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United Nations Military Observers (UNMO) in Peacekeeping Operations

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**DPKO/DFS Guidelines
United Nations Military Observers
in Peacekeeping Operations**

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A. PURPOSE

1. This document provides guidance on the operational deployment of United Nations Military Observers (UNMO) in multidimensional peacekeeping operations.
 2. These guidelines replace the 2009 DPKO/DFS guidelines on the *Roles and Training Standards for United Nations Military Experts on Mission*.
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B. SCOPE

3. These guidelines apply to military commanders, staff officers and UNMO as well as other United Nations personnel in United Nations peacekeeping operations, including senior mission leaders, and staff members of DPKO/DFS at United Nations Headquarters (UNHQ).
 4. Described herein are the core roles, skills, equipment requirements and operational parameters of UNMO deployed in peacekeeping missions. Safety and security requirements are discussed, providing the basis for training standards that ensure effective preparation for task execution. Troop Contributing Countries (TCCs) will find these guidelines helpful in understanding how their personnel interact with other elements of the United Nations mission; and particularly useful as a standard of interoperability when they train and prepare their personnel to serve with other nationalities as UNMO.
 5. These guidelines should be read in conjunction with the DPKO/DFS United Nations Military Experts on Mission (UNMEM) Manual (Ref 2010.30) which describes the administrative procedures related to selection, deployment, rotation, extension and transfer of UNMEM including UNMO as well as other administrative, logistics and financial terms and conditions to govern the contribution of UNMEM in peacekeeping operations.
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C. RATIONALE

6. These guidelines have been prepared in order to give senior leaders and UNMO a consolidated description of their capabilities and operational requirements so that UNMO can be utilized to their best effect for the mission. In multidimensional peacekeeping missions, UNMO tasks have frequently expanded far beyond the normal observing, monitoring and reporting role. Operational demands on UNMO have become increasingly complex in response to evolving political, military and humanitarian requirements. Consequently, the safety and security of UNMO can become a serious challenge in some missions. A deteriorating or fragile security environment can hinder UNMO freedom of movement, preventing them from effectively performing their tasks, and too often resulting in reassignment to other roles. The reassignment of UNMO to other roles can create critical gaps in the mission's situational awareness and ability to coordinate with local actors in the mission area.
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D. GUIDELINES

D.1 Deployment Concept

7. UNMO are generally unarmed military officers deployed to monitor and supervise ceasefires, truces and/or armistice agreements. UNMO are a unique and versatile resource for the Head of Military Component/Force Commander (HOMC/FC). With relatively few resources, UNMO can observe and monitor the security and humanitarian situation across a vast mission area. Their international character and benign, uniformed but unarmed presence can inspire confidence and greater acceptability by armed groups as well as local communities.

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8. The complexity of the UNMO role is directly related to the complexity of the mandate and a mission's prevailing political, military and humanitarian situation. In operational environments characterized by multi-faceted intrastate conflicts, UNMO tasks can exceed routine observation, monitoring and reporting. Indeed, UNMO are often required to perform a far more active role in outreach and engagement with local communities and parties to the conflict.
9. However, the ability of UNMO to operate effectively is directly linked to the security situation. As UNMO typically operate in small numbers in remote locations, certain criteria should be met before deploying UNMO to complex operational areas. Those criteria include:
 - a. A peace process exists.
 - b. HOM or HOMC/FC determination that the security situation is conducive to UNMO deployment and effective task performance.
 - c. The conditions on the ground are conducive to the UNMO's carrying out their tasks.

D.1.1 Roles

D.1.1.1 Observation, Monitoring and Reporting

10. The core UNMO role involves the observation, monitoring and timely/accurate reporting of specific and general information. UNMO primarily observe and monitor military arrangements agreed upon by the parties to a conflict, such as a cease-fire, armistice, peace agreement, withdrawal or separation of forces. In multidimensional peacekeeping operations, UNMO can be required to observe, monitor and report on the security and humanitarian situations; on developments impacting on the human rights situation, including the occurrence of human rights violations and abuses such as those against children associated with armed forces or groups and incidents, trends, and patterns of conflict related sexual violence; and situations involving the return of refugees and displaced persons. UNMO also form an important tool in early warning frameworks and can be required to report on evolving security, political and humanitarian situations such as impending threats to civilians including in result of or that may lead to human rights violations. In cooperation with relevant civilian mission components, like United Nations Mine Action Service personnel (UNMAS), where present, UNMO may also observe, monitor and report on areas contaminated by explosive hazards, including landmines, explosive remnants of war and improvised explosive devices that impede the implementation of the mission mandate; assist and monitor Disarmament, Demobilization and Reintegration (DDR) and election processes, and any other observation, monitoring and reporting tasks assigned by the HOMC/FC.
11. In conducting these tasks, UNMO may be required to conduct patrols by foot, vehicle, water borne craft and/or aircraft. In some cases, they may be required to conduct joint visits with other components of the mission or United Nations entities.

D.1.1.2 Assessment and Verification

12. UNMO can also conduct assessments to verify information concerning armed groups in the mission area. They may be required to assess and verify alleged violations of cease-fires or

post-conflict agreements and assessment of social, political, security and humanitarian situations, the presence of explosive hazards, including landmines, unexploded ordnance or improvised explosive devices¹, or any other matter as directed by the HOMC/FC. Verification is increasingly concerned not just with monitoring troops and weaponry; but also the cantonment, demobilization and re-integration of armed groups as well as the collection, storage, destruction, and/or decommissioning of weapons². UNMO are frequently required to work alongside or in conjunction with other mission elements when conducting assessment and verification tasks and seek advice and guidance from subject matter experts on their tasks.

D.1.1.3 Negotiation and Mediation

13. UNMO facilitate or conduct formal and informal negotiations between persons and groups in the field and/or represent the United Nations mission in such discussions as required by the HOMC/FC. Negotiation and mediation tasks may address a range of issues by de-escalating violence, persuading opposing parties to agree to peaceful resolution, facilitating the exchange of prisoners, enhancing freedom of movement, or assisting with the return of refugees and internally displaced persons. Once again, UNMO defer to subject matter experts for the more technical and also the more sensitive details of negotiation and mediation.

D.1.1.4 Liaison and Coordination

14. An important UNMO role can involve outreach and the establishment of military liaison between the mission and other field entities such as host nation local and national governments; host nation military forces and other security institutions; opposing armed groups; international agencies and forces; other United Nations partners; international and national non-governmental organizations and local civil society groups including human rights organizations, women's groups, youth groups and disabled person's organizations; the humanitarian assistance community; and other persons or organizations identified by the United Nations mission. Military liaison can be both informal (e.g., interaction with local community groups and the general population during patrols) and formal (e.g., periodic meetings with local groups or senior officials, media and attendance at public ceremonies). UNMO do not operate in total isolation but work in close coordination with other United Nations stakeholders including the mission's military contingents and civilian components, who may also draw on the specific expertise that UNMO can provide (and vice versa).

D.1.2 UNMO Command and Control

15. In United Nations peacekeeping missions, the strength of the military component is based in large part on its unity of command. The HOMC/FC reports to the Head of Mission and is responsible for implementing military tasks and exercising operational control over all United Nations military personnel, including UNMO, in accordance with the mission concept, the military concept of operations and United Nations rules and regulations. The HOMC/FC usually exercises operational control over all UNMO through the Deputy Force Commander

¹ Assessments and verification of explosive hazards should be done in accordance with the International Mine Action Standards (IMAS), <http://www.mineactionstandards.org/>

² Weapons and ammunition management should be done in accordance with the International Ammunition Guidelines (IATGs), <https://www.un.org/disarmament/un-safeguard/guide-lines/>

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(DFC), who is typically the Chief Military Observer (CMO) in multidimensional peacekeeping operations.³

16. In the Force Headquarters (or similar appropriate title), the Senior Military Observer (SMO) or Deputy Chief Military Observer (D/CMO) leads the UNMO Operations/Administration Cell. In addition to handling UNMO administrative needs, this cell manages UNMO operational activities and directs UNMO Sector Team Leaders as they plan, refine and execute each task. The SMO/DCMO reports to the HOMC/FC through the CMO. Each UNMO team deployed within a sector is under the Tactical Control (TACON) of the UNMO Sector Team Leader. The Sector Headquarters and Regional Head of Offices have no formal command and control responsibility over the UNMO deployed within their area of operations unless delegated by the HOMC/FC, but Sector Team Leaders work in close coordination with the Sector Headquarters. This arrangement allows the HOMC/FC to obtain unfiltered information and raw data from the UNMO teams enabling the HOMC/FC to have another source of information and to make timely and accurate assessments of the overall mission area. The UNMO command and control structure is described at Annex A.
17. Based on the mission's requirement, the Force Commander has full discretion to delegate tactical control of UNMO team sites deployed within the sectors to the respective Sector Commanders. The Force Headquarters should develop an SOP that describes the precise nature of mutual cooperation between the Sector Headquarters and UNMO team sites. These SOPs should also describe the Sector's responsibilities in providing essential security and administrative support to UNMO, and to facilitate better coordination of operational activities. In high risk areas, when movements and operations of UNMO are conducted with armed escort from the contingent forces, the SOP should also address the command and control arrangement between UNMO and the escort.

D.1.3 Composition of the UNMO Team

18. UNMO teams are mission-tailored. The size and composition of teams depend on the mission mandate and area of responsibility. At a minimum, the teams should be multinational and comprise six military officers in the rank of Captain to Lieutenant Colonel (with a Lieutenant Colonel as Team Leader). Each team site should ideally have at least two female UNMO. Female UNMO are critically important in providing better access and outreach to local communities, especially women and children. In order to improve working efficiency of a team site, UNMO should be assigned specific responsibilities within the team such as personnel, operations, logistics, communications and liaison. Out of the six UNMO in a team site, two might be on Compensatory Time Off (CTO⁴)/annual leave; therefore the internal responsibilities of the team should be shared among the remaining members. A suggested diagrammatic layout of an Operations Room of a team site is at Annex B. UNMO usually work on a continuous active duty basis without any scheduled time-off, weekends or official holidays. Therefore, they may be granted CTO on a pro-rata basis whereby one day of CTO is earned for every five days of continuous active duty service.
19. When necessary, civilian experts should be attached to the team for specialized tasks such as negotiation, assessment or verification. Each UNMO team should also have at least two

³ United Nations Force Headquarters Handbook, 2014, Pg. 23.

⁴ For more detail on UNITED NATIONS Compensatory Time Off (CTO) policy for UNMO, see the DPKO/DFS *UNMEM Manual: Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations* (April 2010), Chapter VII, page 32 & Annex S page 67.

language assistants, ideally a male and a female, who are familiar with local culture and customs to facilitate interaction with stakeholders and local communities.

D.1.4 Operating Rhythm of UNMO Team Site

20. UNMO Team Site's operating rhythm should consist of a series of operations and planning, reporting requirements to higher HQ and other activities synchronized by time and purpose. In developing the team's operating routine, higher Headquarters' operating rhythm, reporting and operational requirements should be considered. The rhythm should remain flexible and be updated regularly. The team leader oversees the rhythm and balances team member's duties and responsibilities.
21. Annex C provides a suggested UNMO Team Site operating rhythm. A suggested weekly patrol plan along with UNMO reports and forms are attached in Annexes D to I.

D.2 Safety and Security

22. The primary responsibility for the security and protection of United Nations personnel rests with the host government. Without prejudice to this responsibility, the United Nations has the duty to reinforce and, where necessary, supplement the capacity of the host country to fulfill these obligations under the United Nations Security Management System (UNSMS). The security policies, procedures, standards and other security arrangements of the UNSMS are applicable to all individually deployed military personnel, including UNMO, pursuant to the UNSMS Security Policy Manual Chapter III *Applicability of United Nations Security Management System*⁵. This applies to UNMO personnel for the period of their employment with the United Nations system. This includes, but is not limited to: security briefings and related advisories, inclusion in evacuation and contingency planning and warden systems, which are to be conducted in line with the Security Risk Management (SRM) process.
23. UNMO, under the control of HOMC/FC and/or CMO, shall abide by all safety and security policies, guidelines, directives, plans and procedures of the UNSMS, consistent with their obligations under the UNSMS Security Policy Manual Chapter II, Section B *Framework of Accountability*⁶. Safety and security arrangements for UNMO personnel will be coordinated with the most senior security professional i.e. Principal/Chief/Security Adviser from the Department of Safety and Security (UNDSS) or the Chief Security Officer (CSO), depending on the specific mission setting.
24. UNMO are generally deployed for one year. UNMO team sites are frequently located in remote areas with fragile security conditions. Living conditions at these sites can be very harsh. As far as possible, the Force Headquarters should therefore ensure that UNMO deployed under such difficult circumstances are rotated regularly to other locations in the mission area (at least every six months).
25. As they are normally unarmed⁷, UNMO are vulnerable to harassment, attack and hostage taking. They represent a soft target for belligerents seeking visibility, recognition or

⁵ For more details, see UNSMS Security Policy Manual Chapter III Applicability of United Nations Security Management System, 08 April 2011.

⁶ For more details, see UNSMS Security Policy Manual Chapter II, Section B Framework of Accountability, 04 February 2011

⁷ DPKO/DFS *UNMEM Manual: Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations* (April 2010), Chapter II, Para 16, page 12.

otherwise attempting to influence peace operations. Improved UNMO safety and security can be achieved by taking the following precautions:

- a. **Assign responsibility for UNMO security to the Sector Headquarters and contingents in the UNMO area of responsibility.** The Force Headquarters should have SOPs with directives specifying which headquarters and unit have this responsibility. Force Headquarters should also ensure that SOPs clearly designate specific units on standby to provide a highly mobile Quick Reaction Force, including aviation assets, for emergency UNMO extraction and evacuation. Quick Reaction Force (QRF) effectiveness requires joint planning, training and rehearsals involving UNMO, Sector Headquarters, contingents and mission medical and aviation assets.
- b. **Require UNMO to operate within the range of reliable communications networks.** Upon deployment to a remote location, Mission Headquarters should ensure that UNMO have reliable HF and VHF communications, including ground-to-air communications and satellite phones. The installation of repeater stations and rebroadcast sites should be a matter of priority to help ensure that UNMO team sites are within reliable communications range.
- c. **Provide UNMO with new technology such as night surveillance devices, GPS systems, Mini-Unmanned Aerial Vehicles (UAVs) and individual/vehicle tracking systems.** These technologies provide UNMO vital resources that enhance their performance, safety and security.

D.3 Deployment in Non-Permissive Operational Environments

26. UNMO deployed in non-permissive environments may face highly unpredictable, dangerous and potentially life-threatening situations. Unstable security situations do not permit UNMO to perform their functions effectively and independently. Their deployment in such high-risk areas should be delayed until the HOMC/FC determines the security situation is sufficiently conducive to UNMO operations. Deployment should be preceded by a comprehensive threat assessment of the mission area. Under certain circumstances, risks may be mitigated by co-locating UNMO with military or police contingents that can provide armed escort. UNMO should not be deployed in small team sites in isolated areas of non-permissive operational environments.

D.3.1 Arming UNMO

27. UNMO enjoy a special, advantageous status as “unarmed neutrals” when dealing with local stakeholders. UNMO are perceived as non-threatening, relying only on reason and skill, rather than force, to achieve their goals. Nonetheless, there have been recurring suggestions that UNMO should carry personal weapons when operating in non-permissive environments.
28. Arming UNMO may actually increase, not reduce, the risks to their security. Carrying weapons may give the impression that UNMO are part of armed contingents. Moreover, any incident involving UNMO misuse of arms could potentially jeopardize the mission. Such an incident could negatively affect the ability of UNMO to conduct open interaction with the local population and other parties to the conflict. Should the parties to the conflict and the

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public lose faith in UNMO, and question their impartiality as “unarmed neutral”, confidence-building efforts could be jeopardized, further complicating matters.

29. However, on an exceptional basis, in high-risk areas (e.g., where there are numerous armed groups outside the peace process, or terrorist groups seeking visibility, attention and recognition by targeting United Nations personnel), the HOMC/FC may recommend arming UNMO after first completing a structured security risk assessment of the mission. The HOMC/FC would make such recommendation to the Head of Mission who, if he or she approves, may then send the request to the USG, DPKO. Arming UNMO may only be authorized by the USG, DPKO.
30. Should there be a decision by the USG, DPKO to arm UNMO for a particular mission; a specific directive of use of fire arms must be approved by the USG DPKO for individual UNMO identifying principles, parameters and conditions under which force may be used by UNMO while executing mandated activities. Similarly, the mission should draft a SOP, in consultation with UNHQ, on carrying of arms by individual UNMO which should provide mandatory procedures to be adhered to for the use of arms in the mission area including weapon assessment test, and training ammunition and storage. UNMO should never use force except in self-defense.

D.3.2 Distinct Identity of UNMO

31. To maintain their impartial, outreach-oriented identity and enhance their personal security, UNMO should be easily distinguishable from the mission's armed contingents, particularly when conducting operations while escorted by those armed contingents. Effective means of distinctively identifying UNMO include clearly marking their vehicles in both English and the local language; for example, markings may include "UNITED NATIONS MILITARY OBSERVERS". UNMO should also be provided with distinctive armbands and/or easily recognizable, highly visible vests. In addition to a United Nations flag, UNMO vehicles and accommodations could bear a distinctive UNMO flag designed and flown so that their premises are easily identifiable and accessible to parties to the conflict as well as the local civilian population. Additionally, the mission's public information messages should include information about the UNMO presence and activities for the benefit of stakeholders and the local population.

D.4 Skill Sets Required

32. UNMO perform a variety of tasks including, but not limited to, supervision, observing, monitoring, reporting, assessment, negotiation and liaison. UNMO usually perform these tasks individually or in pairs, in an alien cultural and linguistic environment, challenging living conditions and stressful circumstances. To cope with these challenges, UNMO should be experienced officers currently working on full-time military duty with a minimum of five years of regular military service. UNMO must be healthy, physically fit, psychologically sound and mature in attitude and outlook. They must also be equipped with the appropriate qualifications, skills and experience for the mission. The core required skill sets for UNMO are listed in Annex I.
33. UNMO who do not meet the specified requirements for a particular mission, or who do not possess the core skills listed in Annex J, may be repatriated and replaced upon recommendation by the HOMC/FC to the Head of Mission. The mission will send recommendations for repatriation to DPKO for approval.

D.5 Conduct and Discipline

34. UNMO must display the highest standards of personal and professional integrity at all times and must abide by the Policies, Regulations, Rules and other administrative issuances adopted by the United Nations. For example, the “Policy on Human Rights Screening of United Nations Personnel” applies to UNMOs and provides that they – as with all UN personnel, regardless of status – have a responsibility to ensure that human rights are promoted, respected, protected and advanced through, within and by their own organizational entity/unit. They shall not be perpetrators of serious criminal offences or have been involved, by act or omission, in the commission of a violation of international human rights or humanitarian law⁸.
35. The conduct of UNMO is regulated by the “*Regulations governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission*”⁹ and other such documents, including mission-specific rules and regulations and the obligations towards national and local laws and regulations in accordance with the Agreement between the United Nations and the Government of the host State, as well as the “*Policy on accountability for Conduct and Discipline in Field missions*”¹⁰ and *Directives for Disciplinary matters involving Civilian Police Officers and Military Observers*¹¹.
36. The United Nations has a zero tolerance policy towards Sexual Exploitation and Abuse (SEA) and this zero tolerance policy applies to all other forms of misconduct by UNMO serving in field missions. UNMO shall be held accountable for violations of the United Nations standards of conduct and have an obligation to promptly report any instance of misconduct which they become aware of.
37. The UNMO team leader shall immediately notify any alleged serious misconduct¹² within their team to Force Headquarters through the chain of command. The Head of Military Component shall notify the Head of Mission. Administrative investigation for all alleged misconduct involving UNMO is conducted under the primary responsibility of the United Nations in accordance with procedures set out in various administrative issuances including “*Directives for Disciplinary matters involving Civilian Police Officers and Military Observers*”. Disciplinary actions for acts of misconduct involving UNMO remain under the responsibility of the troop-contributing countries. However, UNMO may be subject to investigation and prosecution in the host State and/or referral to their state of nationality, for acts of misconduct amounting to crimes under the laws of the host State.

D.6 Equipment Requirements

38. UNMO require equipment for their personal protection; ability to conduct observation, monitoring and surveillance; communicating; moving around and producing reports. A lack of adequate and proper equipment may compromise their safety, particularly as UNMO are unarmed. It is a TCC responsibility to ensure that prior to deployment their UNMO personnel are fully equipped with personal protective equipment in accordance with national

⁸ UN Policy on Human Rights Screening of United Nations Personnel (December 2012), Para 2.1 and 3.1

⁹ See for more details Secretary-General bulletin ST/SGB/2002/9, 18 Jun 2002.

¹⁰ See DPA/DPKO/DFS Policy on Accountability for Conduct and Discipline in Field Missions, 1 Aug 2015.

¹¹ See Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers (DPKO/CPD/DDCPO/2003/001, DKKO/MD/03/00994).

¹² Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers describe details of misconduct in page 2 & 3.

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requirements, including blue helmets and protective body armor/fragmentation jackets/vests¹³.

39. The availability of safe, reliable and efficient HF and VHF communications equipment is the most common UNMO concern. Given the challenging communications environment in the typical mission area, the mission should provide reliable communications both ground-to-air radio and satellite telephone communications.
40. The availability of new technology plays an important role in UNMO credibility, responsiveness to mission requirements and operational effectiveness. Key equipment that might be required for observation, surveillance and monitoring tasks are:
 - a. Video and sound recorders, night vision binoculars/goggles and infra-red sensors.
 - b. GPS and vehicle tracking technology.
 - c. Satellite imagery and ground sensors.
 - d. Information technology, including tools for data analysis.
 - e. Hand-held devices for detecting and marking landmines and unexploded ordnance.
41. Based on a mission's geography, threat and risk assessment, the mission should provide appropriate vehicles for UNMO, including armored or Mine Protected Vehicles, if required. Taking into consideration the assessment, vehicles could be equipped with HF/VHF radios, a robust secondary communications system, first aid, Post-Exposure Prophylaxis (PEP) kits and essential medical trauma equipment. Normally, UNMO vehicles should move together in pairs in case of mechanical or other problems.

D.7 Evaluation of UNMO

42. UNMO are required to perform under increasingly complex mandates. Faced with asymmetric threats and multidimensional operations, UNMO must execute their tasks under the most difficult circumstances. The conduct of these tasks requires close monitoring by the chain of command. Regular evaluation of UNMO and their team sites can proactively identify shortfalls and any necessary corrective action. UNMO should be evaluated upon arrival in the mission area and again during deployment at the team sites.
43. **Evaluation On-Arrival:** UNMO should be evaluated upon deployment to the mission area to ensure that they have the requisite skills to function effectively. Those who cannot pass their evaluation after the allowed number of attempts (within 30 days of arrival in the mission) should be repatriated at national expense.¹⁴ The cost of deploying a replacement may also be at national expense. Evaluation On-Arrival includes:
 - a. An English language proficiency examination (ELPEX).
 - b. A 4 x4 vehicle driving test.
 - c. The use of maps and GPS.
 - d. The use of both high frequency (HF) and very high frequency (VHF) radio communications.

¹³ DPKO/DFS *UNMEM Manual: Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations* (April 2010), Chapter VII, page 29 & Annex R, page 66.

¹⁴ For more details, see the DPKO/DFS *UNMEM Manual: Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations* (April 2010), Chapter IV, page17.

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- e. Weapon Assessment Test (only in missions where USG DPKO authorized deployment of armed UNMO).
- f. On-line training on UN Basic and Advanced Safety in the Field.
- g. On-line training on the United Nations code of conduct, integrity and prevention of Sexual Exploitation and Abuse (SEA).
- h. On-line training on the United Nations Human Rights Responsibilities

44. **Evaluation during Deployment:** The purpose of evaluation during deployment is to monitor, assess and improve UNMO performance in the execution of mandated tasks. The Force Headquarters should evaluate UNMO team sites at least once a year following a process¹⁵ consistent with the Force/Sector Commander's evaluation of other subordinate military entities. For the sake of efficiency, the same Force Headquarters team used for evaluating subordinate military units may evaluate UNMO team sites according to a prearranged schedule. The emphasis is on addressing challenges that affect UNMO performance and identifying appropriate remedial action. Annex K provides sample evaluation questions. Depending upon mission-specific requirements, the HOMC/FC has full authority and freedom to adjust and select questions for the evaluation.

45. **Individual Performance Appraisals:** The SMO/DCMO in the FHQ should ensure that individual performance appraisals of all UNMO are completed by the end of their tour of duty. Individual performance appraisals are initiated by UNMO Team Leaders. The Team Leader prepares interim performance reports for each UNMO officer every three months and submits them to the Sector Team Leader. Upon completion of the UNMO officer's tour of duty (or upon rotation), the Sector Team Leader completes the final performance report based on the interim reports and then submits the report to the SMO/DCMO at Force Headquarters. The SMO/DCMO endorses the report with comments and submits it (when necessary) to the CMO for endorsement. Finally, the appraised UNMO comments on the report and signs it. UNMO reports down to and including the rank of Lieutenant Colonel, as well as reports on any officer whose performance is deemed unsatisfactory, will be forwarded to UNHQ for further submission to the respective Member State.¹⁶

D.8 Training

46. Officers selected for UNMO should undergo pre-deployment training to prepare them for United Nations service. In accordance with DPKO's policy on Operational Readiness Assurance and Performance Improvement,¹⁷ the shaping, training and preparation of UNMO officers before deployment, as with other UN peacekeepers, is a national responsibility. Once deployed to the mission, UNMO receive additional, in-mission training.

47. **Pre-Deployment Training:** During pre-deployment training, UNMO should be trained on core Pre-Deployment Training Materials, Specialized Training Materials and applicable international humanitarian and human rights law. Training should focus on the skills mentioned in the guidelines including security and safety issues, peacekeeping techniques, mission-specific briefings, United Nations code of conduct, human rights responsibilities of United Nations personnel, cultural awareness, ability to integrate gender in military tasks,

¹⁵ For further details, see Standing Operating Procedures on Force Commanders Evaluation of Subordinate Military Entities in Peacekeeping Operations, 2015.

¹⁶ UNMEM Manual on Selection, Deployment, Rotation, Extension, Transfer and Repatriation of UNMEM in United Nations Peacekeeping Operations, 2012, Chapter V, page 20.

¹⁷ DPKO/DFS Policy on Operational Readiness Assurance and Performance Improvement, December 2015.

radio communications, mine awareness, medical preparation, psychological training, stress management, media handling, map reading, driving skills, vehicle maintenance and self-recovery, and understanding peacekeeper legal status, including United Nations privileges/immunities/liabilities and obligations to adhere to local law. It is advisable that TCCs select UNMO officers from those who have undergone the DPKO-recognized United Nations Military Observer course at international training institutions and regional training centers of excellence.

48. According to the DPKO's Policy on Operational Readiness Assurance and Performance Improvement¹⁸, TCCs must certify that UNMO have undergone pre-deployment training to UN standards and specifications, and that they have the capability and willingness to operate based on accepted United Nations peacekeeping practices to accomplish the mission's mandate.
49. UNMO selected for missions where USG DPKO has authorized the deployment of armed UNMO, must pass firearm proficiency tests as per national standards during pre-deployment training and this must also be included in the certification of TCCs before deployment.
50. **In-Mission Training:** In-mission training priorities and programs are established by the CMO and issued through training command directives based on realistic operational scenarios. The Integrated Mission Training Centre coordinates initial in-mission training for UNMO¹⁹ (thereafter it is a matter of the chain of command). Regular in-mission training includes drills and procedures that UNMO must execute such as observation, verification, investigation, reporting, liaison and advisory tasks. In-mission training consists of mission-specific scenarios with extensive plans involving all mission components. These training scenarios are regularly updated to assist UNMO in the performance of their duties under demanding mission conditions.

E. TERMS AND DEFINITIONS

Non-Permissive Environments

An operational environment requiring extraordinary force protection and life support. Special procedures are required to enable unarmed uniformed and civilian personnel to deploy and operate in these environments, as restrictions on the freedom of movement are highly likely. Non-permissive environments are characterized by a high risk or actual occurrence of hostile acts from belligerent groups or other negative actors involving direct or indirect action against or potentially affecting peacekeeping operations.

¹⁸ DPKO/DFS policy on Operational Readiness Assurance and Performance Improvement, December, 2015, pages 7, 8 and Annex E.

¹⁹ The Integrated Mission Training Centre is responsible for the oversight, coordination and delivery of training to mission staff. This includes the identification of mission training needs and proposed training solutions to meet these needs, the management of the training budget, the coordination of Mission-Specific Induction Training (MSIT) and ongoing training and the delivery of courses as necessary.

**United Nations Military
Expert on Mission**

A serving military officer engaged for UN peacekeeping service to undertake observation, reporting, liaison or advisory tasks in support of the mission mandate. These personnel may include United Nations Military Observers (UNMOs), United Nations Military Liaison Officers (MLOs) or Military Advisers (MILADs), but do not include Military Staff Officers deployed under the TCC MOU.

F. REFERENCES

Normative or Superior References

- A. Charter of the United Nations.
- B. United Nations Operations Principles and Guidelines, 2008.
- C. Report of the Secretary-General on “The future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations,” (A/70/375-S/2015/682) (2 September 2015).
- D. Secretary-General’s Bulletin on Observance by United Nations Forces of International Humanitarian Law [ST/SGB/1999/13].
- E. Secretary-General’s Bulletin on Regulations governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission [ST/SGB/2002/9]
- F. Secretary-General’s Bulletin on Special Measures for Protection From Sexual Exploitation and Sexual Abuse [ST/SGB/2003/13].
- G. UN Policy on Human Rights Screening of United Nations Personnel (December 2012).
- H. UN Policy on Human Rights Due Diligence on UN support to non-UN security forces (2011)

Related Policies, Procedures or Guidelines

- A. DPKO/DFS Policy on *Applicability of the Arrangements of United Nations Security Management to Individually Deployed Military and Police Personnel in DPKO-led Missions* (May, 2008).
- B. DPKO/DFS Policy on *Support to Military and Police Pre-Deployment Training for United Nations Peacekeeping Operations* (Ref 2009.21).
- C. DPKO/DFS Policy on *Gender Equality in UN Peacekeeping Operations* (Ref 2010.25)
- D. DPKO/DFS Guidelines: *Integrating a gender Perspective into the Work of the United Nations Military in Peacekeeping Operations* (Ref 2010.22)

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- E. United Nations Security Management System; *Security Policy Manual, Chapter II* (February 2011) & Chapter III (April 2011)
- F. DPKO/DFS *UNMEM Manual: Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations* (Ref 2010.30).
- G. OHCHR/DPKO/DFS/DPA *Policy on Human Rights in Peace Operations and Political Missions* (Ref 2011.20).
- H. United Nations Force Headquarters Handbook, November 2014.
- I. DPKO/DFS *Protection of Civilians Implementing Guidelines for Military Components of United Nations Peacekeeping Missions*, February 2015 (Ref 2015.02)
- J. DPKO/DFS *Policy on Operational Readiness Assurance and Performance Improvement* (Ref 2015.16).
- K. DPA/DPKO/DFS *Policy on Accountability for Conduct and Discipline in Field Missions* (Ref 2015.10)
- K. "We are United Nations Peacekeeping Personnel" a document containing a review of United Nations' standards of conduct.
- L. DPKO/DFS *Standing Operating Procedures on Force Commanders evaluation of subordinate military entities in peacekeeping operations*, (Ref 2016.02)
- M. DPKO/DFS *Guidelines on Improvised Explosive Device Threat Mitigation in Mission Settings* (Ref 2016.14)
- N. United Nations *Landmines, Explosive Remnants of War and Improvised Explosive Device Safety Handbook*, 2015

G. MONITORING AND COMPLIANCE

- 50. In field missions, the implementation of these Guidelines shall be the responsibility of the HOMC/FC.
- 51. The Office of Military Affairs shall monitor compliance with these Guidelines.

H. CONTACT

- 52. The DPKO point of contact for these guidelines is the Policy and Doctrine Team in the Office of Military Affairs, UNHQ, New York.
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I. HISTORY

53. This is the second set of guidelines on the subject of United Nations Military Observers. It will be reviewed three years from the date of approval.



**Hervé Ladsous
Under-Secretary-General
Department of Peacekeeping Operations**

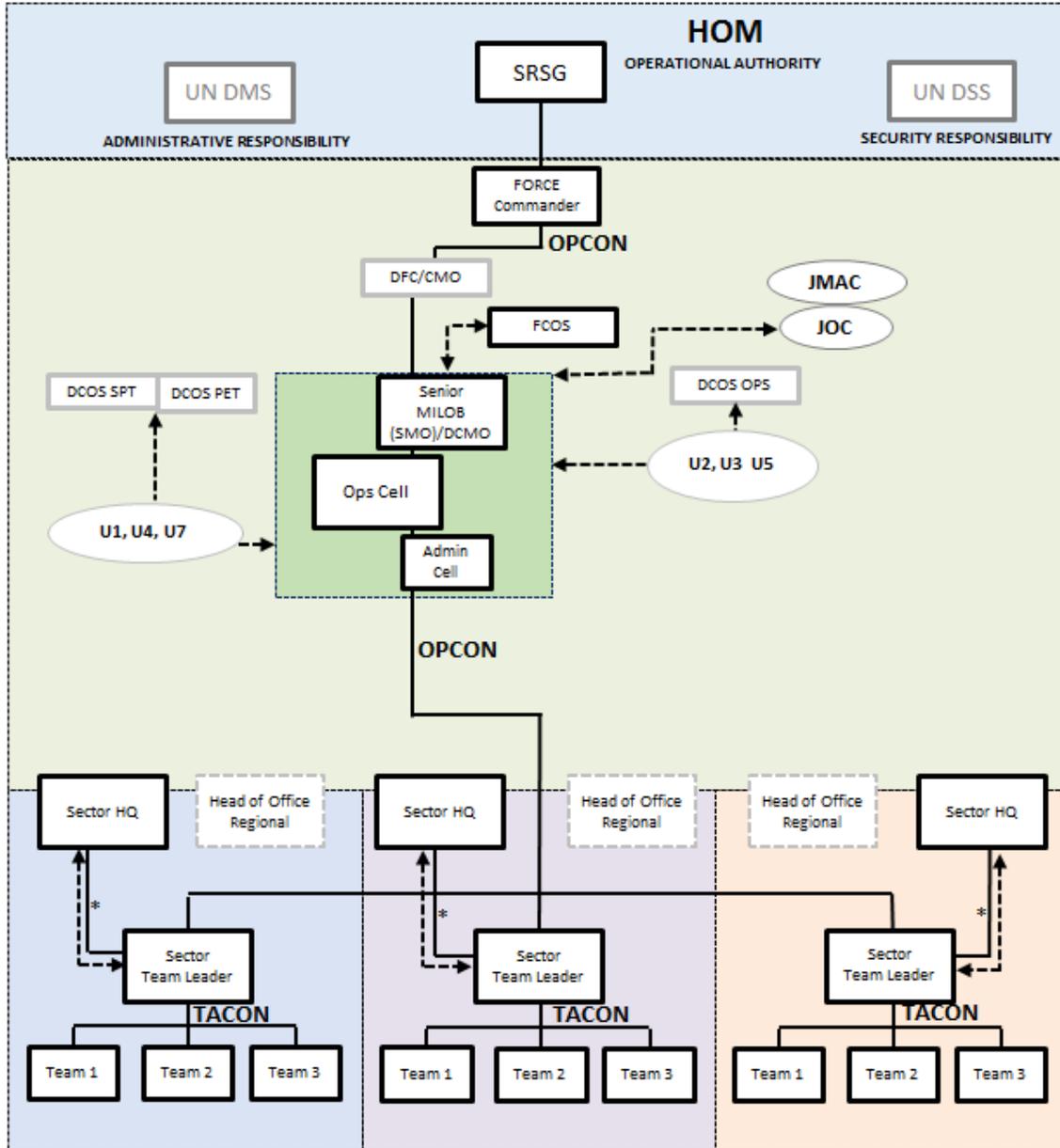
DATE OF APPROVAL: MAR 31 2017



**Atul Khare
Under-Secretary-General
Department of Field Support**

DATE OF APPROVAL: 30/8/2017

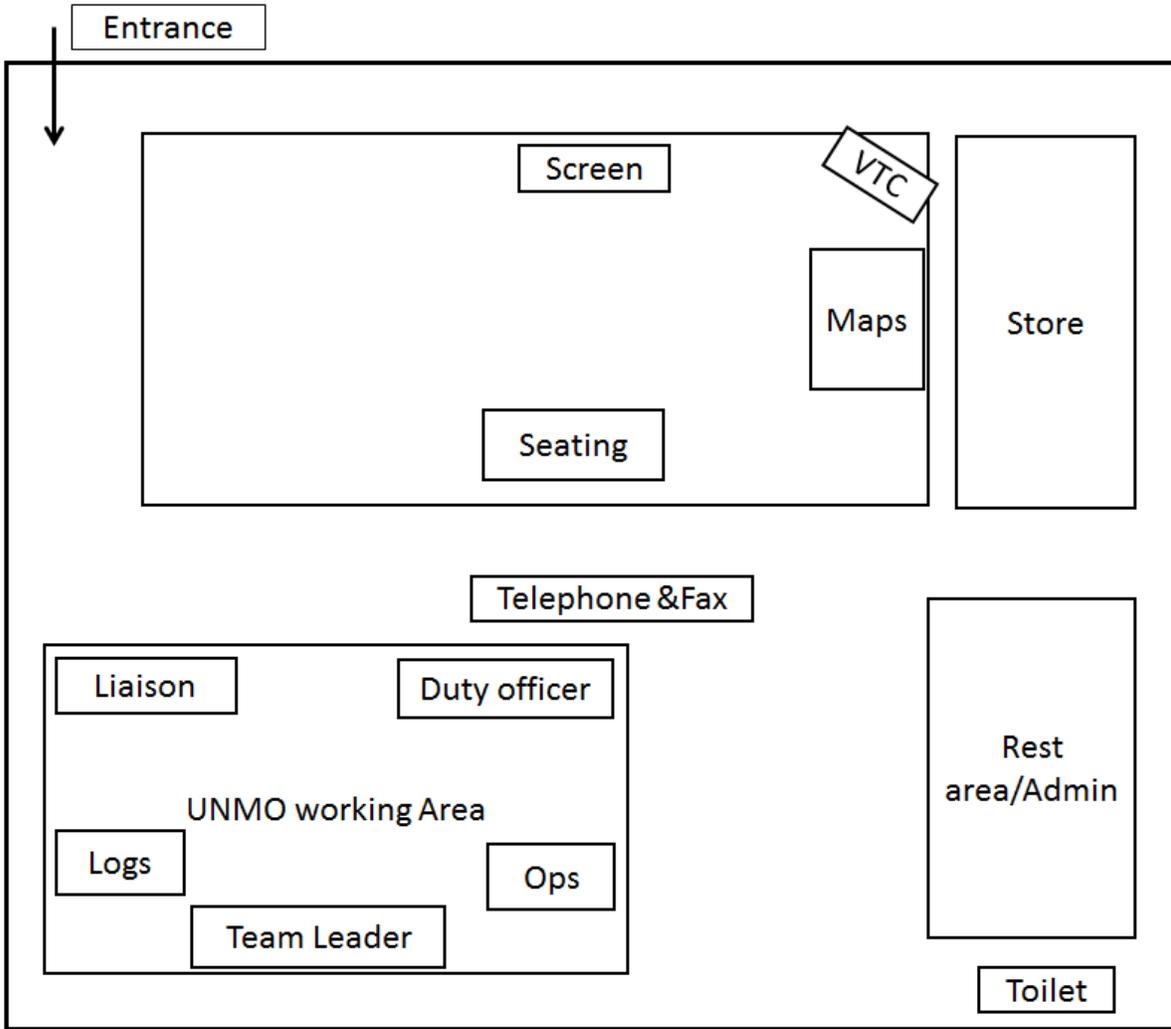
UNMO Command and Control Structure



HOM: Head of Mission
 SRSG: Special Representative of the Secretary-General
 DMS: Director of Mission Support
 DSS: Department of Safety & Security
 DFC/CMO: Deputy Force Commander/ Chief Military Observer
 DCMO: Deputy Chief Military Observer
 FCOS: Force Chief of Staff
 DCOS OPS: Deputy Chief of Staff Operations
 DCOS SPT: Deputy Chief of Staff Support
 DCOS PET: Deputy Chief of Staff Personnel, Evaluation & Training
 JMAC: Joint Mission Analysis Center
 JOC: Joint Operations Center
 U1-8: Functional Staff Officer

— Control
 - - - Coordination
 * Command & Control arrangement as designed by FC/HOMC

Layout of Team Site Operations Room



Suggested Operating Rhythm of a Team Site

Period	Event	Participating/Reporting line
Daily	Morning brief	All team Members
Daily	Two short range patrols (as defined by FHQ)	Weekly patrol plan
Daily	Daily Situational Report	Higher Headquarters
Once a week	One long range patrol (as defined by FHQ)	Weekly patrol plan
Twice a month	One overnight patrol (at least)	Patrol plan
2 hours after the completion	Patrol/operations report	Higher Headquarters
Weekly	Weekly Team Meeting	All team Members
Weekly	Operation coordination meeting	Contingents, UNPOL and other UN agencies deployed in AOR
Weekly	Weekly patrol plan	Team leader, Team operations officer & Higher Headquarters
Weekly	Weekly activity and Information summary	Higher Headquarters
Weekly	Weekly report of equipment and vehicles status	Higher Headquarters
Monthly	Monthly attendance report	Higher Headquarters
Monthly	Monthly logistic report	Higher Headquarters
Immediately as required	Flash report	Higher Headquarters
Immediately as required	Notification of casualty (NOTICAS)	Higher Headquarters

Weekly Patrol Plan
xx-xx Month 20XX

Date	Time		Destination	Distance (Turn Round)	Route	Type of Patrol*	Specific Tasks	Composition**			Communication	Remarks
	ETD	ETA						Leader	Members	Vehicle		
Monday												
Tuesday												
Wednesday												
Thursday												
Friday												
Saturday												
Sunday												

Prepared By: _____

Signature

Approved By: _____

Team Leader

Signature

Note:

*Type of Patrol;

- Long range Patrol
- Short range Patrol
- Verification Patrol & etc.

** Composition: Indicate male and female soldiers separately. For example in case of 6 male and 2 female soldiers: 6m, 2f.

Daily Situation Report

PERIOD COVERED: 1500HRS XX MONTH- 1500HRS XX MONTH 20XX

1. **General Situation:**
2. **Significant activities:**
3. **Highlights*;**
 - a. Violation of ceasefire/peace agreement
 - b. Internal Armed Groups
 - c. Foreign Armed Groups
 - d. Other Unidentified Groups/Bandits
 - e. Host Nations Armed Forces
 - f. Internally Displaced People
 - g. Political issues
 - h. Refugees
 - i. Human Rights
 - j. DDR
 - k. Civil Affairs
4. **Operational**
 - a. **Brief operational activities**
 - i. Details of the Patrols
 - ii. Other activities
 - b. **Planned activities for following day**
 - i. Patrols (including whether patrol was all-male or mixed team)
 - ii. Other activities
5. **Training activities**
6. **Safety and Security**
7. **Any other Information**
 - a. Information details
 - b. Time and space
 - c. Background information
 - d. Assessment and Implication
8. **Personnel**
 - a. Strength
 - b. CTO
 - c. Sick Report Present in AOR
9. **Logistics Status**
 - a. Vehicles
 - b. Communication
 - c. Accommodation

d. Any other logistic issues

10. Comments by team leader

*Note: Include details such as:

- Composition of armed groups / bandits: Any female/male soldiers or child associated with the group? Any differences in roles held by women/men/girls/boys inside the armed groups?
- Movement of forces or armed groups
- Imbalance of population groups among IDP's / Refugees (Are majority children, women, elderly etc.?)
- In case of Human Rights violations, are specific population groups targeted? (Ethnic or sexual minorities, women, men?) Any early warning signs specific to conflict-related sexual violence?
- Any differences in security threats faced by different population groups (Women, men, children, ethnic or sexual minorities etc.)
- Contextual information and observations that may be relevant for early warning (e.g. movements of population, writings on walls etc.)

Patrol Report

Patrol Report Number: (Mission/Team Site/Number)

1. **Date and Time**
2. **Purpose of the patrol**
3. **Patrol Departure and Return DTG**
4. **Patrol Leader and Composition**
(Also indicate whether all male or mixed)
5. **Routes**
6. **Tasks/mission**
7. **Findings**
 - a. About tasks/mission
 - b. Terrain: A description of terrain encountered including condition of routes, villages and other infrastructures
 - c. Local population: Common activities and patterns of movement of men/ women/children, local leaders (E.g. mayor, village elder, school teacher, doctor, religious or traditional leader. Indicate whether leader were female or male), issues reported by men, and issues reported by women regarding security/humanitarian situations, Attitudes towards United Nations peacekeepers (Positive, Fearful, Aggressive, Indifferent), Imbalances in population of villages (E.g. significantly more women than men)
 - d. Humanitarian agencies/NGO/INGOs/women's groups in the areas
 - e. Local host nation authorities and services in the areas
 - f. Armed forces encountered, including composition (male, female, children)
 - g. Miscellaneous information (including potential use of schools for military purposes by armed groups or host nation's military)
8. **Map Corrections:** Any records/observations that may lead to a map correction
9. **Conclusions and recommendations**
10. **Identification of De-briefer**
11. **Commander's Assessment:** The Team leader's assessment of the results of the patrol.
12. **Attachments :** Maps, photos, sketches etc

Incident Report

Initial/ Detail Incident Report: Noof .././20..

1. **Type of Incident:**
2. **DTG:**
3. **Location:**
4. **Involved Group:**
5. **Detail Incident Description*** (Who, what, when, where, why and thereafter, information provided by; conditions/facts/pictures/maps as appendix)
 - a.
 - b.
 - c.
 - d.
6. **Action taken by** (What, by whom and outcome if known)
 - a.
 - b.
 - c.
7. **Assessment and Remarks**
 - a.
 - b.
 - c.
8. **Attachments** : Maps, photos, sketches etc

* **Note:** In case of reporting on any violent act against civilians, specify what type of act (e.g. rape, enforced prostitution, forced nudity, mutilation, torture, maiming etc), number of perpetrators (including whether perpetrators were female or male), any potential affiliation of perpetrator to armed groups or armed forces. Remember to never take photos of victims of sexual violence.

Flash Report
“Short descriptive title”

WHAT	<i>Type of Incident</i>
WHEN	<i>Date and Time</i>
WHERE	<i>Location</i>
WHO	<i>Involved actors/stakeholders</i>
WHY/HOW	<i>Brief description of incident</i>
ACTIONS TAKEN	<i>UNXXXX will follow through its liaison with the parties</i>
ADDITIONAL INFORMATION	<i>Additional information will be delivered as available</i>

Weekly Information Summary
Period Covered

General Situation:

- Political, security, humanitarian and environmental situation

Significant activities:

- Key activities occurred during the reported period.

Assessment*

- Parties to the conflict
- Other armed groups/bandits
- Analysis on the impact in ceasefire/peace agreement
- Analysis on the impact to local population and humanitarian activities
- Analysis on the impact for the military activities and for the security environment.
- The risk level to United Nations military contingents and assets (very low, low, medium, high, very high).

Conclusions

- Short term forecast.
- Any long-term analysis.

Annexure

- When it applies, maps, figures, pictures, graphics, etc. can be attached to the report.

* **Note:** Include details such as;

- Composition of armed groups / bandits: Any female/male /children? Any differences in roles held by women/men/girls/boys inside the armed groups? Any differences in risks/threats posed by female/male/child soldiers? Any schools used by armed groups?
- Any significant differences in security needs of different population groups (Women, men, children, ethnic or sexual minorities etc.)

Skill Set Requirements

United Nations Military Observers (UNMO) require the following professional skills, competencies and personal traits to accomplish their tasks:

Professional Skills and Competencies²⁰

- **Observation and Monitoring.** Includes proficiency in the planning and conduct of patrols, inspection procedures, use of binoculars/night vision devices and basic navigation skills using maps, compasses and Global Positioning System (GPS) devices. UNMO should also have familiarity with the basic structure of armed forces, military weapon systems, vehicles and aircraft, equipment and general military capabilities.
- **Verification and Investigation.** Includes proficiency in United Nations verification and investigation techniques, knowledge of weapons and equipment, verification of minefields, bombs and explosive ordnance. Knowledge of international humanitarian and human rights law and a familiarity with the roles of other entities and actors (both United Nations and non-United Nations) in the mission's area of operations. When observing and recording allegations of human rights violations and abuses, UNMO should be familiar with applicable United Nations principles on human rights monitoring, and procedures for sharing information of allegations and cooperating with human rights components.
- **Negotiation and Mediation.** Includes proficiency in basic negotiation skills, identification of disputes, dispute resolution and prevention of escalation, integration of gender perspective and the use of language assistants. UNMO should be familiar with likely areas of dispute such as communal, tribal, religious issues, disputes over land, resources, property and banditry. UNMO should additionally have awareness of the different roles played by men and women in these disputes and in the area of operation in general, and ability to strategically use this information for more efficient execution of duties.
- **Information Collection and Interpretation.** Includes basic knowledge of information collection, collation, processing, interpretation and analysis.
- **Knowledge of Important United Nations Policy Documents.** Includes familiarity with various Security Council Resolutions (SCR) that are important to the performance of their assigned tasks in the mission area including, but not limited to, SCR 1325 on women, peace and security and related resolutions including conflict related sexual violence, SCR 1265, 1296, & 1674 on protection of civilians in armed conflict and SCR 1261, 1314, 1460 & 1621 on children affected by armed conflict. Includes familiarity with relevant United Nations policies such as the OHCHR/DPKO/DPA/DFS Policy on Human Rights in United Nations Peace Operations and Political Missions, and the Human Rights Due Diligence Policy on UN support to non-UN security forces (HRDDP). Includes familiarity with the guidelines on integrating a gender perspective into the Work

²⁰ For further details, see the UNMEM Manual on Selection, Deployment, Rotation, Extension, Transfer and Repatriation of UNMEM in United Nations Peacekeeping Operations, 2012, Chapter IV, pages 15-18.

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of the United Nations Military, and directives for disciplinary matters involving civilian police officers and military observers, and other documents regulating UNMO conduct and discipline, including the zero tolerance policy on Sexual Exploitation and Abuse.

- **Communication Skills.** Includes the requirement for competent oral and written English language proficiency. English proficiency is required to write reports, brief, liaise with various actors in the field and communicate on voice radio sets. Knowledge of other languages of the mission area is a strong advantage. French language skills are highly desirable in francophone missions.
- **Driving.** Includes requirement for competence in driving a 4x4 vehicle cross-country on non-existent or unimproved roads. Also includes the requirement to have experience supervising vehicle daily maintenance and self-recovery.
- **Equipment Handling.** Includes requirement for competence in using personal computers, communication equipment, GPS and surveillance equipment on a daily basis. Descriptions of equipment that UNMO team sites could be required to use are described in section D.5.
- **Cultural and Situational Awareness.** Includes the requirement to be aware of local customs and values, and understand and respect the cultural diversity and sensibilities of the mission area (both United Nations mission entities and the local population). UN Military Experts should be familiar with the principle of “do no harm.” Within this framework, UNMO must be able to identify whether or not their interaction with the local population, in particular children, could have unintended adverse effects, such as civilians becoming a target for belligerents opposing the United Nations presence.
- **First Aid.** Includes the requirement to have basic knowledge of first aid and stress management. This includes the ability and skills to administer Post-Exposure Prophylaxis (PEP) kits, where appropriate.

Personal Traits²¹

In addition to professional skills and competencies, UNMO must have the right temperament, excellent interpersonal skills, patience, ability to assess and report, and uncommon courage and commitment. It is not always easy to measure and select personnel with these attributes. Nonetheless, strong personal traits are as central to UNMO success as professional skills and competencies. UNMO are required to act with impartiality, maturity, high ethical standards, honesty, trustworthiness and comply with all policies, rules, regulations, instructions, procedures and directives issued by UNHQ and the mission. They must be ‘team players’.

²¹ For further details, see the UNMEM Manual on Selection, Deployment, Rotation, Extension, Transfer and Repatriation of UNMEM in United Nations Peacekeeping Operations, 2012, Chapter V, pages 19-20.

UNMO Evaluation Checklist

This checklist is a generic sample developed for the evaluation of United Nations Military Observers (UNMO) Team Sites. This checklist should be adjusted according to CMO guidance. The CMO has full freedom to modify this checklist and develop a more quantifiable, mission-specific evaluation system.

Ratings are (Unsatisfactory) 1 2 3 4 5 (Excellent)

Generic Questions Related to All UNMO	Circle the value
Do all UNMO have the required skills to perform their tasks effectively?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are all UNMO familiar with their responsibilities?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the required equipment available at the team site and is it functional?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<ul style="list-style-type: none"> Personal protective equipment: blue helmet, fragmentation jackets, etc. 	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<ul style="list-style-type: none"> Communications equipment: HF/VHF Radios, Telephones, Satellite Phones 	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<ul style="list-style-type: none"> Computers, printers, scanners with a reliable network 	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<ul style="list-style-type: none"> Maps, compasses and GPS 	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<ul style="list-style-type: none"> Vehicles: are vehicles equipped with HF/VHF radio and a robust secondary communications system; essential first aid, PEP kits, and medical trauma equipment? Are vehicles equipped with self-recovery equipment? 	(UNSAT) 1 2 3 4 5 (EXCELLENT)
<ul style="list-style-type: none"> Observation/surveillance equipment: video and audio recorders, binoculars, night vision devices. 	(UNSAT) 1 2 3 4 5 (EXCELLENT)
What is the quality of coordination with Sector Headquarters, contingents and other entities in the area of responsibility?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
How is the general flow of information between various entities?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
What are the procedures for holding classified materials?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the evaluated team site well located and suitable to fulfill mandated tasks?	(UNSAT) 1 2 3 4 5 (EXCELLENT)

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Is the team site suitable to host both male and female UNMOs / CLAs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are UNMO aware of security arrangements of their Team Site 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 Team Site?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are UNMO familiar with the United Nations Security Management System (UNSMS) including United Nations Security Risk Management methodology, Minimum Operation Security Standards (MORSS) and Residential Security Measures (RSM)	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are UNMO aware of their responsibilities in regards to the United Nations security policies and procedures?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are UNMO aware of their responsibilities in regard to human rights including responsibilities relating to conflict-related sexual violence and child protection?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are UNMO aware of their responsibilities in regards to SEA?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Have UNMO attended mandatory security orientation training?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Has an SOP been developed with Sector Headquarters and military contingents for the emergency extraction and evacuation of UNMO from the team sites?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are UNMO aware of key directives and guidelines that relate to their tasks and duties?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the UNMO team able to interact efficiently with both male and female members of the population, including the hosting of all-female engagement meetings with women from the local area?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the team have human and material capabilities to deal with male and female survivors of conflict-related sexual violence, and administer any necessary first aid to women/men/children in the cultural settings of the mission?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs developed for the effective functioning of team sites?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are SOPs known by all UNMO at the team site?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are refresher training and CASEVAC/MEDEVAC exercises conducted on a regular basis at the team site?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the Team Leader exercise firm and effective leadership, and is a viable system in place for designating stand-ins and reliefs?	(UNSAT) 1 2 3 4 5 (EXCELLENT)

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Does the team site have personnel replacement management procedures (receive, familiarization, orientation, handover/takeover)?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the team site have a developed battle rhythm (BR) that they follow?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the team site produce and adhere to a daily patrol programme?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are reports and returns comprehensive and on-time?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is first aid training conducted on a regular basis and are UNMO confident in it?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Have UNMO had all their required medical procedures conducted before deploying?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the living conditions of the Team Site clean and hygienic?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Does the team site operate a fair and viable CTO programme?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
What activities are undertaken by the Team Site to ensure cohesion and maintain morale?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the equipment of the team site regularly and effectively maintained?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Are the Team Site accounts run according to establish rules and practices?	(UNSAT) 1 2 3 4 5 (EXCELLENT)
Is the provision of light, electricity and other foods to the Team site in conformity with ex	
Summary of performance:	
Overall Evaluation (UNSATISFACTORY) 1 2 3 4 5 (EXCELLENT)	