



Standard Operating Procedures

June 2016

Evaluation of Force Headquarters in Peacekeeping Operations

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DPKO/DFS SOP on Evaluation of Force Headquarters in Peacekeeping Operations

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A. PURPOSE

- 1 This standard operating procedure (SOP) describes an evaluation process for monitoring and supporting Force Headquarters operational performance in UN peacekeeping operations.

B. SCOPE

- 2 This SOP applies to all Force Headquarters in UN peacekeeping operations, and the UN Headquarters (UNHQ) staff committed to supporting those forces in the field. The procedures described herein are designed to guide UNHQ staff and help Force Commanders identify challenges that can be addressed in the spirit of collaboration, consensus and cooperation between UNHQ and the Force.

- 3 The emphasis in evaluating Force Headquarters is not on giving the headquarters an overall grade or rating. Instead, the emphasis is on creating a dynamic process to identify performance issues of concern to the Force Commander. Performance ratings developed during the evaluation process are therefore internal indicators used only to prioritize any required remedial action and support.
 - 4 Evaluation visits and the process described in this SOP involve a UN Department of Peacekeeping Operations (DPKO)/Office of Military Affairs (OMA) -led team visit to each Force Headquarters. Evaluations are conducted in the spirit of teamwork between UNHQ and the Force Headquarters. UNHQ personnel must respect the role, responsibilities and real-world demands of the Force Commander and his or her staff. As such, the evaluation process timelines, and the precise nature of Force Headquarters performance topics to be evaluated, will be discussed and mutually agreed upon by the Force Commander and UNHQ.
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C. RATIONALE

- 5 As stated in the DPKO/DFS Mission Evaluation Policy (Reference A), the primary purpose of evaluations is to strengthen the ability of DPKO/DFS and missions to accumulate and utilize experience, thus enhancing peacekeeping operations. Evaluations provide an objective assessment of performance, resource utilization and related effects, policy effectiveness and managerial and structural issues at the mission level. Under this policy, a wide range of evaluations is carried out each year by the Evaluations Unit in the Division of Policy, Evaluation and Training (DPET), DPKO and DFS.
- 6 Given that the performance of military components in challenging operational environments is critical to the safe and effective delivery of mandated tasks, optimizing this performance requires identifying challenges that may result from systemic and mission-specific issues. In this respect, the functions and role of the Office for Peacekeeping Strategic Partnership (OPSP) are described in the policy at Reference C. OPSP is an independent office reporting directly to the Under-Secretaries-General (USGs) DPKO and/or DFS. OPSP has the broader responsibility to evaluate these military components in all their dimensions and at all levels including in their relationships with various entities in DPKO. OPSP makes recommendations to address gaps, systemic issues and emerging challenges affecting the implementation of mandated tasks for uniformed personnel. In accordance with DPKO/DFS policy and guidance, the systematic evaluations presented in this SOP do not hamper the Evaluation Unit or OPSP's ability to carry out their independent evaluations. Additionally, the Evaluation Unit and OPSP have full and unfettered access to all data, analysis and findings in order to inform their overarching independent evaluations.
- 7 In his role supporting and advising the USG DPKO and deployed Force Commanders and working with the TCCs, the Military Adviser (MILAD) at OMA also requires in-depth knowledge of current mission-specific challenges. The Force Headquarters evaluation process described in this SOP provides some of that knowledge. It identifies specific Force Headquarters strengths and weaknesses. Nonetheless, evaluations are primarily for the benefit of the Force and, as such, are conducted in the spirit of cooperation through a transparent process involving a partnership between the Force Commander and UNHQ including DPKO/OMA, OPSP; the Policy, Evaluation and Training Division (DPET) and DFS.

D. GUIDANCE

D.1 Evaluation Principles

- 8 UNHQ and its evaluation team offer their support with the full understanding that the Force Headquarters is a multi-faceted organization operating in a very complex environment. Given the complexity of integrated missions, this SOP addresses the evaluation of only the mission's military component. UNHQ recognizes that the military component does not operate in isolation, but interacts as an integral part of the overall mission structure comprising various components that must synchronize their efforts to accomplish the mission's mandate.
- 9 While the interconnected nature of the various mission components gives it a holistic strength, it is recognized that operating within such a complex environment can also affect military performance. Identifying Force Headquarters performance issues and improving military performance in such an environment must be done in consideration of the military's role within the greater mission organization.
- 10 A thorough evaluation of the Force Headquarters may reveal and correct mission-specific problems before they negatively affect Force operations. Assessment of Force Headquarters performance should therefore be as precise and evidence-based as possible. Force Headquarters performance evaluations must therefore be guided by the following additional principles:
 - a. Full cooperation between the Force Commander and UNHQ evaluation participants (e.g., DPKO, DFS, OMA, OPSP, DPET and other UN entities as appropriate)
 - b. Wide-ranging areas of examination developed in coordination with the Force Commander
 - c. Impartiality and transparency
 - d. Objective rather than subjective performance measures whenever possible
 - e. Evaluation visits conducted regularly, as determined in close coordination with the Force Commander

D.2 Evaluation Organization

D.2.1 Evaluation Cycle

- 11 The evaluation cycle establishes structured timelines and requirements for the UNHQ evaluation team. Given the demanding realities of the mission's operational requirements, the intent is not to create an unyielding, burdensome timeline for the Force Commander and his/her staff.
- 12 The DPKO/OMA Force Headquarters evaluation cycle is described at Annex A. It involves four phases: Preparation, Pre-Evaluation, Evaluation and Reporting and Implementation.
- 13 **Preparation Phase.** During the annual Head of Military Components Conference at UNHQ, DPKO/MILAD will describe and discuss the evaluation programme with Force Commanders. A schedule of DPKO/OMA evaluations is later coordinated with Force Commanders.

- 14 **Pre-Evaluation Phase.** The evaluation team collaborates with the Force Commander and Force Headquarters staff to produce the evaluation plan identifying areas of Force Headquarters performance requiring special attention. The Force Commander is invited to provide DPKO/MILAD his pre-evaluation assessment of the Force Headquarters.
- 15 **Evaluation Phase.** During the evaluation visit, the evaluation team follows the final evaluation plan developed in collaboration with the Force Headquarters. No changes should be introduced unless mutually agreed upon by the Force Commander and DPKO/MILAD.
- 16 **Reporting and Implementation Phase.** Upon completion of the DPKO/OMA evaluation, and prior to its departure from the Mission area, the evaluation team leader briefs the Force military leadership on the team's preliminary findings. The DPKO/OMA evaluation team briefs the DPKO/MILAD upon its return to UNHQ. The final evaluation report will be prepared in coordination with the evaluated Force Headquarters. Upon receiving the final evaluation report, the Force Headquarters is invited to develop its internal Performance Improvement Plan, and is further invited to provide OMA regular updates on progress it makes in its Performance Improvement Plan.

D.2.2 Evaluation Team Composition

- 17 An evaluation team can vary in size and composition according to its tasks and the evaluation directive. In case of evaluations conducted on multidimensional peacekeeping operations, a Gender Adviser from either OMA or DPET may accompany the team. A suggested composition is provided below:

Team Leader	UNHQ P-5
Member	Assessment Team/OMA
Member	Military Planning Service/OMA
Member	Force Generation Service/OMA
Specialists	UNHQ Specialists as needed

D.2.3 Evaluation Report and Force Headquarters Performance Improvement Plan

- 18 The DPKO/OMA evaluation report focuses on the performance of the evaluated Force Headquarters and progress made from any previous evaluations. The evaluation report is designed to help identify and address performance issues according to priorities established through consultation and collaboration with the Force Commander.
- 19 The evaluation report presents recommendations for improvement, including any resource requirements needed from Troop Contributing Countries (TCCs) or UNHQ. Before being included in the report, each recommendation should be developed in consultation with the Force Commander. The final report is then used by the evaluated Force Headquarters to develop its own plan for performance improvement. That Performance Improvement Plan should be sent for retention to DPKO/OMA/CMOS. Copies of the plan will be provided to OPSP and other UNHQ entities as appropriate, particularly if those UNHQ elements will be providing resources or assistance, or coordinating with TCCs for those resources or assistance.

20. Normally, the evaluation report would be kept on a limited internal distribution within UNHQ, and not circulated wider (such as to TCCs).

D.2.4 Assessment Ratings

- 20 The DPKO/OMA Force Headquarters evaluation report will contain, in part, a summarized assessment sheet containing the Force Headquarters' ratings from 1 (Unsatisfactory) to 5 (Excellent) in each of the evaluated areas. The report will also provide an overall assessment of the Force Headquarters, including a written element and a grading from 1 (Unsatisfactory) to 5 (Excellent). See Annex C. Again, the emphasis is enhancing on improvement rather than apportioning blame, and on identifying those Force Headquarters, or areas within a Force Headquarters, requiring priority attention for performance improvement.
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E. ROLES AND RESPONSIBILITIES

- 21 **DPKO/OPSP:** OPSP is responsible for both comprehensive and targeted reviews aimed at recommending measures to address gaps, systemic issues and emerging challenges affecting the implementation of mandated tasks for uniformed personnel in the field, including at the Force and Sector Headquarters level. OPSP shall monitor all factors impacting the ability of uniformed personnel to carry out their mandated duties.
- 22 **DPKO/OMA:** DPKO/OMA is responsible for ensuring that all Force Headquarters are aware of this SOP, and establishing/adjusting the Force Headquarters performance evaluation process as needed. Travel and subsistence costs for the DPKO evaluation team will be covered by the DPKO budget.
- 23 **Force Commander and Headquarters:** The Force Commander is ultimately responsible for Force Headquarters performance. Improvement requirements are identified through the Force Headquarters evaluation process described in this SOP, including the collaborative development of the evaluation plan, recommendations and Performance Improvement Plan which the Force Commander is invited to provide DPKO/OMA. The Force Commander is also invited to provide DPKO/OMA regular updates on progress made according to the Performance Improvement Plan. The evaluated Force Headquarters is responsible for collaborating with the Mission HQ (and UNHQ) in the identification of Force Headquarters performance issues, and in developing recommendations to achieve improvement.
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F. TERMS AND DEFINITIONS

Evaluation: The structured process of examining activities, capabilities and performance against defined standards or criteria.

G. REFERENCES

Superior Reference

DPKO-DFS, United Nations Peacekeeping: Principles and Guidelines (2008) ("Capstone Doctrine"). The UN Capstone Doctrine, along with other important UN policy documents including those below, is available at the following UN links:

"Policy and Practice Database," accessible only to UN staff on the UN network (including field Missions) at:

http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx and, "Resource Hub," recently developed for Member States to access UN documents including the Military Unit Manuals at: <http://research.un.org/en/peacekeeping-community>

Related Policies and Manuals (available at the links above)

- A. DPKO-DFS Mission Evaluation Policy (Ref 2013.02), dated March 2013
- B. DPKO-DFS Operational Readiness Assurance and Performance Improvement Policy (Ref 2015.16), dated 01 January 2016
- C. DPKO-DFS Policy on the functions and role of the Office for Peacekeeping Strategic Partnership (POPSP) (Ref 2015.05), dated 06 April 2015
- D. Standard Operating Procedure on Force and Sector Commander's Evaluation of Subordinate Military Entities in Peacekeeping Operations, (Ref 2016.02), dated 1 February 2016
- E. DPKO-DFS Force Headquarters Handbook (November 2014)
- F. DPKO-DFS, United Nations Infantry Battalion Manual (August 2012)
- G. DPKO-DFS, United Nations Military Unit Manuals, (eleven volumes, 2015-2016)
- H. DPKO-DFS Guidelines on Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations (March 2010)
- I. DPKO-DFS Guidelines on Business Continuity Arrangements for Critical Staff (April 2011)
- J. DPKO-DFS Implementing Guidelines on Protection of Civilians for Military Components of United Nations peacekeeping Missions (February 2015)

H. MONITORING AND COMPLIANCE

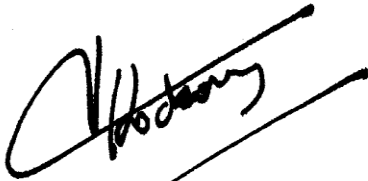
- 24 Implementation of this SOP is monitored by the Office of the Military Adviser, DPKO.

I. CONTACT

- 25 The DPKO point of contact for this SOP is the Policy and Doctrine Team in the Office of Military Affairs, UNHQ, New York.
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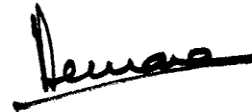
J. HISTORY

- 26 This is the first version of this SOP, which is expected to be implemented by June 2016. This SOP will be considered for revision in June 2019.
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DATE OF APPROVAL: MAY 17 2016



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DATE OF APPROVAL: 16 May 2016

Force Headquarters Evaluation Cycle

Timeframe	Action	Responsibility
Preparation Phase		
Annual Head of Military Components Conference (May/June)	<ul style="list-style-type: none"> OMA presents the proposed evaluation programme Discussion with Force Commanders 	DPKO/OMA/CMOS and Force Commanders
Early July through August	<ul style="list-style-type: none"> Finalized schedule of evaluations circulated to Force Commanders for final comment. Force Commanders provide their comments to DPKO/MILAD and a revised schedule of evaluations is agreed. 	DPKO/OMA/CMOS
Pre-Evaluation Phase		
Three months before an evaluation	<ul style="list-style-type: none"> Evaluation Team is established. The evaluation team conducts a series of consultations and collaboration with the Force Commander and Force Headquarters staff, culminating in a jointly-produced draft evaluation plan identifying areas of Force Headquarters performance requiring special attention. The Force Commander is invited to provide DPKO/MILAD his/her pre-evaluation assessment of the Force Headquarters which may include, but is not limited to, any or all of the topics listed in Annex B. 	DPKO/OMA and Force Commander
Two months before an evaluation	<ul style="list-style-type: none"> Building on the Force Commander's own assessment, DPKO/OMA refines the draft coordinated evaluation plan for approval. Annex B provides generic sample evaluation questions that can be raised during a Force Headquarters evaluation. These questions can and should be adjusted as needed by the DPKO/OMA evaluation team (again, working in collaboration with the Force Commander and his/her staff) to tailor the questions to the size, unique role and local specificities of the mission and Force Headquarters. 	Evaluation Team and Force Commander
One and half months before the evaluation	Evaluation team leader prepares an evaluation directive signed by the MILAD, OMA. This directives includes the approved final evaluation plan and is circulated to the FHQ scheduled for evaluation	
At least a month before the evaluation	<ul style="list-style-type: none"> Force Headquarters should provide any documents it deems necessary for the evaluation team's review before the visit. Key documents can include the Force Commander's guidance and directives, SOPs, plans, 	DPKO/OMA Evaluation Team and

	battle rhythms and any remedial actions taken since previous evaluations.	Force Headquarters
Evaluation Phase		
Force Headquarters Evaluation Visit	<ul style="list-style-type: none"> During the visit, the evaluation team will follow precisely the approved final evaluation plan. No changes should be introduced unless mutually agreed upon by the Force Commander and DPKO/MILAD. 	DPKO/OMA Evaluation Team
Reporting and Implementation Phase		
Prior to departing the Mission area	<ul style="list-style-type: none"> Evaluation team leader briefs the Force military leadership on the team's preliminary findings. The DPKO/OMA evaluation team briefs the DPKO/MILAD upon its return to UNHQ. 	DPKO/OMA Evaluation Team
Two weeks after the visit	<ul style="list-style-type: none"> Evaluation team produces an initial draft evaluation report and begins collaboration by forwarding it to the evaluated Force Headquarters for comment. The evaluation report presents recommendations for improvement, including any resource requirements needed from Troop Contributing Countries (TCCs) or UNHQ. Before being included in the final report, each recommendation should be developed in consultation with the Force Commander. 	DPKO/OMA Evaluation Team
After the receiving comments from the evaluated Force Headquarters	<ul style="list-style-type: none"> Once the evaluated Force Headquarters has had the opportunity to comment/collaborate on the draft evaluation report, a final evaluation report is issued taking into consideration the Force Headquarters' comments. 	DPKO/OMA Evaluation Team
After receiving the finalized evaluation report	<ul style="list-style-type: none"> Force Headquarters is invited to use the report to develop its internal Performance Improvement Plan a copy of which will be retained by DPKO/OMA/CMOS and any of the other UNHQ entities participating in the evaluation. The Performance Improvement Plan may include requests for additional resources the Force deems necessary to improve its performance. 	Force Headquarters
Regular updates	<ul style="list-style-type: none"> Force Headquarters is invited to provide OMA regular updates on progress made in its Performance Improvement Plan. 	Force Headquarters

Evaluation Checklists

* These checklists are a generic sample of questions developed for the evaluation of Force Headquarters.

* These questions can and should be adjusted as needed by the DPKO/OMA evaluation team, working in collaboration with the Force Commander and his/her staff, to tailor the questions to the size, unique structure and local specificities of the mission and Force Headquarters.

* DPKO/OMA and other entities participating in an evaluation have full freedom to modify these checklists and develop more appropriate evaluation questions if and where appropriate.

* Once evaluation questions have been finally coordinated between the Force Headquarters and DPKO/OMA, no further changes to the questions may be made by the evaluation team unless approved by DPKO/OMA and the Force Headquarters.

Generic questions related to all Force HQ Branches (U1-U9)	Circle the value
Are all staff officers familiar with their responsibilities?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do staff officers have the required expertise to fulfill their duties?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Can the FHQ and Branches operate 24/7?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the required equipment (telephone, radio, network, computers, etc.) available for the staff officer to effectively do his/her job?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a training program in the Branches for implementation of new guidance or manuals?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there business continuity arrangements in the branches to ensure continuity of critical operations all times even in the event of a disruption (e.g. fire, power outage, bomb threat, hostile act, pandemic outbreak or natural disaster) and change of personnel/leadership in consistent with UN Business Continuity Plan ¹ ?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
How is the general flow of information in the various Branches?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a clear policy on how the staff should handle personal weapons?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the evaluated facility well located and suitable to fill mandated tasks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch follow an internal and external Force HQ battle rhythm?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are BRs known and used by the staff?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there any procedures developed to document the internal lessons learned process within the Force Headquarters?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing battle rhythm and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are all staff officers/liaison officers aware of security arrangements of FHQ and their personnel role in the event of an attack or security incident?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there emergency evacuation procedures established and rehearsed, in case of an attack on the facility?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are staff officers/liaison officers familiar with the UN Security Management System (UNSMS) including UN Security Risk Management methodology, Minimum Operation Security Standards (MORSS) and Residential Security Measures (RSM)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are staff officers/liaison officers falling under the scope of the UNSMS aware of their responsibilities as regards to the UN security policies and procedures?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Have staff officers/liaison officers attended mandatory security orientation training?	(UNSAT) 1 2 3 4 5 (EXCELLENT)

¹ UNHQ has consistently emphasized the need for business continuity plan both at HQ and in the field. See Guidelines on DPKO/DFS Business Continuity Arrangements for Critical Staff, 2011.

Personnel and Administration Staff Branch (U1)	Circle the value
Does the Branch have a clear picture of the strength status and structure of the Force, including designation of focal points for various cross cutting areas?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the branch have personnel replacement management procedures (reception, in-processing, handover/takeover, allocation of individual replacements)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch planning and conducting arrangements as needed (medal parade, handover, etc.)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch keep records of the performance evaluation documents of Experts on Mission (EOM) and staff officers?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there an updated job description for each EOM and staff officer?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are staff officers familiar with NOTICAS procedures?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch maintain a database of mission casualties?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there follow-up procedures on issues of compensation for wounded or killed military personnel?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch managing welfare and recreation activities within the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for administrative tasks within the Branch and subordinate units?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training conducted for the different SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOs able to use the Office of Military Affairs Recruiting Tool (OMART)/Field Service Suite (FSS)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training conducted in relation to the OMART/FSS tool?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch act as the lead for implementing Screening and Human Rights and Due Diligence Policy in the FHQ?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
<p style="text-align: center;">Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)</p>	

Military Information Staff Branch (U2)	Circle the value
Does the Branch support the FC with the military intelligence (INTEL) required to achieve the Force's military objectives?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch contribute to the FC's intelligence/information requirements?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch providing INTEL to U3/U5 planning and conduct of operations on time? [Crosscheck this question with U3/U5 Branch.]	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch providing the required input to the Military Operations Centre in a timely manner? [Crosscheck this question with the Military Operations Centre.]	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch coordinating with JOC, JMAC, the Military Gender Advisor and other integrated Mission components, as well as the Force's intelligence capabilities (e.g., G2/S2/ASIFU)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the branch provide intelligence on the tactical, operational and strategic level?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the branch following the INTEL cycle properly?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the commander's critical information requirements directing the INTEL cycle?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does a sufficient collection plan exist?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are Requests for Information used?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch coordinating INTEL collection in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan for source utilization and management?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch maintaining an updated situational awareness?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are threat assessments conducted?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do threat assessments include an analysis of the different security needs of men and women?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for procedures regarding INTEL in the Branch, HQ and within the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training on all SOPs conducted?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing BRs and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the collection plan updated as required?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do sub-units use the collection plan for their collection?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with neighboring entities and Missions?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch doing forward-looking INTEL analysis?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a direct link to the Assessment Team in UNHQ/DPKO/OMA?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	

Logistics Staff Branch (U4)	Circle the value
Is the Branch providing coordination and is it facilitating logistics support in cooperation with Mission Support Center (MSC)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch capable of ensuring logistics support to the Force during crises?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
How is the coordination with U2, U3 and U5?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch have the overall view on existing logistics operations and terrain management?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch monitoring and synchronizing logistics support in coordination with other entities, e.g., Service Delivery Division, etc.?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch acting as the coordinating body between FHQ and Service Support Division?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch participate in planning operations and is it capable of providing the required logistics advice?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch have sufficient personnel to support ongoing operations in the Military Operations Center?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch maintaining situational awareness for logistics and can it provide a common logistics picture for the commander and TOC?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are plans developed for information operations in coordination with other entities in the HQ?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for procedures regarding logistics operations in the Branch, the HQ and in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training in the different SOPs conducted?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing BRs and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan developed for CIMIC and LOG support for it?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the staff members familiar with the LOG plan for CIMIC?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch providing guidance on UN policy on environmental matters?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with neighboring entities and Missions?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch doing forward-looking planning coordinated with U2 and U3?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the different needs of men and women taken into account in all logistical matters and planning (e.g., separate accommodation and bathroom facilities, privacy needs at transit camps, etc.)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the mission's military gender adviser or gender focal point consulted during the planning and assessment of logistical activities?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<p align="center">Summary of performance:</p> <p align="center">Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)</p>	

Plans and Policy Staff Branch (U5)	Circle the value
Are timely and comprehensive plans being produced following an appropriate planning process?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do the plans contain understandable task organizations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are plans information-led in coordination with U2?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are plans fully integrated with other components of the Mission, including Mission support and policy plans?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does U5 assist U3 in their development of plans?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch maintain the oversight of the entire planning process within FHQ?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch maintaining an updated situational awareness on FHQ policy issues?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch updating existing plans by regularly following the changes in the situation?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch advise the Force leadership on political-military issues?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Has the Branch, within the past year, developed or coordinated Force HQ policy issues on gender?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
When plans are developed, does the Branch coordinate with other components within the mission and other UN agencies as required?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with neighboring entities and Missions?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for procedures regarding operations in the Branch, the HQ and within the Force including coordination with sub-formations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training conducted on the various SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing BRs and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are plans suitable to support delivery of the mandated tasks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are plans suitable to deal with foreseeable crisis situations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the plan known by the staff officers?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan for LOG support to CIMIC?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch doing forward looking planning coordinate with U2, U4 keeping U3 updated?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch coordinating with OMA?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
<p style="text-align: center;">Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)</p>	

Communications Staff Branch (U6)	Circle the value
Is the Branch providing the HQ with required advice on communications and IT?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch provide policy and guidance for communications and IT support?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the branch coordinate with local authorities for the Force's use of the electronic spectrum?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does U6 assist U5 or U3 in their development of plans?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch maintain the oversight of the entire communications system deployed in the Mission?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch maintaining situational awareness on FHQ guidelines and policies related to communications and IT?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch have an overview of all subordinate military Communications, Information and Technology (CIT) units?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch ensuring data, information and communications security for the FHQ and forces?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for procedures regarding communications in the Branch, the HQ and in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan for data management in the Force and is it coordinated with U2?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training in the different SOPs conducted?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing BRs and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with neighboring entities?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch doing forward looking planning coordinated with U2, U4 and U5 keeping U3 updated?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there critical deficiencies in the communication equipment in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<p align="center">Summary of performance:</p> <p align="center">Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)</p>	

Training Staff Branch (U7)	Circle the value
Is the Branch providing the Force its annual training program as per FC directives?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the branch conduct training needs analysis/assessment in order to keep training relevant to current/future operations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is U7 planning and coordinating troop exercises?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the branch collect observations for the Lessons Learned-process?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch identifying the needed training requirements based on Mandate, the situation and the training status of the units (including training on gender, POC, Child Protection and CRSV as required)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is U7 providing the required guidance on training and is it reflecting the conditions and standards of UN (FHQ handbook, UNIBAM, UNMUM, POC implementing guidelines, gender guidelines, etc.)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch maintaining an updated situational awareness on required training resources in the Mission area?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a training program for firefighting in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch plan and conduct operational readiness confirmation and evaluations as required?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch ensuring that best practices are collected and shared in all areas of work?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for procedures regarding training in the Branch, the HQ and in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does branch have a secure data management plan, including backup?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training in the different SOPs conducted?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing BRs and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the branch coordinating the training activities with Integrated Mission Training Center?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch coordinating with U1- U9 and other entities such as the Military Public Information Office, Gender Advisors, Force Medical, Legal Advisor and incorporating any updates in the training plan?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Force annual training program include training on gender?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	

Military Engineering Staff Branch (U8)	Circle the value
Is the Branch providing coordination and is it facilitating engineering (ENGR) advice to the FC and other entities in FHQ and in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch developing Force ENGR support plans and programs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
How is the coordination with U2, U3, U4 and U5?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch have a common operational picture on mines, IEDs and Explosives Remnants of War (ERW) in the AOR?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch plan, coordinate, implement and monitor counter IED, de-mining and EOD tasks within the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch monitoring and synchronizing ENGR support on a daily basis?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch providing advice on chemical, biological radiological and nuclear issues to the FC?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch participate in planning operations and is it capable of providing the required ENGR advice?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Has the Branch developed a 24/7 capability for supporting operations in the Military Operations Center?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch maintaining an updated ENGR situational awareness?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch conducting the required staff planning and supervision?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for procedures regarding ENGR operations in the Branch, the HQ and in the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training conducted on the various SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing BRs and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan for POC (how will ENGR support the plan)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the plan known by the staff officers?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan developed for CIMIC and ENGR support for it?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the staff familiar with the ENGR plan for CIMIC?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch providing guidance on UN policy on environmental matters?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with neighboring entities and Missions?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch doing forward looking planning, coordinated with U2, U3, U4 and U5 keeping the updated?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
<p style="text-align: center;">Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)</p>	

CIMIC Staff Branch (U9)	Circle the value
Is the Branch providing coordination on CIMIC matters with other UN agencies, NGOs and international organizations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch developing positive and continuous communication with the host nation in order to provide support and goodwill to support military operations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is information gained from civilians in the area coordinated with U2?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there community relations programs that build upon knowledge of both male and female community members, key leaders, local women's and men's groups, etc.?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch providing guidance to TCCs on the support for civilian populations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch supporting U3 with information operations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch conducting the required staff planning and supervision?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is CIMIC part of the operational plan in FHQ?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are staff officers in the Branch familiar with the plans?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch coordinating with humanitarian civil assistance and disaster relief?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Branch participate in planning operations and is it capable of providing the needed CIMIC advice?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch acting as a Force focal point for Quick Impact Projects (QIP)/ Community Violence Reduction Projects (CVR)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the SOPs known by all staff officers in the Branch?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is training conducted on the various SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns conducted according to the existing BRs and SOPs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do reports and returns follow the format listed in the SOPs and/or UN manuals and handbooks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan for POC (how will CIMIC support the plan)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the plan known by the staff officers?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with neighboring entities and Missions?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with the military gender adviser?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Branch doing forward-looking planning, coordinated with U2, U3, U4 and U5 keeping them updated?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	

Provost Marshal (PM)	Circle the value
Are there any policies/guidelines for the planning and conduct of military police operations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there plans for the employment of the military police component?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are there policies, programs and guidance for the planning and conduct of military police operations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there coordination with U-1, U-2, U-3 and U-5 during the planning and conduct of military police operations?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the PM developing a positive and continuous communication with the host nation.	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the military police component capable of handling detainees?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a plan and program to promote good military personnel conduct and discipline?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a policy/guideline on physical security in the mission?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a set of procedures for reporting and investigating alleged cases of misconduct?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	

Force Medical Office (FMO)	Circle the value
Does the FMO have a service health support plan for the military component, including mass casualty scenarios?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the FMO conduct CASEVAC/MEDEVAC exercises in coordination with other branches?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the FMO maintain close communication and coordination with the Mission's Chief Medical Officer?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the FMO exercising technical supervision of clinical best-practices over all TCC Level 1, 2 and 3 medical facilities?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the FMO update medical knowledge and first aid training for military peacekeepers?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the FMO oversee the collection and reporting of epidemiological and casualty data?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Do the FMO the FMO oversee the implementation of preventive health measures, disease prophylaxis and field hygiene, including food and water inspections, sanitation and waste water disposal?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	

Military Legal Advisor (MLA)	Circle the value
Does the MLA provide legal advice on all military plans?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the MLA coordinate and work closely with the mission Conduct and Discipline Unit and Rule of Law entities to support development and implementation of mission legal guidance to the military component?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there good cooperation with the mission's legal advisor?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there good cooperation with all branches that require legal advice?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the MLA obtain periodic reports and returns from the lower formations and units, and maintain a data base of legal cases at the FHQ?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the MLA develop programs and impart training to the military component of the UN peacekeeping legal framework and its military implications?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	

Military Gender Advisor	Circle the value
Is the Military Gender Adviser assigned to the office of the Force Commander?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Has a Gender Action Plan been developed for the Force?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Gender Action Plan establish clear responsibilities for all the branches?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Gender Action Plan known by the staff officers?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination and collaboration conducted with all the Branches?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination and collaboration conducted with the Mission's Civilian Gender Team?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a direct link between the contingent and tactical-level commanders and the different gender focal points?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the Gender Focal Point providing guidance to TCCs on Gender Issues?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is coordination conducted with UN Women, UN Gender Coordination Group (if applicable) and the host nation gender-related organizations (if applicable)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is there a direct link to the OMA Gender Adviser in UNHQ/DPKO?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are updates provided to the OMA Gender Adviser as appropriate?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	