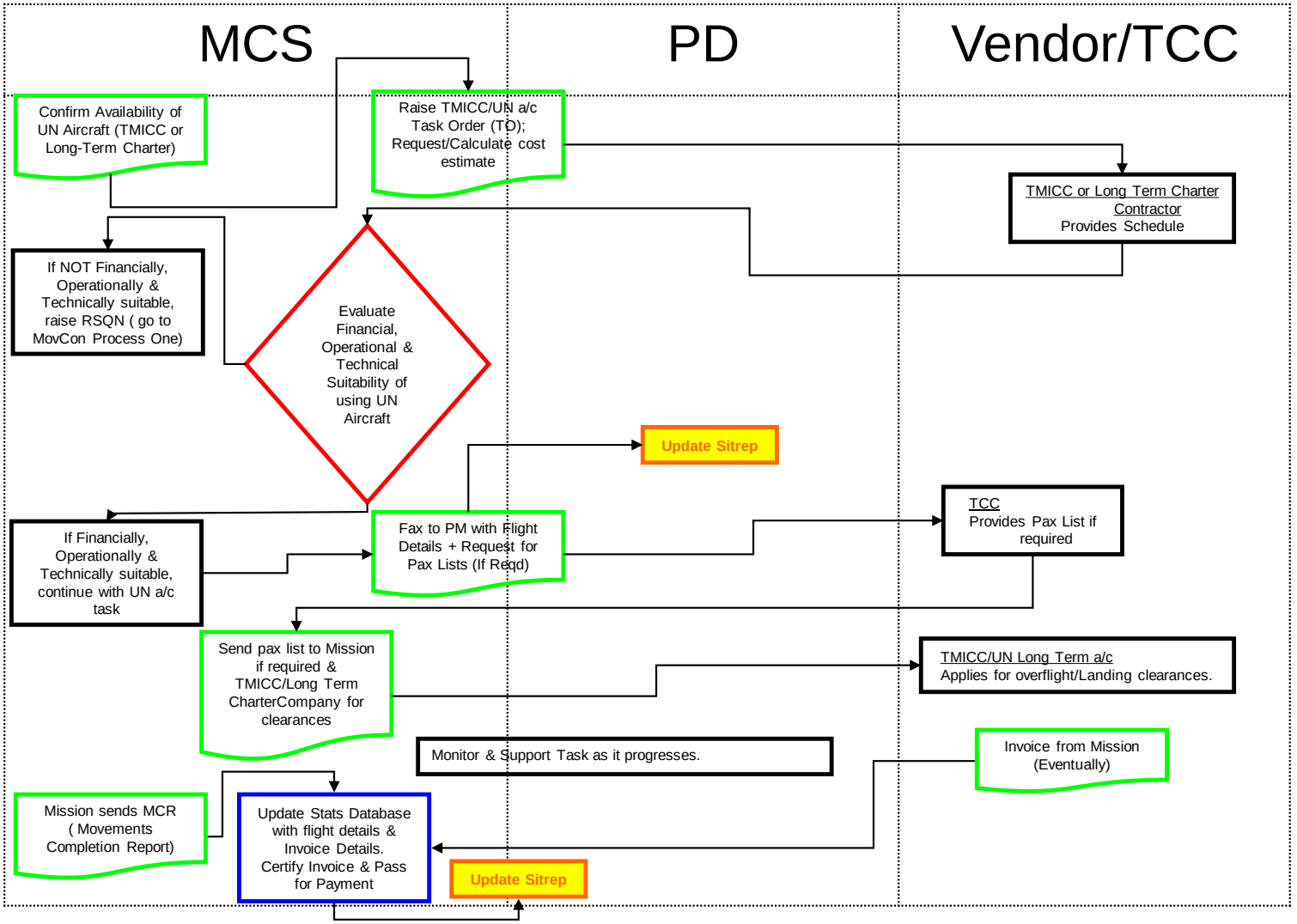
MOVCON PROCESS TWO – Air Transportation of Contingents During Deployment/Rotation/Repatriation – Letter of Assist (LOA) 1



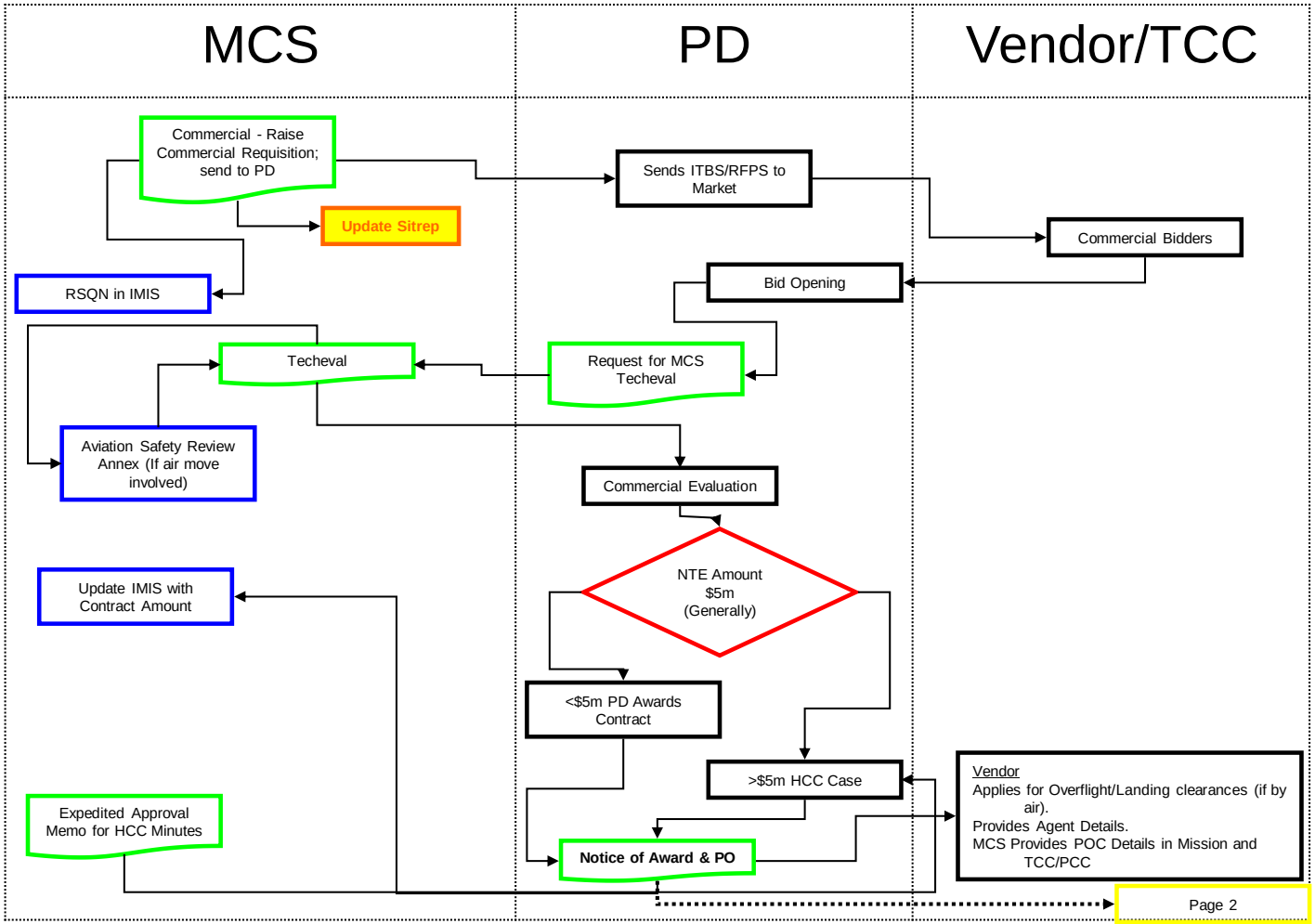
MOVCON PROCESS TWO – Air Transportation of Contingents During Deployment/Rotation/Repatriation – Letter of Assist (LOA) 2



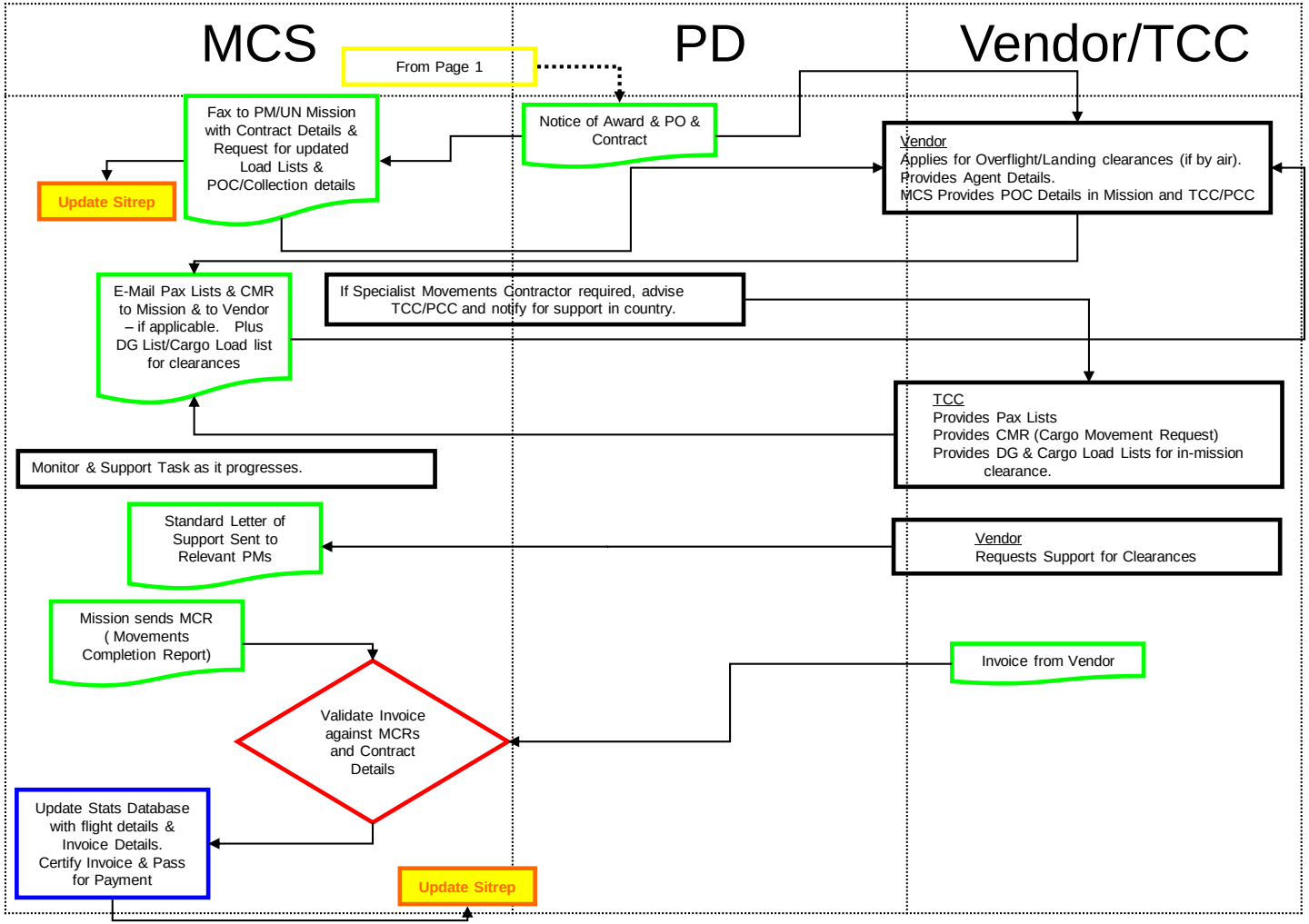
MOVCON PROCESS THREE – Air Transportation of Contingents During Deployment/Rotation/Repatriation – UN Aircraft Task 1



MOVCON PROCESS FOUR – Air/Sea Transportation of COE/UNOE – Commercial 1



MOVCON PROCESS FOUR – Air/Sea Transportation of COE/UNOE – Commercial 2



Annex B - Movement Task Order

NAME OF MISSION

United Nations Organization Mission in (Location)

(*INSERT NAME OF MISSION*) HQ
JMCC/MOVCON
Address
Date

See Distribution

MOVEMENT ORDER *xxx/Year* – (*INSERT NATIONALITY*)
CONTINGENT *ROTATION/DEPLOYMENT/REPATRIATION*

Time Zone Used Throughout This Order Is: **UTC**

SITUATION

1. The (*Nationality*) Contingent comprising (*Nationality*) Infantry Battalion and Special Forces have completed their 10-months UN tour of duty and will rotate troops and personal baggage. This Move Order (MOVORD) covers the rotation of (*Nationality*) Contingent.

MISSION

2. To coordinate, control and provide movement support for the rotation of (*Nationality*) Contingent.

EXECUTION

3. **Concept of Operations**. The rotation will be conducted by using an international aircraft under LOA. A total of xxx troops will be rotated from (*Insert Location*), (*Insert Country*) to (*Insert Location*), (*Insert Country*) via (*Indicate routing*) from (*Date*) to (*Date*) in (*quantity*) chalks. The internal transportation between (*Insert Location*) and (*Insert Location*) of outgoing and incoming troops and their baggage will be done using UN road assets/contracted vehicles (*Indicate other means as necessary*). All movement detail is shown in Annex A.

TASKS AND RESPONSIBILITIES

4. **HQ *XXXXX* Brigade and Sector II:**

a. Provide camp security for (*Insert Nationality*) Contingent during the period of rotation, if required.

b. Provide security to all airfield operations.

c. Provide logistic and escort support to any elements located at or transiting through your AOR for the duration of the move.

d. Provide medical and logistic support to (*Insert Location*) Airport operations for the duration of the move.

e. Coordinate the march in/out procedure for incoming/outgoing personnel including the issue of UN identity cards.

5. **MOVCON:**

a. **MOVCON (*Insert Location*)**.

(1) Coordinate with MMCS (*Insert Location*) for the internal movement of troops by road.

(2) Arrange transportation of personal baggage to/from (*Insert Location*) by road. Liaise with local air operations for the internal movement of pax as per Annex A.

(3) Provide accurate passenger and baggage manifest of departing Contingent to MMCS (*Insert Locations*) and JMCC at least 24 hrs before the move from your location.

b. **MOVCON (*Insert Location*)**.

(1) Coordinate with MMCS (*Insert Location*) for reception of the troops in good time for the connection with the international flight from (*Insert Location*).

(2) Liaise with (*Insert Location*) Airport Authorities as required.

(3) Prepare MCR and transmit to JMCC (*Insert Location*) within 48 hours of the departure of international aircraft.

(4) Please ensure there is enough stock of MREs & drinking water in (*Insert Location*) transit for troops overnight/transit in (*Insert Location*) in coordination with Supply section/(*Insert Location*).

c. **General Tasks and Responsibilities for MMCS**.

(1) Coordinate security checking of all outgoing baggage.

(2) Ensure that no unauthorized cargo (other than baggage within the authorized entitlement) is placed on board Mission aircraft/vehicles.

(3) Ensure no unauthorized/undeclared DG or personnel are transported to/from (*Insert Location*).

(4) Process passengers and baggage in accordance with standard operating procedures for International flights.

(5) Compile all passenger documentation and transfer baggage as required.

(6) Ensure that all weapons are properly cleared of ammunitions and confirmed safe before being accepted for transport by any mode.

(7) Ensure weapons and DG are packed, stowed and manifested IAW Safety regulations.

(8) Closely monitor and ensure that only personal effects are loaded into the cargo holds of all Mission vehicles/aircraft and International aircraft. The carriage of military general stores/equipment and /or DG is not authorized and will not be transported.

(9) Secure non-authorized cargo pending movement authorization/instruction by DFS/TS(Strat)/MCS.

(10) Coordinate with UN Security/Military Police in your AOR to be present during check-in of pax and baggage.

(11) Prepare daily report and transmit to all concerned including JMCC.

6. **(*Insert Nationality*) Contingent**:

a. Appoint a Unit Movement Officer (UMO) to act as the single point of contact (POC) for all movement related matters who is to be present throughout the movement operation. The duties of the UMO are listed in Annex D.

b. Receive a movement brief from MMCS related to the technical/operational implementation of the move and ensure all contingent personnel are briefed and comply with all instruction issued.

c. Provide emergency rations and water in the event of delay during road movement in coordination with the MSC.

d. Call forward pax and baggage in a timely manner to enable aircraft loading and meet scheduled departure timings.

e. Submit a list of all DG and/or weapons to be transported to JMCC/MMCS at least a week before flight scheduled departure, in order to ensure prior approval, packaging, labelling and manifesting IAW IATA rules and regulations.

f. Submit a list of outgoing/incoming contingent personnel to MMCS offices 48-hours prior to scheduled rotation flight. Also provide the pax list for buses before each move by road to/from (*Insert Locations*).

g. Ensure that only personal effects are contained in the individual's entitled baggage allowance. The carriage of military general stores/equipment and/or DG is not authorized and will not be transported. Non-authorized cargo will be segregated from the entitled baggage and its movement will become the responsibility of the unit later.

h. Transportation of spare parts and consumables associated with major and minor equipment is not authorized during rotation.

i. Ensure self-sustainment commodities are not placed on the International flight without authority from MSC.

j. Ensure that all weapons are properly cleared of ammunitions and confirmed safe before being offered for transport by any mode.

k. Any unauthorized/ undeclared DG or personnel will not be allowed on the International flight.

l. UMO to detail 10 x troops to provide on-ground assistance during on-load and off-load of baggage from the UN buses/contracted trucks and International aircraft to act as baggage handlers/marshallers if required.

m. Coordinate dispersal of incoming and outgoing personnel and baggage to/from unit location/airport by unit and Mission road transport assets.

n. Ensure that all incoming and outgoing troops have proper and valid travel documents, passports where applicable.

o. Due to Government of (*Insert Nation*) security concerns, transiting Mission military/police units are not permitted to depart from the (*Insert*

Location) transit camp to walk or travel in the city of (*Insert Location*), apart from the trip to (*Insert Location*) airport to board the international flight.

p. Due to Government of (*Insert Nation*) security concerns, transiting Mission military/police units must not discard any uniform clothing items including headgear and footwear in the (*Insert Location*) transit camp.

7. **UNMP**:

a. Conduct a 100% check of outgoing unit baggage one day before the rotation and a 100% check of outgoing unit cabin baggage on rotation day.

b. Coordinate road convoy moves between unit locations and respective airports under Military Police escorts, where necessary.

c. Operational procedures: Security inspection of luggage/cabin baggage must be conducted by a MP unit of a different nationality other than that of the rotating Contingent.

8. **Aviation Section**: Aviation Section is to:

a. Provide airlift for internal movement in support of the rotation IAW Annex A.

b. Provide flight monitoring, reception and dispatch of rotation aircraft IAW Annex A.

9. Aviation Safety Unit: Aviation Safety Section is to:

1.1.1. Advise on existing and potential safety hazards that may affect planned movements, to be used for evaluating associated risks and mitigation measures.

1.1.2. In co-operation with MovCon, compile a Carrier Assessment Report in accordance with the Aviation Safety Manual.

10. MSC is requested to arrange food, water and other transit facilities if required.

CO-ORDINATING INSTRUCTIONS

11. **Time Schedule**.

a. Timings. All international flight timings are in UTC. All timings for internal air and road movement are in local time. All dates and timings are detailed in Annex A.

b. Baggage Deposition and Flight Report Time. Baggage deposition time and reporting time for rotating personnel at airport will be arranged by MMCS.

12. **Concentration Area**. (*Insert Location*).

13. **Dispersal area**. (*Insert Location*).

14. **Personal Baggage Limitations**. Movement of personal baggage under this MOVORD for rotating troops is limited to a maximum of *45 kg/ 0.3 cbm (insert applicable baggage entitlement)* per passenger (including cabin baggage). Maximum weight of each piece of baggage should not exceed *32 kgs*.

15. **Dress**. Dress code for travel is military uniform. Unit should be aware that due to time constraints, access to personal baggage and the changing of clothing during the move is not possible.

16. **Authority of Operation**.

a. MMCS is responsible for the effective and safe movement of personnel and material to meet Mission Peacekeeping policy objectives. MMCS has direct control of all chartered/commercial and /or UN aircraft loading and unloading operations. MMCS is responsible for the control of the personnel and vehicular traffic around the aircraft during loading/unloading operations. In this regard they are to liaise closely with Airfield Security and/or Air Terminal Unit personnel to ensure safety compliances.

b. Prior to rotation, TCC/Units are to be conversant with the UN/DPKO policy and TCC responsibilities concerning the Carriage of Unauthorized Cargo into, out of and within the mission area as outlined in Annex F.

c. TCC/Units are responsible for appointing a Movement/Liaison Officer who will be the sole link between the TCC/Unit and MOVCON on all movement control matters. While confined within the airports, TCC/Unit personnel and/or their visitors are, regardless of their grade/rank or status, under the direct control of the MOVCON staff responsible for the movement operation.

17. **Ramp Access during MOVCON Operations**. The ramp area is restricted to MOVCON, Aviation, Flight Safety and Security personnel whose activity is in direct support of the aircraft and/or flight receiving ground handling support. All Contingent or Unit personnel, regardless of their grade/rank or status, who

require access to this restricted areas are to request clearance from MOVCON through their designated Movement Officer. The safety of Mission personnel, flight crews and that of the aircraft is paramount. Accordingly, unauthorized access by TCC/Unit personnel may result in the temporary cessation of MOVCON aircraft loading/unloading operations, which may affect scheduled departure times of UN and/or commercial chartered flights thus delaying the overall operation.

18. **Customs and Quarantine Requirements**. (*Insert Nationality*) Contingent is to strictly adhere to all government regulations regarding importation and exportation of prohibited items. The prohibitions detailed in (*cite regulation if required*), "Subject: Prohibition on trading, trafficking and transportation of prohibited goods" apply equally to aircrafts utilized in support of the United Nations and therefore are relevant to this move. Carriage of prohibited items will not be permitted. The circular is in Annex E.

19. **Dangerous Goods (DG):**

a. DG includes ammunition and all hazardous items. All Contingent DG are to be declared in advance to MOVCON staff at all airfields. All DG should be properly prepared and documented IAW IATA Dangerous Goods Regulations. The Unit Movement Officer (UMO) is to ensure that departing Contingent members are briefed not to carry any DG in their personal baggage.

b. Personal weapons are limited to small arms capable of firing Class 1.4S cartridges only. They are to be unloaded, cleared of ammunitions and packed in weapon boxes or bundled for transport in the aircraft hold. Weapons will not be carried in the passenger cabin. Weapons must be packed and stowed in the aircraft in accordance with IATA Safety Regulations.

c. A load list, complete with individual serial numbers per box/bundle of weapons, is to be provided to MOVCON 10 working days prior to departure. Weapons are to be delivered to the airport in accordance with MOVCON arrangements, and are to be escorted by the departing Contingent until loaded into the aircraft hold.

20. **Administrative Support**:

a. **Rations and Water**. Responsibility of MSC.

b. **Medical**. Responsibility of the Contingent.

c. **Repair and Recovery**. Repair and recovery of Mission aircraft and vehicles will be Mission responsibility.

21. **Command and Communications:**

a. **Command.** JMCC will exercise overall coordination and control for all aspects of the movement.

b. **Communications**. The following table depicts the main POC for this rotation:

SER NO	UNIT	POC	PHONE/FAX
1			
2			
3			
4			

c. **Amendments**.

(1) Amendment(s) to this Order will only be made by Chief MOVCON.

(2) All requests for amendments to this MOVORD are to be directed to Chief MOVCON through JMCC.

_____
Name
Chief MOVCON
Date

_____
Name
Chief SCM
Date

_____
Name
Director of Mission Support
Date

Annexes:

A. Air Movement Table.
B. List of Outgoing Personnel. (Not Yet Provided)
C. List of Incoming Personnel. (Not Yet Provided)
D. Duties of Unit Movement Officer.
E. *Interoffice Memorandum CDT-01/11 dated 26 Sep 2011 (Warning: Trafficking in Prohibited Goods*).
F. Carriage of Unauthorized Cargo.
G. Carrier Assessment Report forms as per Aviation Safety Manual.

Distribution:

Action: **Information:**

Annex C - Passenger Manifest

UNITED NATIONS
DEPARTMENT
OF PEACEKEEPING OPERATIONS

NATIONS UNIES
DEPARTEMENT
DES OPERATIONS DE MAINTIEN DE
LA PAIX

PASSENGER FLIGHT MANIFEST

DATE :		MANIFEST NO :			
AIRCRAFT :		REGISTRATION:			
FLIGHT NO :		ETD :		ETA :	

DEPARTURE AIRPORT :	
DESTINATION AIRPORT:	

TCC/PCC:		UNIT :	

SER	NAME		RANK	PASSPORT	BAGGAGE		REMARKS
					PCES	WT	
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
TOTAL PAX				TOTAL BAGGAGE			

Prepared By :		Accepted By :	
Printed Name :		Printed Name:	
Signature :		Signature :	
Date :		Date:	

Annex D – General Cargo & DG Cargo Manifests

GENERAL CARGO LOAD LIST
AIR/SEA

Mission: _____ **Date prepared:** _____
TCC: _____ **Unit:** _____
Unit Origin: _____ **Element (Advance/Main/Rear):** _____
Airport/Seaport of Embarkation: _____
Airport/Seaport of Disembarkation: _____
Final Destination: _____

Serial	Description	Chassis Number / Item Serial Number	Quantity (a)	Length (Meters) (b)	Width (Meters) (c)	Height (Meters) (d)	Individual Weight (Kg) (e)	Per Unit Value ($ US) (f)	Total Square Meters (a) x (b) x (c)	Total Cubic Meters (a) x (b) x (c) x	Total Weight (Kg) (a) x (e)	Total Value ($ US) (a) x (f)
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												
15												
16												
17												
18												
19												
20												
21												
22												

1/3

Mission: **Date prepared:**
TCC/PCC:
Unit Origin: **Unit:**
Airport/Seaport of Embarkation: **Element (Advance/Main/Rear):**
Airport/Seaport of Disembarkation:
Final Destination: **Please refer to IATA & I*

Serial	UN Number*	Proper Shipping Name*	Class*	Description	Quantity	Weight (Kgs)
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
				Sheet Totals:	0	0.00

Annex E - Movement Completion Reports (MCR)

UNITED NATIONS  **NATIONS UNIES**

UNITED NATIONS MISSION IN _____ (_____)

TO	: UN HQ/LSD/MCS	**ATTN**	:
THROUGH	: CMMCS	**ATTN**	:
FROM	: MOVCON - (Mission)___	**RANK**	:
DRAFTER	: MOVCON	**NAME**	:
SUBJECT	: **AIR MOVEMENT COMPLETION REPORT**		

---

1. NATION :
2. UNIT :
3. CHALK :
4. CARRIER :
5. A/C TYPE :
6. CALL SIGN :
7. A/C REGISTRAT:
8. PORT/LOC :

9.	ROUTE	:		
10.	DATE	:		
11.	ETA (L)	:	ATA (L)	:
12.	ETD (L)	:	ATD (L)	:
13.	PAX IN	:	PAX OUT	:
14.	CARGO IN	: KGS / M^3	CARGO OUT	:
15.	BAGGAGE IN	:	BAGGAGE OUT	:
16.	PROBLEMS	:		
17.	REMARKS	:		

Note: Copy of this MCR should be made available to the Aviation Safety Officer who peformed the Carrier's Assessment and compiled the Carrier's Assessment Report.

UNITED NATIONS **NATIONS UNIES**

TO : UN HQ/LSD/MCU **ATTN** :

THROUGH : CMMCS **ATTN** :

FROM : MOVCON - **RANK** :

DRAFTER : MOVCON **NAME** :

SUBJECT : **SEA MOVEMENT COMPLETION REPORT**

---

1. NATION :
2. UNIT :
3. CHALK :
4. CARRIER :
5. VESSEL TYPE :
6. VESSEL NAME :
7. PORT/LOC :
8. ROUTE :
9. DATE :
10. ETA (L) : ATA (L) :
11. ETD (L) : ATD (L) :
12. PAX IN : PAX OUT :
13. CARGO IN : KGS / M^3 CARGO OUT :
14. BAGGAGE IN : BAGGAGE OUT :

15. VEHS/TLRS IN : VEHS/TLRS OUT :

16. CONTAINERS IN: CONTAINERS OUT :

17. PROBLEMS :

18. REMARKS :

Annex F - Movement of Personnel (MOP) Forms

UNITED NATIONS **NATIONS UNIES**

MOVEMENT OF PERSONNEL FORM – UN PERSONNEL

(For all Travel, authorizations/signatures on this form must be duly completed at least 48 hours in advance. For UN-provided aircraft this form must then be forwarded to MOVCON at least 24 hours prior to travel for manifest purposes, enquiries to be directed to ext. XXXX)

Please Print Clearly In Block Capitals

Title/Rank	Last Name	First Name	Nationality	Gender

ONUB ID No.	Section/Unit	Passport No.

Email Address	Office: Mobile: Telephone Contact	Duty Station

Name of contact in the case of Emergency	Address	Telephone No.	Email Address

Travel within (specify country)

Travel From	Travel To	Date: DD/MM/YY	Mode of Transportation	

Purpose of Travel: (Be specific)_____

Type of Travel: Duty ☐ Non Duty ☐

Travel Claim to be submitted in conjunction with this travel: Yes ☐ No ☐

Traveler's Signature

Travel cleared by:

Military/CivPol/Civilian Section Chief/ROC

_____ _____ _____ _____

Print name **Signature** **Print name** **Signature**

Security Clearance

Cleared by: Chief Security Officer
Name: **Date:** **Signature:**

DMS/CMS APPROVAL IS REQUIRED ONLY WHEN TRAVEL CLAIM IS TO BE FILED.

OFFICE OF DMS/CMS ONLY:
Not authorized ☐
Authorized by: **Print Name:**
Signature and Date

Travel Itinerary

(Please indicate complete itinerary)

Travel From	Flight No.	Travel To	Date/Month/Year	Address/Telephone No.
Travel From	Flight No.	Travel To	Date/Month/Year	Address/Telephone No.
Travel From	Flight No.	Travel To	Date/Month/Year	Address/Telephone No.
Travel From	Flight No.	Travel To	Date/Month/Year	Address/Telephone No.
Travel From	Flight No.	Travel To	Date/Month/Year	Address/Telephone No.

Travel From	Flight No.	Travel To	Date/Month/Year	Address/Telephone No.
Travel From	Flight No.	Travel To	Date/Month/Year	Address/Telephone No.
Travel From	Flight No.	Travel To	Date/Month/Year	***Final destination Information.***

Authorization Initials _____

Note:

It is the responsibility of each staff member to make contact with their duty station in times of Emergency or unforeseen crisis developed at the place of stay, while staff member is outside his/her duty station.

When travelling to a location where the Security Phase is in effect, all personnel must contact the Designated Official and provide local contact information. This will ensure that they are included in local security arrangements and receive important security information in the event of an unexpected security emergency.

Revised ----------

UNITED NATIONS  **NATIONS UNIES**

MOVEMENT OF PERSONNEL FORM – NON-UN

(This form must be duly completed and received by MOVCON at least 48 hours prior to travel, enquiries to be directed to Extn ----------)

Title/Rank	Last Name	First Name	Nationality
ID No	Section/Unit		Contact Tel. No
Passport No			Duty Station

Travel From	Travel To	Date/Month/Year
Travel From	Travel To	Date/Month/Year
Travel From	Travel To	Date/Month/Year
Travel From	Travel To	Date/Month/Year

Purpose of Travel: *(Be specific; the word **'duty' or 'official'** is not adequate)*

Other Details:

Mode of Transport: UN Flight ☐ Commercial Flight ☐ UN Vehicle ☐ Special Flight ☐

Type of Travel: Duty ☐ Non Duty ☐ Medical ☐

Travel Claim to be submitted in conjunction with this travel: Yes ☐ No ☐

Number of pieces of luggage _____ and estimated weight _____ (when travelling by air)

Traveller's Signature: I understand that it is an offence under International Aviation Regulations to carry dangerous or hazardous goods in a United Nations controlled or civilian aircraft	Date:	Name Unit CDR/Section Head **Internal – Approved** **External - Recommended**	Signature: Date:
Signature National Command Authorisation *(Endorsement for Military travel outside Timor-Leste)*	Date:	Signature CMS/DMS/CAS/CMPO Autorisation *DOA required for Military/UNMIT members with financial implications,* *CMPO required for all military external travel.*	Date:

UNITED NATIONS NATIONS UNIES

SPECIAL FLIGHT REQUEST FORM

(This form must be duly completed and submitted to Air Operations Center NLT 1000 hrs on the day prior to travel – Friday for Monday travel)

REQUESTING UNIT DETAILS

Requesting Unit			
Point of Contact Name			
Contact Telephone Number		**Contact Cell Phone Number**	
Contact Fax Number		**Radio Call Sign and Channel**	
Signature of Requesting Section Chief			
Name of Requesting Section Chief		**Date:**	

JUSTIFICATION OF SPECIAL FLIGHT

PASSENGER DETAILS

(Authorised MOP's to be Attached)

NUMBER OF UN PAX		**NUMBER OF NON UN PAX**		**TOTAL PAX**	

TOTAL BAGGAGE \ CARGO DETAILS

BAGGAGE \ CARGO DESCRIPTION	**QTY**	**DIMENSIONS (Metric)**			**WEIGHT (kgs)**	**REMARKS**
		L	**W**	**H**		

PROPOSED FLIGHT ITINERARY

DATE	**DEPARTURE POINT**	**DESTINATION**	**DEPART TIME**	**ARRIVAL TIME**	**TIME ON GROUND**	**REMARKS**

FLIGHT RECOMMENDED/NOT RECOMMENDED (AIR OPS)	**AIRCRAFT ALLOCATION / RECOMMENDATION (CAVO)**

Name & Title	**Name & Title**
Signature	**Signature**
Date	**Date**
Comments	**Aircraft type allocated:** **Air Hours Remaining:** **Combine with SFR:**
FLIGHT APPROVED/NOT APPROVED – CMD/DMS	
Name and Title:	**Signature:**
Date:	**Comment:**

Annex G - General Release from Liability Form

UNITED NATIONS  **NATIONS UNIES**

GENERAL RELEASE FROM LIABILITY IN CONNECTION WITH TRAVEL BY THIRD PARTIES ON UN-PROVIDED AIRCRAFT/VEHICLE

I, the undersigned, hereby recognize that my travel on the **aircraft/Vehicle** provided by the United Nations on (Date/s from _ _ /_ _/ _ _ to _ _ /_ _/ _ _ is solely for my own convenience and benefit or that of my employer and may take place in areas or under conditions of special risk. In consideration of being permitted to travel on such means of transport, I hereby:

(a) Acknowledge that:

i. this travel is operated by an independent operator for the official business and purposes of the United Nations, and is not offered as a commercial service or as a service for the general public;

ii. this travel is operated in an area of possibly hazardous conditions, including hostilities;

iii. the operating conditions and facilities for this travel may not meet ICAO or other international or national standards, which could pose special risks for the flight;

iv. no charge has been imposed or paid in relation to my travel and no "ticket" as understood under the terms of the Warsaw Convention or related authorities has been issued; and

v. my travel is not covered by the Warsaw Convention or related authorities;

(b) Recognize that the officials, employees and agents of the United Nations shall not be responsible for any loss, damage, injury or death that may be sustained by me during such travel;

(c) Assume all risks and liabilities during such travel arising out of the conditions under which the flight/vehicle is operated referred to in sub-paragraphs (a) (i), (ii) and (iii) above, and recognize that the United Nations shall not be responsible for any loss, damage, injury or death that may be sustained by me due to such conditions;

(d) Agree, for myself as well as for my dependents, heirs and estate, that in the event that I sustain any loss, damage, injury or death during such travel for which the United Nations otherwise may be found to be liable, such liability, if any, shall be subject to the terms of paragraphs 8 and 9 of General Assembly resolution 52/247 of 17 July 1998, whether or not the flight/vehicle is operated

in the context of peacekeeping operations and whether or not such terms are otherwise directly applicable by virtue of that resolution.*[2]

_____
(Date)

_____ _____
(Signature of Witness) (Signature of passenger)

_____ _____
(Print name of Witness) (Print name of passenger)

In paragraphs 8 and 9 of its resolution 52/247 of 17 July 1998, the General Assembly:

"8. *Decides* that, where the liability of the Organization is engaged in relation to third-party claims against the Organization resulting from peacekeeping operations, the Organization will not pay compensation in regard to such claims submitted after six months from the time the damage, injury or loss was sustained, or from the time it was discovered by the claimant, and in any event after one year from the termination of the mandate of the peacekeeping operation, provided that in exceptional circumstances, such as described in paragraph 20 of the report of the Secretary-General (A/51/903), the Secretary-General may accept for consideration a claim made at a later date;

"9. *Decides also*, in respect of third-party claims against the Organization for personal injury, illness or death resulting from peacekeeping operations, that:

(a) Compensable types of injury or loss shall be limited to economic loss, such as medical and rehabilitation expenses, loss of earnings, loss of financial support, transportation expenses associated with the injury, illness or medical care, legal and burial expenses;

(b) No compensation shall be payable by the United Nations for non-economic loss, such as pain and suffering or moral anguish, as well as punitive or moral damages;

(c) No compensation shall be payable by the United Nations for homemaker services and other such damages that, in the sole opinion of the Secretary-General, are impossible to verify or are not directly related to the injury or loss itself;

(d) The amount of compensation payable for injury, illness or death of any individual, including for the types of loss and expenses described in subparagraph (a) above, shall not exceed a maximum of 50,000 United States dollars, provided, however, that within such limitation the actual amount is to be determined by reference to local compensation standards;

(e) In exceptional circumstances, the Secretary-General may recommend to the General Assembly, for its approval, that the limitation of 50,000 dollars provided for in subparagraph (d) above be exceeded in a particular case if the Secretary-General, after carrying out the required investigation, finds that there are compelling reasons for exceeding the limitation;"

Annex H - Stand-By Carriage Request

REQUEST FOR STAND-BY CARRIAGE ON BOARD UN AIRCRAFT

(Proforma)

Part I- Requestor's Information

I request permission to travel, on a space-available, non-interference basis, on board the following flights(s) arranged by the UN for the carriage of the _____ contingent:

Date:	Departure Point	Destination
_____	_____	_____

The following personal information is provided:

Name_____Index Number_____Nationality_____

Reason for travel (circle one) Annual Leave Home Leave Family Visit

Passport No_____ Country of Issuance_____

Date of Issuance_____ Date of Expiry _____

I acknowledge that it is my personal responsibility to ensure that my travel documents, to include immunization records and all required visas, are in order before attempting to board any UN flight, and that I may be removed from the passenger manifest if they are not. I further acknowledge and agree that if travel is approved on space-available basis then the United Nations shall not be held liable for lost time or wages or for additional travel expenses that I may accrue, due to the cancellation, re-routing or re-scheduling of flight(s). I acknowledge that I will be limited to 20 Kgs of baggage, of which I may have no more than one (1) piece of carry on luggage. I further acknowledge that the United Nations reserves the right to withdraw its permission for me to travel on its flight(s) at any time, and has delegated this authority to the designated Carrier. **Any cost involved will be borne by the traveller**.

Signature of Requestor_____ Date _____

Part II-Action by the Mission

The information contained above has been reviewed and authenticated by me:

Signature of DMS/CMS_____ Date _____

Part III- Action by Headquarters

Received on_____ Reviewed by _____ Date _____

Deposition by LSD _____

(Chief, DFS, LSD, TS(Strat) MCS)

Annex I – Movcon Briefing

DEPARTURE INFORMATION CARD

(Refer to LOG DIR 405 updated May 2006)

Luggage entitlement

Tour of duty	Luggage per passenger (Without hand luggage)
Less than 1 year	45 kg / 0.3 m^3
1 year and more	100 kg / 0.6 m^3
Leave	20 kg / 0.15 m^3

Maximum dimensions and weight of one bag:

WIDTH + LENGTH + HEIGHT = 158cm / 30kg

Maximum dimensions and weight of the hand luggage:

WIDTH + LENGTH + HEIGHT = 112cm / 7kg

Special allowance will be made for people carrying a personal laptop computer of *3kg* maximum additional weight. Laptop bag is to contain only the laptop and associated cables and software.

FAUNA & FLORA

Transportation of native animals and plants is prohibited.

PROHIBITED GOODS

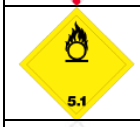
The following items are prohibited in hand luggage:

Firearms, Knives, Or similar looking toys, Scissors, Blades, Can openers, Screw openers, Bayonets, Needles, Screwdrivers or similar tools, Shavers with blade (e.g. disposable) and Any sharp pointed object.

DANGEROUS GOODS

For safety some items are forbidden on board.

Prohibited in your baggage or on your person

	***Explosives***	Ammunitions, Grenades, Signal flares …
	**Gases**	Aerosols products, cigarette lighters…
	**Flammable Liquids**	Cigarette lighters fuel, Perfumes, Solvents, Olive oil…
	**Flammable Solids**	Fire starters, Matches…
	**Oxidizers and Organic Peroxides**	Disinfectants…
	**Toxic and Infectious Substances**	Drugs, Insecticides…
	**Radioactive Materials**	Measuring instrument…
	**Corrosives**	Acids, Household bleach…
	**Miscellaneous**	Strong magnets, Hazardous wastes…

→ **Exceptions, some articles containing dangerous goods are permitted:**

As carry-on or checked baggage:

- **Toilet articles: perfumes, aerosols. (Max. 2kg or 2l/0.5kg).**
- **Thermometer for medical use.**

THE ABOVE LIST IS NOT EXHAUSTIVE. CONTACT YOUR LOGISTIC OFFICER FOR MORE INFORMATION.

Annex J - Cargo Movement Request (CMR)

DEPARTMENT FIELD SUPPORT

MOVEMENT CONTROL SECTION

Return to MOVCON office upon completion

INSTRUCTIONS:

1. Completed form is to be returned to Chief MCS fax +917 367-2423 or e-mail smith6@un.org
2. Confirmation of acceptance will be provided the day before departure.
3. Description - must state exactly what type of cargo is to be moved.
4. Dimensions and weights are to be accurately provided.
6. QTY - must state how many boxes or pallets or containers etc.
7. Value - must be included, especially if items are being shipped out of the country.
8. **DG- all dangerous/hazardous cargo must be identified in this cell.**
9. Ensure it is noted whether Materiel Handling Equipment is required to lift the cargo.

PRIORITY SYSTEM	
Maximum Delivery Time:	
PRI 1	48 hrs
PRI 2	4 days
PRI 3	10 days
PRI 4	28 days

CARGO MOVEMENT REQUEST (to be completed by requesting unit)

SENDING UNIT:		CONSIGNMENT#:	
CONTACT NAME:		TEL:	FAX:
DATE OF APPLICATION:		PRI/REQUIRED DELIVERY DATE:	
FROM:		TO:	
PICK-UP ADDRESS & CONTACT:		DELIVERY ADDRESS & CONTACT:	
TEL: FAX:		TEL: FAX:	

CARGO TYPE	BRIEF DESCRIPTION OF CONTENTS	QTY	DIMENSIONS (m)			Item Volume	Item Weight	Total Volume	Total Weight	Total Value
			Length	Width	Height	(m³)	(kg)	(m³)	(kg)	(US$)
	TOTALS									

Handling Equipment Required:	YES	NO	REMARKS:
Type of Transport Requested: *	ROAD	AIR	DG (Dangerous Goods):
AUTHORISED SIGNATURE:		NAME:	TITLE:

* The type of transport requested does not necessarily mean that cargo will be moved by that means

REGISTRATION DETAILS (to be completed by (MOVCON)

DATE RCVD	PFU No	AUTHORISED BY: NAME/SIGNATURE	CALL FWD INSTR

REMARKS:

MOVEMENT DETAILS (to be completed by (MOVCON)

DATE	CONVOY/FLIGHT	REMARKS

Annex K – Mission Visit Report

United Nations Nations Unies

INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: XXXXXXX, Chief
A: Movement Control Section/TMS/ DFS

DATE: Date

REFERENCE: MCS - /

THROUGH: XXXXXXX, Chief
S/C DE: Movement Control Operations Unit/MCS/TMS/DFS

FROM: 'Mission' Mission Manager, NAME
DE: Movements Controller

SUBJECT: **VISIT AND OVERSIGHT REPORT FOR THE VISIT OF NAME TO MISSION DURING THE PERIOD DATE TO DATE**
OBJET:

1.
2.
3. **Outline:** During the period DATE to DATE, Name, Mission Manager for MISSION, visited PLACE. The purpose of this visit was to ensure that UNHQ oversight of the mission activities is maintained and that mission services and activities are supported, as appropriate, by UNHQ. The visit also takes the opportunity to update UNHQ records regarding mission Movements Capabilities, including essential infrastructure and personnel details. All follow up actions are listed below and/or in Annex A. Additional documentation provided during the visit, and pertinent to this report, is also attached.
4. **Personnel Encountered:** The following UN Staff and Key Local Personalities were met during the visit (list only the main personnel and those external agencies that have direct interaction with the UN activity, where appropriate):
   a. **NAME.**
   b. **NAME etc.**
5. **Locations Visited.** The following locations were visited:
   a. **LOCATION.**
   b. **LOCATION. Etc.**
6. **Key Issues and Outline Report:** Annex A details the visit observations and all follow-up actions. Overall the visit was (INSERT TEXT HERE). The key issues that arose during the visit, nonetheless, were the following:
   a. **ITEM.**
   b. **ITEM.**

7. **Urgent Follow-Up Action Required**. (If urgent action is needed on any issue, insert the details here, with proposals of who should follow up and a deadline if appropriate. If no urgent action required, the simply insert 'No urgent action required, follow up action in Annex A to be completed by deadlines as/if indicated')

8. **Summary.** (INSERT SHORT SUMMARY):

9. Attachments:

10. ANNEX A: Oversight of Mission Movements Control Checklist.

11. ATTACHMENTS: List as Required.

ANNEX A - OVERSIGHT OF MISSION MOVEMENT CONTROL CHECKLIST

Area for Consideration/Review	In-Mission Findings	Follow-Up Action, including deadline and agency responsible for follow-up action if available/known.
JMCC **Confirm that there is a Joint Movement Control Centre (JMCC) set up in the mission area and that it is working effectively:**		
Are all transportation requests, via all modes of transport, routed through the JMCC? (Yes / No). If no, why not.		
Is the JMCC Staffed with the right number and level of personnel for proper planning and analyses of the transport mode and associated costs? (Yes / No). If no, why not and identify the actions required to correct any deficiencies.		
Check a sample of movements that have occurred to ascertain if the right mode of transport and right asset were used. (Identify the number of movements assessed and the number done correctly/incorrectly).		
Is the JMCC being supported by the other Section Chiefs and the Senior Leadership in the Mission? (Yes / No). If no, why not and identify the actions required to correct the problem		
Does the JMCC have the oversight of all movement activities within the Mission area? (Yes / No). If no, why not and identify the actions required		

to correct the problem.		
<u>Movement of Personnel</u> **Identify areas of Mission Movement Control compliance regarding the movement of personnel:**		
For strategic air passenger movements arranged from outside the mission area, are the commercial Air Operators complying with the terms of the contract? (Yes / No). Identify any problem areas and take corrective action.		
Are the proper modes of transport being used for the inter-mission movement of personnel? Notably: Check to see if the mode of transport is practical, efficient and practical? Is there a heavy reliance on "air" as a mode of transport? Are buses / coaches being used for the personnel movement? If so, are they used frequently enough? Check to confirm compliance with the UN HQ TMS Guidelines for duration of travel.		
For the inter-mission airlift of personnel, are there sufficient air assets available in the mission area? (Yes / No). If no, take action or suggest actions to be taken to help resolve the problem.		
Are there properly completed, authorized and signed Movement of Personnel (MOP) forms for all		

passengers taking internal flights? (Yes / No). If not, why not and take action or suggest actions to resolve the problem.		
Check to see if non-UN personnel have travelled on UN flights and, if so, have completed and signed Waiver of UN Liability forms. (Yes / No). If not, why not and take action or suggest actions to resolve the problem.		
Are Mission Rotation Coordinators being used for troop rotations? Check the frequency of the use of rotation coordinators? Check the Terms of Reference Are reports being completed in a timely manner?		
Are adequate measures in place for the handling of VIPs?		
Are adequate measures in place for the safety and security of personnel to and from the airport(s)?		
<u>Movement of Cargo</u> **Identify areas of Mission Movement Control compliance regarding the movement of cargo.**		
For strategic cargo movements arranged outside the mission area, are the commercial vendors complying with the terms of the contract? (Yes / No). Identify any problem areas and take		

corrective action.		
Are the proper modes of transport being used for the inter-mission movement of cargo? Check to see if the mode of transport is practical, efficient and practical? Is there a heavy reliance on "air" as a mode of transport? Is road/rail/inland waterway being used for cargo movement? If so, are they used frequently enough?		
For the inter-mission airlift of cargo, are there sufficient air assets available in the mission area? (Yes / No). If no, take action or suggest actions to be taken to help resolve the problem.		
Are there properly completed, authorized and signed Cargo Movement Request forms for all cargo being flown on internal flights? (Yes / No). If not, why not and take action or suggest actions to resolve the problem.		
Check to see if any unauthorized cargo has been transported on UN flights and, if so, confirm that such carriage is within the mandate of the mission.		
Where Mission Rotation Coordinators are being used for troop rotations and cargo is being carried, are such coordinators checking to ensure the following:		

Properly completed and signed Cargo Movement Request forms have been submitted and approved by the UN HQ Movement Control Section? Special attention is paid to scanning/inspecting cargo to minimize the risk of carrying unauthorized cargo. All Dangerous Cargo is authorized to be carried on board passenger aircraft and that the packing, labelling, documentation, etc, is correct in accordance with International Regulations (IATA). Reports are being completed in a timely manner.		
Ensuring properly completed and authorized Cargo Movement Request (CMR) forms for all cargo being transported within the mission area;		
Ensuring that special attention is being paid to scanning/inspecting cargo that is to be carried on mission aircraft to minimize the risk of carrying unauthorized Dangerous Cargo (DG);		
Ensuring that special attention is being paid to the carriage of authorized DG to ensure that such carriage is in accordance with International DG regulations for air carriage.		

<u>Movements Staffing</u> **Check the staffing organization in terms of the number of posts and their levels to ascertain whether or not the Movement Control Section can fulfil its duties. Are there any vacant posts in the Section? If so, how long have they been vacant? (Obtain up-to-date staffing list and organisational diagramme).**		
Are there any vacant post in the Section; if so, how long have they been vacant?		
What action has been taken in terms of recruitment and selection to fill vacant posts (if any)		
Is the organisational structure appropriate for the mission?		
<u>Movements Training</u> **Assess the adequacy of the training of Mission Movement Control Personnel.**		
How many of the staff have completed Dangerous Goods Training by air and sea and are certified? Is the re-certification being done every 2 years?		
What professional training has been done / is being done by Mission Movement Control Personnel? Is this training appropriate for their levels?		
What other training has been done / is being done by Mission Movement Control Personnel?		
<u>Movements Procedures</u> **Check for Mission Movement Control compliance with directives / policy issued by TS(Strat)/UNHQ**.		
Check to see if Mission Movement Control have updated Standard Operating Procedures (SOPs).		

Are Movement Completion Reports (MCR) being submitted to MCS / UNHQ in a timely manner?		
Are cargo losses/damages reports being submitted in a timely manner?		
<u>Systems' Contracts</u> **Review any systems contracts managed by Mission Movement Control (freight forwarding, customs clearance, third party logistics)**		
Is the not-to-exceed amount being closely monitored?		
Have there been ex post facto submissions? If so, why?		
Are there routine vendor performance evaluations? What action has been taken with regard to poor vendor performance (if applicable)?		
<u>Liaison With Other Agencies</u> **Participation in Mission Planning and Procurement Activity**		
Is Mission Movement Control input received and used by the Surface and Air Transport Sections which would assist those Sections in determining the composition of their fleet?		
Airfield Capabilities **Observe and assess airport capabilities for current/future airlift requirements.** (if possible, list all airfields used and respond to all questions for each airfield)		
Airfield PCN, Runway Length (useable), Crash Category, max ac size that can land.		
Operating hours and limitations		

Is there adequate ground handling / materiel handling equipment for the movement of cargo / personnel?		
Are there adequate arrangements in place for the safety/security of passengers, baggage and cargo?		
Seaport Capabilities **Observe and assess seaport capabilities for current/future sealift requirements.**		
Number of berths + depth of draft/maximum size of ship that can be accommodated.		
Distance from UN facilities		
In-Port storage capacity/availability.		
Port Cranes/Lifting capabilities.		
Access to Ramps for RoRo		