

**United Nations Peacekeeping Missions
Military Peacekeeping-Intelligence
Surveillance Reconnaissance (PKISR)
Unit Manual**

**First Edition
2022**



DEPARTMENT OF PEACE OPERATIONS



Produced by:

Office of Military Affairs
Department of Peace Operations
UN Secretariat
One UN Plaza, New York, NY 10017
Tel. 917-367-2487

Approved by:

Jean-Pierre Lacroix,
Under-Secretary-General for Peace Operations
Department of Peace Operations

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Foreword

We are delighted to introduce the United Nations Peacekeeping Military Peacekeeping-Intelligence, Surveillance, and Reconnaissance (PKISR) Unit Manual, an essential guide for commanders and staff deployed in peacekeeping operations, and an important reference for Member States and the staff at the United Nations Headquarters.

United Nations peacekeeping continues to evolve in its complexity, threat environment, and the spectrum of expectations in multi-dimensional UN peacekeeping operations which includes challenging tasks such as restoring state authority, protecting civilians and disarming, demobilizing, and reintegrating ex-combatants. In today's context, peacekeeping missions are deploying into environments where they can expect to confront asymmetric threats, mis- and dis-information, must contend with armed groups over larger and larger geographic areas. Consequently, the capabilities required for successful peacekeeping missions and the provision of timely and accurate Peacekeeping-Intelligence (PKI) supported by PKISR Units demand greater adaptability, flexibility, and interoperability.

UN peacekeeping operations are rarely limited to a single type of activity and must rely on PKI and the delivery of PKISR in a timely manner. Whether deployed in the context of a political framework supporting a peace agreement, or in the context of creating the conditions for a return to stability, peacekeeping missions require the effective and efficient performance of key PKI tasks. These include the timely provision of PKI, overwatch of PK personnel, logistics and support to PK Operations, particularly in situations involving the protection of civilians.

To meet these complex peacekeeping challenges, military components often play a pivotal role in maintaining safety, security, and stability. Under these circumstances, the deployment of a broad range of PKISR Units can contribute decisively towards successful achievement of the Mission's mandate. It is particularly critical when timely and accurate insights into security situations on the ground or significant events are required, through the support of PKISR Units.

As the UN continues its efforts to broaden the diversity of the troop contributing countries, and to ensure the effective integration of all types of UN PKISR units, there is a vital need to formalize capability standards. Together with the seminal work of military experts from numerous Member States, the Department of Peace Operations (DPO) has developed this Manual as a means of enhancing the preparation, operational readiness, and efficiency of UN PKISR Units. This manual seeks to build on the core concepts outlined in the PKISR Staff Handbook and integrates key aspects of the previously published UNMUM-Reconnaissance Unit Manual as well as synchronization to the recently published UNMUM Aviation Unit Manual, DOS Aviation Manual 21 and the UN Infantry Battalion Manual.




Jean-Pierre Lacroix
Under-Secretary-General
Peace Operations

Preface

I am very pleased to introduce the United Nations Peacekeeping Military Peacekeeping-Intelligence, Surveillance, and Reconnaissance (PKISR) Unit Manual, a practical guide for commanders and their staff during peacekeeping operations, as well as for the Member States and the United Nations Headquarters.

I would like to express my sincere gratitude to the Member State Working Group, field missions, training institutions, other peacekeeping practitioners and stakeholders and colleagues from other departments for the dedicated support and contribution they have provided to the creation of this Manual. We will continue to refine and update this Manual ensuring its relevance in the ever-changing operational environment. In the meantime, we have every expectation that this document, especially with the concerted efforts of its intended readers, will contribute immensely to improving and enhancing our collective performance in the pursuit of peace.




Gen Birame Diop
Assistant Secretary-General
Office of Military Affairs
Department of Peace Operations



**ISR Subject Matter Expert Workshop Participants
Drafting Workshop at Global Services Center, Brindisi, Italy
September 2021**

Ser	Name	Country
1.	Lt Col As-Sazid Syed	Bangladesh
2.	MWO (Ret' d) Chuck Beattie	Canada
3.	Capt Christian Winther	Denmark
4.	Capt David Engel	Germany
5.	Lt Col Eric Ametame	Ghana
6.	Lt Col Maxwell Essuman	Ghana
7.	Maj Antonie Franken	Netherlands
8.	Lt Matthijs van Meel	Netherlands
9.	Lt(N) Aleksy Syroezhko	Russian Federation
10.	Maj Dan Lewis (USMC)	United States of America
	OMA/ DPO/ UNHQ	
1.	Wg Cdr Jamie Meighan	Office of Military Affairs, Project Lead
2.	Col Stephanie Tutton	Office of Military Affairs, PDT
3.	Lt Col Myagmarjav Dorj	Office of Military Affairs, MPET



Purpose

The first edition of the United Nations Peacekeeping Missions Military Peacekeeping-Intelligence, Surveillance, and Reconnaissance Unit Manual provides field commanders and their staff a guide for planning and conducting military PKISR unit operations in support of United Nations peacekeeping mandates. The United Nations Headquarters and mission staff will find this manual an essential reference as they plan, generate, and employ PKISR Units and capability for UN missions.

The intent of this manual is not to attempt to override the national military ISR or doctrines/policies of individual Member States or Troop Contributing Countries (TCCs), nor impose requirements on national training, operations, or structures. This manual does not prescribe any military tactics, techniques and procedures which remain the prerogative of individual Member States. Nor is it the intent of this manual to serve as an instrument for PKISR unit selection. Indeed, PKISR unit structures will be adapted, ultimately, in accordance with any concept of operations (CONOPS) and Statement of Unit Requirements (SUR). Afterwards, the Letter of Assist (LOA) and the Memorandum of Understanding (MOU) will be negotiated between the UN and TCC. Instead, this manual serves as a complement to existing or emerging TCC's PKISR Unit capability, and preparation for the enhanced performance achieved through interoperability with other TCCs participating in the peacekeeping operation.

This manual is written primarily at the operational and tactical levels. It is based on UN guidance reflecting lessons learned, feedback from field missions, and input from peacekeeping practitioners experienced in UN PKISR Unit operations. Virtual workshops conducted by interested Member States and TCCs produced the first draft that was finalized in 2021. It was designed to assist contingents in the re-orientation of their units from a national military ISR focus to one in which they are an integral part of a unified UN peacekeeping operation.

This Manual should be read in conjunction with other UN manuals, especially the UN Infantry Battalion Manual, UNMUM-Aviation Unit Manual, the Military Peacekeeping-Intelligence Handbook, and the UN Aviation Manual, to gain a more comprehensive understanding of UN standards, policies and procedures related to peacekeeping operations. This manual also absorbs the key elements of the UNMUM-Reconnaissance Unit Manual last released in 2015 (this UNMUM will be retired).



Scope

This manual focuses on Military PKISR Units, of which there are a variety of types, capabilities, functions, and considerations under the umbrella of PKI and PK ISR. Not all units are the same and not all units will have identical resources, capabilities, and experience.

Discussed within is an overview of the ISR Unit deployed in a UN peacekeeping operation. The capabilities of PKISR Units, under the framework of PKI Policy, the MPKI Handbook and the PKISR Staff Handbook vary, however for commonality and consistency are examined in terms of their employment concept, tasks, organization, and support requirements (pre-deployment, in-mission, and during relief, rotation, and repatriation).

Generic PKISR Unit sustainment is considered, as well as a generic PKISR unit's self-evaluation criteria, considerations and checklists provided along with tasks, conditions and indicators that can be modified to suit any variation of PKISR unit.

Additional focus has been put on self-evaluation, including modified checklists, along with advice on seeking support from the UN or third parties. The intent of this manual is to clarify key aspects of PKISR Units for both military and civilian personnel, and thereby foster a unified approach to PKISR Unit field employment. The remainder of the document uses the term PKISR Unit which includes TCC ISR Unit, ISR Unit and UN PKISR Units.

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CHAPTER 1



1. Employment Concept for PKISR Unit

1.1. Introduction and Structure of the PKISR Unit Manual

The PKISR Unit Manual has been written to assist UN Mission Staff, specifically Sector Commander, PKISR practitioners and those preparing to deploy, to understand, and correctly prepare, deploy, employ, support, and evaluate the full capability of PKISR Units, assets, and analytical capabilities. PKISR Units are highly sought after, highly critical capabilities and this manual provides the frameworks and detail to maximize such capabilities. This manual follows the broad structure of the UN Military Unit Manual Format, with the first Chapter providing foundational conceptual detail that enables all types of PKISR Unit. Chapter 2 provides more specific detail on the different types of PKISR Unit deployed to field missions. For some sections there is overlap with the United Nations Peacekeeping Military Manual (UNMUM) Aviation Unit Manual, however where possible duplication has been minimized. Chapter 3 provides generic detail on support, Chapter 4, details generic training needs and Chapter 5 provides Evaluation frameworks. The Annexes provide amplifying detail for each relevant chapter. Understanding the proper employment and approval authority for PKISR Units is essential to meeting time-sensitive operational demands.

1.2. Essential Terminology

In the drafting of this manual, it was felt that essential terminology be provided upfront to help shape follow on understanding. Many other key definitions can be found in the Military Peacekeeping-Intelligence Policy and Handbook. However, some key terminologies are outlined as follows:

- **Peacekeeping-Intelligence, Surveillance, and Reconnaissance (PKISR):** An indivisible function that synchronizes and integrates the planning and operation of sensors, assets, processing, exploitation, and dissemination systems in direct support of current and future operations.
- **Surveillance:** The systematic observation (indirect or direct) of aerospace, cyberspace, surface, or subsurface areas, places, persons, or things by visual, aural, electronic, photographic, or other means.
- **Reconnaissance:** A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of opposing forces, or to secure



data concerning the meteorological, hydrographic, or geographic characteristics of a specific area.

- **Unmanned Aerial Vehicle (UAV):** A UAV is an unmanned aircraft that is remotely controlled by a UAV operator who is tasked with the overall responsibility for operation and safety of the UAV but does not need to be trained and certified to the same standards as a regular pilot of a manned aircraft as per international civilian or military regulations.
- **Unmanned Aerial Systems (UAS):** The overall term for a system whose components include one or more unmanned aircraft, the supporting network and all equipment and personnel necessary to control the unmanned aircraft.
- **Peacekeeping-Intelligence Requirement Management (IRM):** The ability to trace each peacekeeping-intelligence analysis task to the original peacekeeping-intelligence requirements in the Commander's Critical Information Requirements (CCIRs), Priority Peacekeeping-Intelligence Requirements (PIRs), and Friendly Force Information Requirements (FFIRs) during the Military Decision-Making Process (MDMP) as the basis for their analysis and conclusions.
- **Acquisition:** The process of obtaining data and information to serve as the basis for analysis. Effective acquisition requires direction and planning to ensure resources are used in such a manner as to meet the Peacekeeping-Intelligence Requirements (IRs) most effectively. This includes tasking assets according to IRs, ensuring data and information is reported in a timely manner, tasking assets within their capabilities, and putting in place mechanisms to ensure corroboration and/or verification of information and data as appropriate.
- **Acquisition Management Authority (AMA):** The authority retained at the appropriate level within the mission HQ that approve, prioritize, and task acquisition. The nature of the mission will determine if this function should be held by military or civilian and a simple way of determining this is whether the CCIRs are those of the Force Commander, Head of Mission, or both.
- **Acquisition Management (AM):** The process of converting Peacekeeping-Intelligence requirements into acquisition requirements, establishing, tasking, or coordinating with appropriate acquisition units or assets, monitoring results and re-tasking as required.
- **Human Peacekeeping-Intelligence (HPKI):** Acquisition by a trained operator of information from people. It uses unincitvized human sources as a tool and a variety of acquisition methods, both passively and actively, to gather information to satisfy the commander's peacekeeping-intelligence requirements and cross-cue other peacekeeping-intelligence disciplines.



- **Open-Source Peacekeeping-Intelligence (OPKI):** Peacekeeping-intelligence derived from information acquired through publicly available media sources, including radio and television broadcast, newspapers, magazines, journals, social media, and the internet etc.
- **Geospatial Peacekeeping-Intelligence (GPKI):** The exploitation and analysis of imagery and geospatial information in response to peacekeeping-intelligence requirements. The production of GPKI combines mapping, charting, imagery, imagery peacekeeping-intelligence (IPKI) and geospatial information. Geospatial information refers to the use and analysis of geospatial data and geographically referenced activity. It is in essence data that refers to a physical phenomenon. A major subset of GPKI is:
 - **Imagery Peacekeeping-Intelligence (IPKI):** This is the analysis and interpretation of imagery to produce peacekeeping-intelligence. The source of the imagery is irrelevant. Imagery can be acquired through a system of sensors and platforms. Sensors can acquire the data and the platforms are the vehicles or objects to which the sensors are attached, and which can determine where the sensors can capture the information. Platforms can include: Satellites, airborne (crewed and uncrewed fixed wing or rotary wing aircraft, balloons), ground-based (crewed or uncrewed, stationary or moving objects) and maritime (ships, underwater vessels, buoys). Sensors may include: passive sensors (electro-optical, infrared) and active sensors (LIDAR, Synthetic Aperture Radar, Sonar).
- **Signals Peacekeeping-Intelligence (SPKI):** SPKI is peacekeeping-intelligence-gathering by interception of signals, whether communications between people or from electronic signals not directly used in communication. SPKI is derived from electronic signals and systems of interest, such as communications systems, radars, and weapons systems. It provides a vital window for missions into a threat's capabilities, actions, and intentions. SPKI is further sub-divided in two categories:
 - **Communications Peacekeeping-Intelligence (CPKI).**
 - **Electronic Peacekeeping-Intelligence (EPKI).**

1.3. Command and Control (C2) Structures

The nature and success of PKISR is within an integrated staff approach where Peacekeeping-Intelligence staffs plan and synchronize required actions, operations personnel execute the plan while Communications and Information Technology Systems (CITS) support the

acquisition activity (Figure 1). C2 relationships should normally fall within the guidelines outlined in the UN Policy for Authority and Command and Control dated 2019.

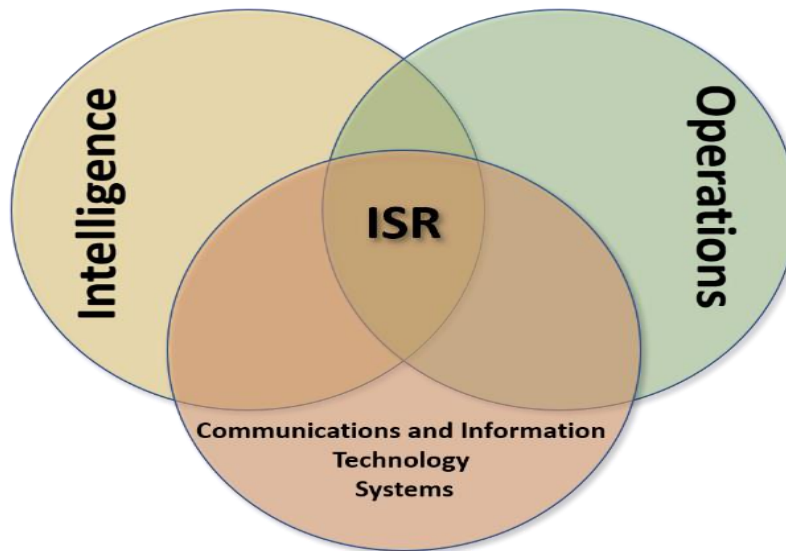


Figure 1: Integrated Activities

The UN Operations Officer, or their staff, have the responsibility to conduct PKISR activities through tasking to subunits and the allocation of PKISR assets such as UAVs, observation posts or planned patrols.

The UN Peacekeeping-Intelligence Staff are responsible for conducting an Analysis of the Operational Environment (AOE) process (and its periodic revision based on the situation). The AOE process assists in defining and understanding the nature of the operational environment and how it impacts the UN Peace Operation. AOE, as one of its outputs identifies adversarial possible courses of action and defines where PKISR is most effectively applied. AOE is discussed in detail in Chapter 1.6. In addition, more information regarding AOE can be found in the UN Military Peacekeeping-Intelligence Handbook. PKI staff will also incorporate the outputs of the PKISR process into their assessments, revising the AOE and other products to ensure currency.

CITS is necessary to provide the architecture and process capability to enable PKISR. Therefore, the C2 of PKISR is a function of the coordinated activities of Peacekeeping-Intelligence, Operations, and CITS Staffs. These activities are conducted through the formation of Working Groups (WG) and Management Boards. These WGs and Boards are chaired by either the U2/U3 or by both as co-chairs. The size and frequency of these activities is based on the mission size, mission complexity and staff routine rhythm as determined by the Mission Commander.



1.4. Purpose of the PKISR Unit

1.4.1 Introduction

PKISR is the practice that links several battlefield functions together to assist a UN military force in employing its sensors and managing the information that is gathered. This is not an activity limited or restricted to just the military elements of a mission, and through effective planning and integration can also be critical in supporting the civilian pillars in assisting them in meeting their objectives. Information is acquired on the mission area through the deployment of sources and sensors. This information is then processed by Peacekeeping-Intelligence personnel and passed to the commander and his staff for use. Peacekeeping-Intelligence is processed information that contributes to an understanding of the operating environment and the threat in the context of the UN.

1.4.2 Purpose

The purpose of the PKISR Unit is to obtain critical information as part of the management of all steps in the Peacekeeping-Intelligence cycle on behalf of the commander, therefore improving the commander's decision-making through enhanced situational awareness. An effective PKISR Unit can provide early warning of threats as well as enable UN forces to increase effectiveness and coordination.

1.4.3 Organization and Structure

The PKISR Unit depending on its size can be deployed at either HQ or sector level. Although "centralized control" is good practice when deploying an PKISR Unit, it can be either the only acquisition unit in the Area of Peacekeeping-Intelligence Responsibility (APIR) or can be used as a host unit that deploys acquisition capabilities in support of other units. The unit must also have a common C2 architecture capable of employing and synchronizing all tactical and operational acquisition assets in the UN field missions. Furthermore, it must have an analysis/intelligence element capable of processing specialized forms of acquired information (such as imagery, radar, and signals) and turning them into useful and relevant Peacekeeping-Intelligence; these specialized analytical skillsets are often not available within the wider Peacekeeping-Intelligence staff. It is possible that this section or unit is federated with information being exploited in another location. The success and abilities of the PKISR Unit heavily depend on the organization and structure. The PKISR Unit can consist of a variety of acquisition assets such as those listed below, but not limited to:

- Ground Reconnaissance Forces including Long Range Reconnaissance
- UAS
- Manned Airborne PKISR



- HPKI Units
- SPKI Units
- OPKI
- Acoustic Peacekeeping-Intelligence Units
- Aerostat Units

1.4.4 U2/G2

The PKISR Unit will normally integrate at either HQ or Sector level based on the specific nature of the acquisition assets, normally as part of the Mission Peacekeeping-Intelligence Coordination Mechanism (MICM) outlined in detail in 1.6.8. The specific C2 relationship between the PKISR Unit and U2/G2 must be agreed on for the specific mission to fulfil the responsibility to the commander in the best possible way. PKISR Units will in most cases be tailored to task, deploy, and control their own organic acquisition assets and furthermore analyze the acquired information. PKISR Units will share acquired information with relevant components either subordinate or higher levels with prior approval from mission leadership.

1.5. The Peacekeeping-Intelligence Cycle as it relates to PKISR Units

The Peacekeeping-Intelligence Cycle¹ is a constant process to ensure an information acquisition focus based upon the direction of UN mission's Peacekeeping-Intelligence requirements. These mission requirements are developed through AOE and direction / guidance from the mission's senior staff. The four phases of the Peacekeeping-Intelligence Cycle (Direction, Acquisition, Processing and Dissemination) lend themselves to the functions necessary to transition PKISR information into actionable Peacekeeping-Intelligence for situational awareness required to support tactical, operational, and strategic level decision-making of the UN Mission Commander. It is important that PKISR Unit personnel and leadership understand the Peacekeeping-Intelligence Cycle to ensure better delivery of capability as well as analysis in support of the commander.

¹ DPO, PKISR Staff Handbook, 2020, Figure 1, Page 6.

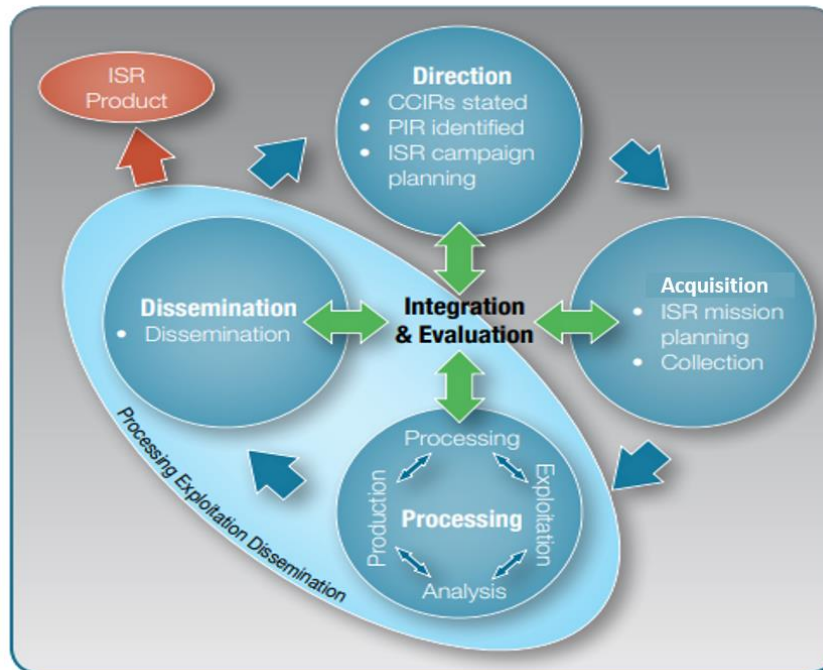


Figure 2: Combined Peacekeeping-Intelligence and ISR Cycle

1.5.1 Direction

Direction is the first phase of the Peacekeeping-Intelligence Cycle. This phase is initiated by analysis of the Commander's Intent, this is often formally given during the 'intelligence dialogue' element of the direction stage, informed by deliberate planning conducted in the AOE process in the development of CCIR, PIR and other IRs as defined in the UN Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook².

1.5.2 Acquisition

Acquisition identifies, coordinates, tasks, and positions PKISR assets or resources against prioritized acquisition requirements defined in the AOE process. The process addresses factors such as the availability of PKISR assets, appropriate platforms and sensor capabilities, threats to PKISR assets as well as timeliness of the PKISR response for acquisition operations. The nature and success of this phase requires an integrated staff approach where Peacekeeping-Intelligence staff plan and synchronize required actions, operations personnel execute the plan while CITS supports the acquisition activity.

² Ibid., Para 2.2

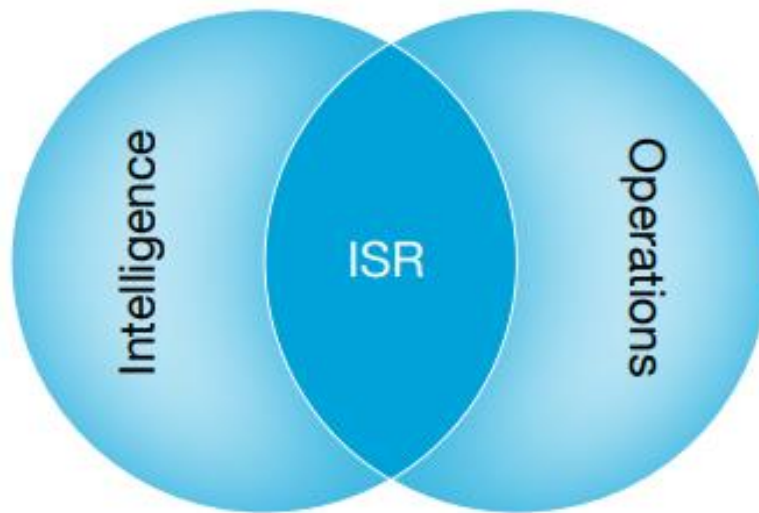


Figure 3: Staff Integration

1.5.3 Processing

Processing entails the transformation of data acquired during the acquisition phase of operations into actionable Peacekeeping-Intelligence that can be disseminated directly to users for immediate situational awareness, to support further analysis and exploitation or fusion with other information sources to produce Peacekeeping-Intelligence. (**Note:** This phase can be further enhanced through the establishment of Processing, Exploitation and Dissemination (PED) processes and capabilities that are focused on operations). As a process, PED takes data or information acquired by a sensor, processes it into a useable format, subjects it to initial analysis, and then quickly feeds it to decision makers. As a capability, PED is the amalgamation of personnel, communications systems, and architecture (networking) required to turn data into actionable information. The Processing phase has four distinct sub-phases:

1. Processing converts acquired raw data into Peacekeeping-Intelligence. This may be as rudimentary as changing raw data into an intelligible form. Processing also entails the collation of information received, recording it, and grouping all information acquired. Relevant time-sensitive information should be immediately disseminated to appropriate users and decision-makers. In the processing phase, some information is suitable in its raw form to meet a user's requirements. The processing sub-phase will evolve as an iterative function that employs the links and nodes of the networked UN force to share information, with the aim of enabling those handling it to add value to the information received. Information handling, therefore, becomes primarily a value-adding activity rather than an administrative function concerned mainly with Peacekeeping-Intelligence routing. In this way, processing becomes a collaborative function that uses the expertise of different mission elements/entities, seamlessly connected as part of a network, to refine and improve the quality of the PKISR product as it is disseminated throughout the force.
2. Exploitation and Evaluation is a subphase in which information is transformed into Peacekeeping-Intelligence through a structured series of cognitive actions. Evaluation



appraises each item of information in respect of the reliability of the source and the credibility of the information. There are many reasons, including deception and objectivity, as to why information may not be reliable or accurate based upon:

- a. the objective judgment of the evaluator,
 - b. experience with previous information provided by the same source; and
 - c. where information is provided by a sensor, a knowledge of the capabilities of the sensor system is essential.
3. **Analysis** marks the subphase in which processed information is reviewed to identify significant facts for subsequent interpretation. It involves the detailed examination of an item of processed information and the resolution of the information into its component elements or facts. Even the most basic report should contain elements indicating the timing, location, nature, and extent of a given activity. Each element must be isolated to facilitate subsequent integration with other similar items.
- a. **Integration** enables the creation of a coherent Peacekeeping-Intelligence picture through the synthesis of deductions drawn throughout the analysis sub-phase. It involves the selection, combination, and comparison of the deductions of analyzed information with other related items of information or Peacekeeping-Intelligence, specifically basic peacekeeping-intelligence, so that meaningful patterns and relationships are identified and clarified. Integration synthesizes deductions and establishes peacekeeping-intelligence patterns.
 - b. **Interpretation** is the last step in Analysis, during which the significance of integrated information and Peacekeeping-Intelligence is judged in relation to the commander's mission, PIR/IR, and basic knowledge, to create finished Peacekeeping-Intelligence. Interpretation is a deliberate and objective mental process, based on common sense, experience, service knowledge and training, an understanding of friendly forces, threats to the mission, physical elements (e.g., weather, terrain), and a thorough grasp of the existing peacekeeping-intelligence picture.
4. **Production.** PKISR products may be created in diverse formats and types, which are defined by the commander and users at the different levels of the UN command. A PKISR product can be information that has been initially processed and identified for immediate forwarding to a specific user who urgently requires it. It can also be information that is input into Peacekeeping-Intelligence and operations databases, or directly into dynamic-awareness tools such as a common operational picture (COP).

1.5.4 Dissemination

Dissemination involves the delivery of information and Peacekeeping-Intelligence to decision makers. Effective dissemination incorporates the factors of timeliness, easily understood products and maximizing the amount of relevant information available. Dissemination, which does



not involve a processing phase, may involve sending raw data to an end user. Disseminating acquired raw data and processed information throughout the network not only allows commanders to access the information they need when they need it, but also facilitates more effective integration and synchronization. Nevertheless, it should be clear what raw data to make directly available, and why, should be clearly established as there is a risk that raw data may be misinterpreted or used incorrectly and could potentially slow down the effectiveness of the PKISR cycle. Accordingly, raw data should only be available to commanders and staffs who have the capacity and context to use the data appropriately. The movement of data should always be considered in the context of the ‘need to know’ principle based on the requirements of data protection.

1.5.5 Integration and Evaluation

Integration and Evaluation. Throughout the phases of the PKISR process, there is a continuous, central requirement for information to be integrated and evaluated. Data, information, and Peacekeeping-Intelligence are continuously integrated throughout the PKISR enterprise. After accessing or receiving the PKISR product, users evaluate the information and/or Peacekeeping-Intelligence to determine if it satisfies their requirements, and they provide feedback to PKISR planners and analysts. In turn, PKISR planners and analysts provide feedback to acquirers about the results and effectiveness of their missions. This will allow acquisition managers to amend their acquisition plans to conduct more efficient and relevant acquisition operations. Additionally, providing feedback on command and control, data management, connectivity, and accessibility, promotes improving the information-sharing architecture and connectivity to meet end-user requirements.

1.6. Peacekeeping-Intelligence Requirements Management (IRM), Acquisition Requirements Management (ARM) and Acquisition Operation Management (AOM) Process

PKISR is an inherently integrated function that is strongly connected to both Peacekeeping-Intelligence and operations. In general, the PKISR enterprise that supports an UN peacekeeping mission is comprised of multiple PKISR assets³ and PKISR capabilities⁴. These factors make PKISR a complex function that relies strongly on planning, coordination, deconfliction and integration to achieve operational success.

To mitigate the complexity of the PKISR enterprise, IRM, ARM and AOM are instituted in the staff section of all PKISR Units within a UN peacekeeping mission. Often the ARM and AOM roles fall under an umbrella AM function. Below the mission level however this may be

³ An individual, detachment, unit, sensor, or platform, which can be tasked by respective authorities to achieve ISR results

⁴ An asset supported by organizations, personnel, acquirer’s systems, supporting infrastructure, processing, exploitation, and dissemination (PED) processes and procedures to achieve a designated ISR result.



done by one or two individuals within the peacekeeping-intelligence or operations staff. The task of IRM sections is to create oversight in what IRs are articulated, what IRs have been answered and what IRs still need answering. The task of ARM sections is to subsequently create an acquisition plan for open AR's. The task of AOM is to execute the plan based on the assets available and sensors required. Frequently AM encompasses AOM functions.

Because IRM, ARM and AOM is expected to take place on all levels of UN peacekeeping missions and throughout a wide variety of PKISR cells within units, arranging one or more management boards or working groups that connect the different cells can support the planning, coordination, deconfliction and integration of all UN PKISR activity.

Because these management processes are widespread, there is no single manner for PKISR Units to manage IRs and acquisition. This means that these processes can differ from mission to mission and may even differ from sector to sector. Therefore, this manual represents a generic approach capturing best practices.

Connecting the different cells through PKISR management boards directly benefits the PKISR Unit as it creates a multilateral forum that incorporates the many bilateral lines between management cells. By doing so PKISR management boards add to the coordination, deconfliction and integration of PKISR Units, and it eases the process of decision-making on PKISR planning.

Suitability of specific management boards is dependent on the situation in which PKISR is conducted and mission requirements. It is possible that at sector level, such boards are not required or do not exist, and if they do exist are incorporated into other entities or processes.

The Peacekeeping-Intelligence Management Board (PKIMB) is the main force level management and oversight board. The PKIMB is to ensure the effective management oversight of activity and the execution of appropriate command and control. The PKIMB is to regularly validate the PIRs and their prioritization to support the development of the Peacekeeping-Intelligence Acquisition Plan (IAP). This adheres to their task of providing clear direction and guidance for the PKISR team. The PKIMB format is described in detail in the PKISR Staff Handbook Chapter 3.11.

The Mission Peacekeeping-Intelligence Coordination Mechanism (MICM) directs and oversees the PKI cycle within the mission, including the MPKI cycle. The PKISR process is part of the MPKI cycle, as described in Chapter 1. The MICM can be a separate meeting or incorporated with other PKI related management boards. If the MICM process is active the JMAC fulfils an important leading role in the MICM. If the MICM is not active within the mission, then the PKIMB should be led by Chief U2, with ChiefU3 as co-Chair as appropriate.



Figure 4: MICM and FHQ Structure

1.6.1 Communication and Connectivity

The various Peacekeeping-Intelligence and Acquisition Boards already described are interconnected in their role of information and draft planning hubs within the force, sector, and battalion levels of the mission. Through such board meetings, they can share information laterally and horizontally to discuss outstanding IRs, collectively discuss the best possible match between available PKISR assets or capabilities, as well as resolve other critical elements. In support of this process management boards and their participants should maintain continuous communication outside of meetings to maintain synchronization and plan board meetings in a manner that maximizes efficiency. The U6 performs a vital role in supporting these activities.

The PKIMB should remain closely connected to supporting management boards ensuring effective management-oversight of activities, execution of appropriate command and control measures and to maintain clear direction and guidance. This will aid synchronization within the Peacekeeping-Intelligence cycle and facilitate integration with the operations cycle.

1.6.2 Tasking

Once an IR has been validated and it has been established that the requested information is not readily available, the information can be acquired either through tasking one's own PKISR asset or per PKISR Request (ISRR) to the appropriate acquisition capabilities at a higher/adjacent command or to an associated agency.

To be able to deal with tasking and requesting, the management should have strong links with the IRM and ARM functionality. RFIs and ISRR's should be cross checked against available information with the IRM functionality before being turned into an IR and passed to the IAP manager. Tasking should be done through PKISR Planning and Ops that rest within the Acquisition Management (AM) functionality.

The AM staff unit holds authority to make an ISRR request to a higher/adjacent command or to an associated agency.



The highest level of authority to task PKISR assets and capabilities is the Acquisition Management Authority (AMA). This position should be held by a high-ranking official such as the U3 or U2. The AMA can delegate its tasking authority to a lower-level commander, usually the chair of the Peacekeeping Acquisition Management Board (PKAMB).

In addition, the AMA has the authority to develop, establish, validate, and prioritize IRs; establish guidance for PKISR asset tasking; and to develop and execute acquisition, exploitation and dissemination plans and strategies.

Prioritization of tasking is facilitated through the guidance of the AMA. In addition, a Standing and Daily PKISR Annex can set the further framework for planning and coordination of PKISR activity within the mission in general and daily PKISR activity in specific.

1.6.2.1. Types of Tasking

Pre-planned PKISR tasks are those in the IAP scheduled for acquisition based on the priorities set through the PKAMB. The planning cycle for acquisition must be sufficient to allow for the IRM and ARM cycle to administer the requests for information and the boards to allocate the resources necessary. Ideally the cycle should see an RFI to PKISR Mission conducted 48-72 hours later depending upon operational conditions.

Dynamic PKISR Tasking is the result of a high priority incident that occurs in which PKISR assets that were working on the IAP must be re-tasked from a pre-planned mission. An example would be UN Troops in armed contact and an acquisition asset on a pre-planned mission is ordered to support the dynamic tasking. This planning activity happens between the AMA and the AOM. The AMA authorizes the re-tasking and the AOM executes it, ensuring the appropriate level of PED support is available. The original pre-planned mission is re-prioritized in the Acquisition Tasks List (ATL) if required.

1.6.2.2. Responsibility of Acquisition Requirements Management (ARM)

ARM is the management staff function of converting the validated, prioritized, and structured RFIs and IRs into acquisition requirements. This also contributes to the allocation of analytical resources assigned to the PKISR mission.

The ARM function processes and prioritizes ARs; tasks, requests, or coordinates these requirements with the available and appropriate acquisition capabilities, assets, or commands; and monitors the results re-tasking as required.

The ARM process must take into consideration the availability of assets, sensor coverage, environmental conditions, and communications capabilities to make the best use of the sensor's acquisition capabilities.

The ARM process ends with the (PKAMB) which prioritizes all the acquisition and produces an Acquisition Plan.

1.6.2.3. Acquisition Operations Management (AOM)

AOM is a function that ensures the PKISR Process is conducted efficiently through the Tasking, Acquisition, Processing, Exploitation and Dissemination (TAPED) steps of analysis. AOM executes the Acquisition Plan (AXP) and conducts the post-mission Measures of Effectiveness (MoE)/ Measures of Performance (MoP) analytics.

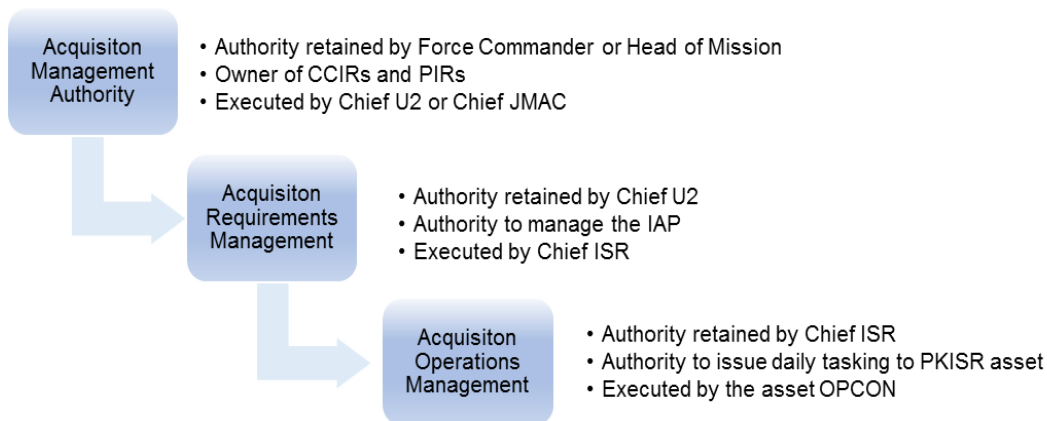


Figure 5: Typical AMA-ARM-AOM Relationship

1.7. PKISR Planning

PKISR operational planning is conducted by IRM and ARM elements within the force to support the decision-making process by assessing knowledge gaps in PKI and determining how these knowledge gaps can best be resolved.

PKISR planning occurs prior to the start of general operations and is continuous throughout the Mission as future ops evolve into current ops. The Military Decision-Making process should be supported by the PKISR (planning) process. For this reason, PKISR operational planning is an integral part of the operations planning process and PKISR planning must be included from the start of all planning activity.

PKISR planning is a cooperative process that will take place simultaneously across all levels of command of a UN PK mission and aims to integrate and harmonize UN acquisition capabilities on all levels.

Formations below mission level must ensure that their own PKISR and operational planning processes are harmonized with higher level PKISR planning. This is to ensure coherence across PKISR products and to prevent misunderstanding at different levels

PKISR planning should reflect the fact that there are traditionally more acquisition requirements than traditional PKISR assets and capabilities. It is important that PKISR planners communicate with requesting units either directly or through boards such as the MICM or similar, regarding likelihood of asset allocation and expectation management.



Once it is established what effects should be achieved during the Mission, and a corresponding campaign plan/operational design has been created, an IAP will be established from the articulated CCIRs and IRs. Subsequently, IRM and ARM is conducted throughout the Force.

On request of an originator (higher, lateral, subordinate commands, agencies, and organizations etc.) the IRM and ARM cycle starts. IRM and ARM are conducted to prioritize and delineate between RFIs and ARs. This results in one or more IAPs.

Once the IAP has been established, a PKISR plan is developed by the AOM. During development of the PKISR Plan AOM should consider influencing factors, such as suitability and availability of assets, risk, operating environment, and corroboration of assets.

The identification of initial Peacekeeping-Intelligence acquisition requirements as part of PKISR planning can depend on the likelihood of specific activities and the areas in which they are expected to occur which - when observed - will reveal more information about threat activity and tactics. The areas in which these activities or indicators are expected to take place are designated as Named Areas of Interest (NAIs). The NAIs and their associated indicators are depicted on the Event Overlay and Event Matrix. Acquisition against High Value Threats can become NAIs if they are critical to a particular activity or operation. The next section will address the Event Overlay, the Situation Matrix, Wargaming, and how they are linked.

1.7.1 Event Overlay

The Event Overlay is one approach to help in PKISR planning. It is developed by comparing analysis of each of the COAs that the threat can execute (see Figure 6). The purpose of this comparison is to identify those NAIs that are unique to the adoption of a specific threat COA or a limited set of COAs. Conversely, those areas and activities that are common to all COAs are eliminated from consideration because they are not useful in differentiating the adoption of one COA over another.

Constructing an Event Overlay

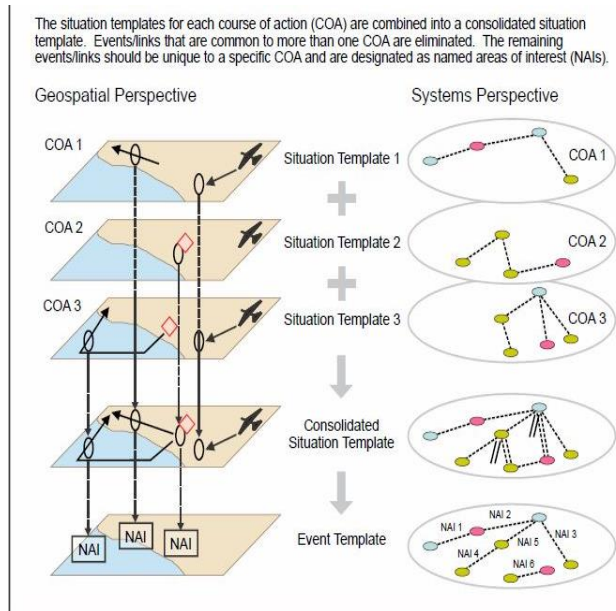


Figure 6: How to make an Event Overlay

1.7.2 Situation Overlay

Once an Event Overlay is completed, another tool that can be used is a Situation Overlay. The Situation Overlay shows the COA’s events along a timeline with threat activities occurring based on the environmental function (for example Space activities). The Situation Matrix supports the situational template’s depiction of activities.

Type Operation		Time								
		D-7	D-6	D-5	D-4	D-3	D-2	D-1	D	D+1
Air	4354th and 4326 Air Wings deploy to demilitarized zone (DMZ) South Airfield.									
				12th Mobile Missile Brigade deploys to alternate positions.						
Maritime	2/3 of Red Fleet redeploys to temporary DMZ naval facility.									
				Red Fleet screens maritime approaches to DMZ.				Red Fleet commences sea denial operations in the West Pifhian Sea.		
Ground	Improvements to transportation infrastructure in DMZ.									
				4th, 5th, 18th Mech Corps move to DMZ.						
Space	Space Launch Vehicle-III with co-orbital antisatellite (ASAT) erected at Launch Site 34 at Red Land Space and Missile Center.									
							ASAT launch			
Electronic Warfare	430th Radio Brigade continues to jam Radio Free Pifhia broadcasts.									
							430th Radio Brigade commences jamming activity against Blue DMZ units.			
Cyberspace	Virus attacks against Blue Land logistic systems.									
							Red Land implements new systems security procedures.			

Figure 7: The Situation Matrix

1.7.3 Event Matrix

The Event Matrix is one approach to visualizing PKISR planning and supports the event template by graphically providing details on the type of activity expected in each NAI (Figure 8), the times the activity is expected to occur, and the COAs with which the activity is associated. Although the primary purpose of the event matrix is to facilitate Peacekeeping-Intelligence acquisition planning, it can also serve as a useful aid in situation development and wargaming (Figures 9 and 10).

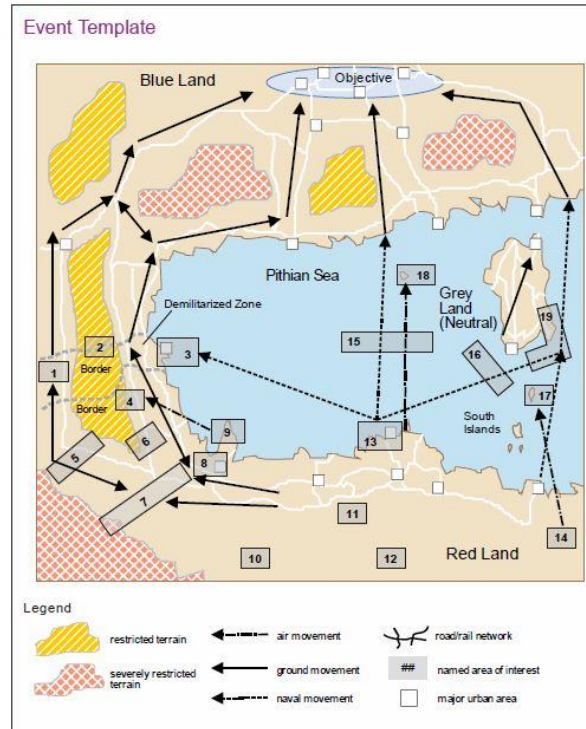


Figure 8: NAI Event Template

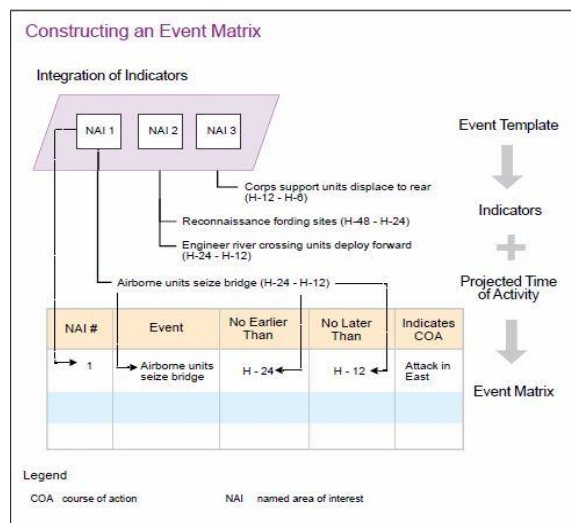


Figure 9: Construct an Event Matrix



Event Matrix

NAI	Event	Time		Indicate COA
		Earliest	Latest	
1	Laying of minefields and construction of obstacles in depth in the demilitarized zone (DMZ).	D-10	D-0	Defend
2	Improvements to transportation infrastructure in northern DMZ.	D-10	D-1	Attack (in West)
3	Presence of additional surface combatants and minelayers at DMZ port.	D-7	D-3	Reinforce
4	Deployment of additional combat aircraft at forward airfield.	D-7	D-1	Reinforce
5	Northward movement of red corps size force.	D-3	D-1	Attack (in West)
6	Northern movement of two more corps.	D-3	D-1	Attack (in West)
7	Occupation of red strategic defense belt by second echelon units.	D-2	D-1	Retrograde
8	Presence of red surface combatants and minelayers.	D-3	D-1	Retrograde
9	Deployment of additional combat aircraft near red strategic defense belt.	D-7	D-1	Retrograde
10	Departure of mobile missile units from garrison and local dispersal areas.	D-3	D-1	Attack
11	Concentration of additional aircraft at rear airfield.	D-2	D-1	Defend
12	Presence of intermediate-range ballistic missiles on or near launch pad.	D-3	D-1	Attack
13	Departure of surface combatants and amphibious support ships from port.	D-6	D-4	Attack
14	Concentration of additional combat aircraft.	D-2	D-1	Defend
15	Northward transit of amphibious task force.	D-6	D-3	Attack (in Center)
16	Eastward transit of amphibious task force.	D-6	D-4	Attack (in East)
17	Deployment of additional combat aircraft.	D-3	D-1	Attack (in East)
18	Deployment of additional combat aircraft.	D-3	D-1	Attack (in Center)
19	Northward transit of amphibious task force.	D-5	D-4	Attack (in East)

Legend
COA course of action NAI named area of interest

Figure 10: The Threat Event Matrix

1.7.4 Wargaming

Wargaming the threat COAs helps to put threat’s actions into UN Command Staff’s focus. Each COA event matrix is conducted as a walk through done in turns. Usually, the Force Chief of Staff chairs the wargame activates and acts as the UN Commanders adjudicator. The threat with the initiative begins (usually the U3/G3/S3) and the next move is by the U2/G2/S2 and so on. How the threat counters the UN Commanders activities, how activities are detected and by what systems can be part of this activity. As such it situates the acquisition requirements, assets needed, and the NAI provide the geolocation for the acquisition requirements.

Useful formats for presenting PKISR plans are the Effects Matrix, the PKISR Synch Matrix and the PKISR overlay.

During tactical PKISR planning both staff and unit level can increase PKISR results by optimizing the use of PKISR sensors. This is done by considering the task provided, the terrain related to the task, possible threats during implementation of the task and the tactics that will be applied.

As the expert on the capabilities of their PKISR assets, the PKISR Unit commander and subject matter experts should liaise with the AM element and acquisition requestors to make sure their PKISR assets are not tasked with missions that fall outside the capabilities of their PKISR assets, and therefore cannot be fulfilled.



Once the PKISR operational planning is completed, it is integrated into the general operational planning. The AOM staff will generate clear orders in support of mission execution and integration.

1.8. PKISR Products

PKISR products are results disseminated by the PKISR Unit during and/or after the execution of its respective mission and in accordance with given tasks and in an appropriate and requested format. PKISR products are the most important outcome of the overall PKISR and acquisition process and must be designed in an appropriate way to effectively answer assigned ARs or subsequent Essential Elements of Information (EEIs). Such PKISR-specific contributions provide decision-makers with timely and actionable Peacekeeping-Intelligence.

In order to comply with these requirements, reports or even raw data should be disseminated as soon as possible after acquisition – preferably real-time (RT) or near real-time (NRT) - of a respective “event capture”⁵ and transmitted physically or electronically by the UN Mission network or other interoperable devices if not available.

PKISR products exist in different formats of reporting often dependent on the Peacekeeping-Intelligence discipline⁶. Any results should be always focused on the needs of the originator or tasking agency. PKISR products can be verbal, textual, or visual and transmitted by physical or electronic devices from the PKISR Unit to the originator (see Annex A for some example product templates and Annex B for source grading often applied to the acquired information). In all cases where information is time-sensitive, it is advised that a verbal response is passed to the relevant units as soon as possible, followed by text/visual products when time allows.

- **Verbal:** PKISR Unit verbally communicates acquired mission results from (raw) data and information of Peacekeeping-Intelligence value to the originator.
- **Textual:** PKISR Unit provides written reports in accordance with required standardization and specified formats and templates.
- **Visual:** PKISR Unit provides imagery (incl. full motion video) which is automatically processed by the acquisition asset or must be prepared by analysts. Usually used in combination with textual reports (e.g., annotations of imagery, additional analyst’s reporting).

⁵ In accordance with the phases of analysis (Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook, p. 19).

⁶ In accordance with the Peacekeeping-intelligence disciplines: GPKI, SPKI, HPKI, OPKI (Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook, p. 25).



PKISR products should normally consist of the following data or metadata to facilitate easy access for different originators in an interoperable data storage tool:

- a. Classification and releasability
- b. Name of tasked PKISR Unit
- c. Used platform/aircraft type/sensor/acquisition tool or type
- d. Mission number or other unique identifier
- e. DTG (e.g., specified TOT etc.)
- f. Originator or tasking agency
- g. Location
- h. Peacekeeping-Intelligence reporting (including other reporting as well as an overall summary with assessment statement if applicable)

To improve further execution of the PKISR Unit's operations, it is vital to process any feedback on PKISR products from the requesting originator back to the acquiring source or unit. This feedback mechanism must be facilitated by the IRM and ARM staff.

1.9. PKISR Assessments

PKISR assessment requires constant two-way cooperation between the IRM and ARM personnel, the acquisition originator and the PKISR Unit that is tasked to fulfill one or more ARs.

PKISR assessment can be divided into two steps: 1) evaluating performance; and 2) evaluating effectiveness.

Performance. The evaluation of performance considers how many PKISR missions have been planned, how many PKISR missions have been executed, how many missions were successful, why certain PKISR missions were not executed, and how many tasked ARs have been answered. Evaluating performance focuses on executing all tasked PKISR missions, and to do so, looks at the overall PKISR process, its individual steps, and associated activities. Evaluation of performance helps PKISR personnel to validate the PKISR *modus operandi* and identify steps in the PKISR process that hold room for improvement. Timely feedback on PKISR performance from those who acquire to the ARM helps PKISR personnel to validate whether PKISR missions were executed and how many ARs were answered.

Effectiveness. The evaluation of effectiveness considers to what extent successful PKISR missions fully answered the AR(s) tasked. Evaluating effectiveness focuses on how well PKISR plans, execution and results cover the AR articulated by the requestor and the broader IAP requirements. Timely feedback on PKISR effectiveness from requestor to acquirer/PED helps PKISR personnel to validate whether PKISR operations and their results match and answer the questions asked by the requestor.



To assess and further optimize the PKISR process and its results, the ARM element should make use of measurement mechanisms to monitor and assess success during the PKISR process and the fulfillment of ARs. These measurement mechanics are the Measure of Performance (MoP) and the Measure of Effectiveness (MoE).

MoP. The MoP is a quantification and comparison between PKISR missions planned, PKISR missions executed, and PKISR missions executed successfully. It also states the PKISR missions that have been executed or successful as a percentage of the PKISR missions planned. In addition, for successful missions the MoP states how many ARs were answered of the total tasked. For missions that did not execute the MoP articulates why a mission has not been executed (e.g., bad weather or unforeseen maintenance). Finally, a comparison is made to the MoP percentages of the Sector-wide and Mission-wide MoP to measure performance against similar PKISR Units within the mission.

MoE. The MoE is a qualification of success of an PKISR mission and a quantification of the amount of tasked EEIs versus the amount of EEIs answered within an PKISR mission. The qualification differentiates between ‘Executed - Fully answered’, ‘Executed - Partially answered’, ‘Executed - Not answered’ or ‘Not executed due to performance issues (maintenance/weather/etc.)’. The quantification states the percentage of EEIs answered. If a mission is partially successful, the MoE should reflect the percentage of the EEIs answered during the PKISR mission (e.g., 3 out of 5 EEIs answered = 60%). To support why completed missions have not (fully) answered the tasked EEIs, the MoE can articulate a mismatch of sensors, a disconnect between originator and acquisition/analysts/exploitation (e.g., misinterpretation of the question asked, or the type of answer or product needed), or any other factor that has reduced effectiveness. The MoE will be used to make recommendations to increase effectiveness. The success of measuring and delivering such metrics relies on transparency between mission/force planning and sector planning as well as effective and continuous communication and feedback loops.

The MoE is an extension of the MoP and goes on where the MoP stops. Where the MoP seeks to give a conclusion on overall performance the MoE goes into detail and seeks to give an explanation on why certain missions were only partially successful or not successful. This also explains why ‘Not executed due to performance issues (maintenance/weather/etc.)’ is a qualification within the MoE.

The assessment of the PKISR process can be statistically displayed by means of the MoE and MoP. However, it should be noted that there is also a qualitative measure to evaluating PKISR performance and effectiveness that quantitative measures may not fully capture.

The MoP and MoE are a feature of the IRM and ARM process, and the evaluation should be conducted following each PKISR mission by the AM and in close cooperation with the requestor and the PKISR Unit.



The AM should report its MoE and MoP upwards in the AM chain. This makes it possible to report on overall performance statistics of the mission and what factors can be improved ahead of and during mission execution to increase effectiveness. In addition, the performance statistics should also be communicated from the top down to give PKISR Units a sense of how they are performing in comparison to the overall Mission.

MoP and MoE are functions of assessing PKISR operations and therefore only give an indication on the performance and effectiveness of the PKISR cycle. This does not give an indication on the tangible impacts of PKISR results on supported operations and networks in the operations cycle. Assessing the effect that PKISR operations have had on other military operations rests with the operations cycle. However, PKISR operations can contribute to measuring operational effectiveness of the operations cycle through supporting activities, such as performing Battle Damage Assessment (BDA) and related activities or analyzing changes in command structure. Some example templates for presenting MOE and MOP are at Annex C.

CHAPTER 2



2. Capabilities, Tasks and Organization of PKISR Units

2.1. Introduction

This chapter explains the types, roles, capabilities, tasks, and organization of PKISR Units. The Units outlined are the most likely Units to be found in Field Mission and are an essential part of United Nations peacekeeping operations. As the selection, training, and deployment of PKISR capabilities is constantly evolving, the detail in this section will need to be frequently revisited and revised. PKISR Units operate year-round, seven days a week if needed, often providing critical situational awareness as well as support to Peacekeeping operations. Given these demands, PKISR Units must be organized, equipped and capable of dealing with the full spectrum of Peacekeeping demands. The organization and capabilities of PKISR Units are highly dependent on the unique combination of assets and analytical skills they bring, as well as the requirements of each field mission, its Force concept, desired end state and UN mandate. The specifics of equipment, organization, tasks, and capabilities discussed in this manual are meant only as guidelines.

The PKISR Unit operational capabilities, tasks and organization are described herein and are divided according to the broad categories of Long-Range Reconnaissance/Surveillance, Unmanned Aircraft Systems, Manned Airborne platforms, HPKI and SPKI Units offering a quick comparison based on the different Unit characteristics. Within each unit type are listed the most common capabilities and tasks performed by that unit, as well as most likely organizational structure. For a more extensive discussion of how these tasks are performed, see Chapter 1, Employment Concept for PKISR Units.

2.2. Long Range Reconnaissance/Surveillance Unit (LRRS Unit)

2.2.1 Employment Concept for LRRS Units

2.2.1.1. Role

The UN LRRS Unit acquires information needed for the planning and conduct of Mission operations. It is a highly mobile means of maintaining stability and security and can play a vital role in the Protection of Civilians by offering situational awareness, as well as physical presence, in remote areas not otherwise covered by UN personnel. The UN LRRS Unit accomplishes its mission through the acquisition and reporting of detailed information on terrain, population, potential threats, mandate compliance and Battle Damage Assessment. The information it provides enables the supported commander to make rapid, well-informed decisions that can have tactical



and sometimes strategic effect. The UN LRRS Unit can conduct overt and discreet mounted and dismounted PKISR operations covering typically large operating areas and can deploy, support, or extricate long-range patrols anywhere within the area of operations. The size of the area of operations and type of operation being conducted determine the size of the UN LRRS Unit required. Also, LRRS elements can be detached for protection e.g., against IEDs, Explosive Remnants of War (ERWs) and security threats, etc.

2.2.1.2. Size and Composition

A company-size UN LRRS Unit is capable of absorbing elements of military enabling units⁷ as attachments. The unit is designed to incorporate new technologies in accordance with the latest developments in UN peacekeeping and is composed of modular and scalable reconnaissance, surveillance, specialist, and support elements, including two reconnaissance platoons, two or more surveillance platoons, a specialist platoon of technical reconnaissance or surveillance capabilities and a logistics and support platoon to sustain its operations. See the organizational chart below.

2.2.2 Capabilities and Tasks of the UN Long Range Reconnaissance/Surveillance Unit

2.2.2.1. Introduction

Based on the Mission's geographical area and operational requirements, the Office of Military Affairs, Department of Peace Operations at UN Headquarters prepares a SUR specifying the UN LRRS Unit's mission, tasks, organization, equipment, and personnel required. The UN LRRS Unit has an operationally efficient and versatile organization with a multifaceted capability due to its task-oriented composition of specialised personnel and equipment. Moreover, UN LRRS Unit capabilities and their associated tasks are accomplished through a combination of dismounted, mounted, and aerial reconnaissance operations, sometimes using UAS, when available. Non-organic mission-required capabilities are added to augment those of the UN LRRS Unit to meet specific peacekeeping requirements.

2.2.2.2. Capabilities

Operational Activities. The UN LRRS Unit should be capable of performing company, platoon, or detachment size operations. If a platoon or larger sized element is detached, it will require the attachment of elements from the Specialist and Logistics and Support Platoons, reducing the UN LRRS Unit's remaining capability.

Air Mobility/Heli-borne Operations. All platoons and sections should be trained and equipped to be air transported within the Mission area of operations by either fixed-wing aircraft or helicopters.

⁷ UN Military enabling units include construction engineers, signals, military aviation, transportation, medical and logistical units.



Redeployment. The UN LRRS Unit should be capable of relocation and redeployment to another location e.g., due to security, changing of the objective, area of responsibility, etc., as a UN LRRS Unit in support of other UN Force elements. However, this is dependent on the makeup of the force, support that can be provided by other mission assets, and TCC MOUs.

Combined/Joint PKISR. The UN LRRS Unit should be capable of PKISR operations with other Force contingents, UN air and maritime elements and host country security forces.

Long-Range Patrols. The company-level unit should be able to conduct a minimum of one platoon-strength, long-range patrol for minimum of 7 days with organic resources and for longer periods with additional Mission support.

Continuous Command and Control. The UN LRRS Unit should be able to maintain a 24/7 Operations Centre with electronic tracking equipment and tactical communications capability for real time monitoring, control, and coordination of operations.

Robust Sustainment. The UN LRRS Unit headquarters with support of its Logistics Support Platoon, should be able to conduct logistics planning to sustain the UN LRRS Unit and its platoons and detachments.

Protection of Civilians. This includes the timely provision of information to the supported commander preventing action by negative forces that could adversely affect the local population. Protection of Civilians may include providing physical security to the local population and infrastructure under threat of physical violence from negative forces.

Command, Control and Communications (C3). The UN LRRS Unit tailors its task organization by deploying modular and scalable assets in response to the mission requirement. The UN LRRS Unit should be capable of deploying a tactical headquarters for C3 in mobile operations and establish clear channels of command and control ensuring responsibility and accountability for all subordinate elements. The UN LRRS Unit should be able to maintain effective command and control of ongoing operations in accordance with the supported commander's plans, directives and policies and deliver the required effects by directing operations through the timely passage of orders. The UN LRRS Unit must allocate adequate resources to accomplish these required tasks and exercise effective command and control of all subordinate and attached elements with dependable, responsive, and dynamic C3 equipment adapted to the peacekeeping environment. It should be capable of conducting operations in all weather conditions, continuously by day and night, in its designated area of operations. Its task also includes assisting the supported commander by generating and answering Peacekeeping-Intelligence requirements, thus allowing the commander to formulate plans or take action to enforce the mandate and meet the desired end state.

Firepower. The UN LRRS Unit is regularly used to observe, direct and control weapons fire. In doing so it provides battle damage assessment of the effects of fires and includes support to fire direction for UN Attack/Armed Helicopter Unit (AH) and/or Attack/Armed Aircraft Unit (AA). The UN LRRS Unit employs its organic and attached weapons to protect itself and deter,



disrupt, or mitigate likely threats in its area of operations. The UN LRRS Unit should be tailored to be self-sufficient in firepower, personnel, and equipment to conduct these assigned tasks.

Mobility. The UN LRRS Unit should be able to move tactically and non-tactically to reposition its military presence to the most advantageous location by any means available. It can conduct robust reconnaissance tasks throughout the Mission area of operations. The UN LRRS Unit should also be capable of monitoring and verifying peace agreements and maintaining visible presence in areas of potential threat to enhance security, encourage confidence with the local population and support the Mission's security framework. The UN LRRS Unit can also be tasked to secure safe passage in designated areas for a specified duration. This task may include providing continuous (again, for a limited duration), all-weather, unimpeded, safe, and secure freedom of movement for UN LRRS Unit assets, Mission elements and local population in accordance with the mandate.

Force Protection. The UN LRRS Unit uses its available assets to achieve the required force protection and provide early warning for other elements in the Mission area. In addition to its weapons capability and physical presence, it establishes protective measures by providing situational awareness to the supported commander. The UN LRRS Unit also ensures that all assigned and attached personnel understand the requirement to protect civilians, UN personnel and infrastructure in self-defence and defence of the mandate, particularly when considering a response to hostile actions in accordance with the Mission's rules of engagement. Also, Mission force elements can be detached for protection e.g., against IEDs, ERWs, security threats etc.

Sustainment. Sustainment depends in part on the UN LRRS Unit's logistical staff planning to forecast its needs prior to, during and after operations and through the timely provision and replenishment of supplies and equipment. Logistical self-sufficiency and independence mean in part having the required rations, drinkable water, accommodation, hygiene, medical level 1 care, welfare support and sanitation for the men and women assigned. The UN LRRS Unit must also have the necessary repair, recover and preventative maintenance personnel and equipment to maintain its mobility. Sustaining its reconnaissance platoons and detachments at extended ranges requires the performance of tasks that ensure the UN LRRS Unit has its transportation assets available wherever and whenever needed. Sustaining independent deployment of reconnaissance or surveillance platoons or task organised detachments is typically for periods not exceeding 30 days.

Interoperability. The UN LRRS Unit must operate effectively in an international environment. Its personnel need an open mindset, but also the common procedures and understanding provided by internationally embraced documents such as UN policies, SOPs, and this Manual. The UN LRRS Unit serves under well-coordinated C3 arrangements involving numerous nationalities beyond the contingent and must train and operate on UN-owned communication systems for their reporting, sustainment and joint operations involving other Mission elements. It can also detach elements as required in support of other Mission requirements and is capable of task organising and detaching a composite reconnaissance or surveillance platoon



capable of operating independently for up to 30 days. As English and French are the two most frequently used official UN Mission languages, key leaders in the UN LRRS Unit must be operationally fluent in both written and oral English or French, depending on the Mission. Given the requirement to interact with the local population, it is highly desirable for the UN LRRS Unit to have some capability in the local language or be capable of using interpreters when interacting with the civilian population.

Civil Interaction. In pursuing its various tasks, particularly those involving situational awareness and protection of civilians, the UN LRRS Unit must be capable of interacting with the local population and other bodies active in the Mission area. Language ability or the use of interpreters facilitates common understanding between all parties concerned and directly contributes to the UN LRRS Unit's ability to acquire and analyse information, report that information, and provide the required situational awareness. Civil interaction not only contributes to protecting the local population; the trust and information gained through it can significantly improve force protection for the UN LRRS Unit itself and other Mission elements.

2.2.2.3. Tasks

The core tasks of the UN LRRS Unit include 1) Conduct PKISR Operations; and 2) Conduct Security Operations.

Conduct PKISR Operations. The following are types of PKISR operations to be conducted by the UN LRRS Unit at the company and platoon level:

- **Area Reconnaissance.** Area Reconnaissance provides awareness of a general area's terrain and geographic characteristics (to include the availability of cover and concealment), the effect of local weather on hydrographic and infrastructure conditions (such as flooding and trafficability), as well as the needs of the local population. Area Reconnaissance objectives may be a small village or town; facilities such as water treatment plants, weapons storage sites and cross-country mobility.
- **Route Reconnaissance.** Route Reconnaissance analyses trafficability, terrain features (including obstacles), security (including human activity) and the capacity to achieve operational capability along a specified route and the adjacent terrain from which movement along the route can be affected. Route Reconnaissance can be performed as either a stand-alone mission, or as an additional task during a larger Area Reconnaissance mission. Route Reconnaissance will normally have a directed start and end point along the route.
- **Surveillance.** Surveillance operations provide the commander information to prevent surprise, provide reaction time and allow the commander to make informed decisions for planning and action.
 - **Topographic Reconnaissance** is the acquisition of information on the nature of the terrain (including soil composition, natural relief, and manmade structures), the impact of weather (flooding and trafficability), cover and concealment (from



weapons fire and observation) and the availability and condition of water sources as they may affect UN operations and the local population.

- **Human Terrain Reconnaissance** is aimed at the acquisition of information about the local population and its attitude towards UN and threat forces. Human Terrain reconnaissance tasks help commanders understand the threat against the local population and develop countermeasures to mitigate that threat and other negative factors affecting the community.

Conduct Security Operations. Security operations are conducted to provide early and accurate warning of activities posing a threat to vulnerable groups or areas. Security operations provide the Force with the time and operating space within which it can react to threats or hostile actors. Security operations are not distinctly separate from PKISR missions and therefore should be considered in the overall IAP. There will be times and circumstances when UN LRRS Unit are tasked to conduct security operations. Security operations include:

- **Area Security.** Area Security is a task conducted to protect civilians, forces, installations, routes, and actions within a specified area. UN LRRS Unit conduct Area Security to allow freedom of movement, reorientation, and action. Area Security may involve other military units and support agencies to conduct several PKISR and security tasks in support of Area Security including Area/Route Security, Screen or Convoy Security.
- **Screen.** A Screen is an operation conducted to provide early warning. The intent of the Screen is to report activity that may be a threat and, if directed by the commander and within the UN LRRS Unit's capabilities, prevent the threat from affecting those being protected. A Screen is used when early warning is needed to allow others to prepare for action. It is defensive in nature. Therefore, a Screen is normally used to protect the front, flank or rear of a protected position but can also be used to protect the flanks or rear of a moving entity. A Screen is established by emplacing a series of observation posts (OPs), augmented with patrols, to ensure continuous reconnaissance and surveillance of dead space.
- **Establish OPs.** OPs are manned positions established to detect activity, or monitor and observe a specific location, area, event, or avenue of approach, often directed by the AXP. An OP can be permanent, temporary, static, or mobile, as well as overt or covert. Reports from OPs provide timely, accurate and relevant information to the commander and adjacent units. In addition to observation the OP site must provide clear radio communications and protection from threat force influence within the commander's intent. To enhance security, whenever possible OP should be placed within mutually supporting distance from each other.
- **Border Monitoring.** Border Monitoring operations involve the focused observation of border crossing areas to detect illegal activities such as weapons and human trafficking, threat force activity, activity along lines of communications, etc. Border Monitoring may be accomplished through PKISR activities.



- **Convoy Security.** The purpose of conducting convoy security is to facilitate a secure and frictionless movement of a group of vehicles from a designated start point to an intended destination. Convoy security missions are conducted when insufficient friendly forces are available to continuously secure routes in an area of operations. A convoy security force operates to the front, flanks and rear of a convoy element moving along a designated route. Convoy security missions orient on the element of being protected. All convoy security elements fall under the control of the protected convoy commander.
- **Local Security.** Local Security includes measures that prevent or interdict hostile force efforts. Local Security is an enduring and priority task for all units and is essential to maintaining the initiative. Local Security tasks prevent units from being surprised. Local Security involves avoiding detection, when required, or deceiving hostile forces about friendly force actions, positions, and intentions. It includes identifying hostile forces in the immediate vicinity and knowing as much as possible about their capabilities and intentions. UN LRRS Units can, if the situation dictates use a combination of active measures such as patrolling and reconnaissance and passive measures including camouflage, noise and light discipline, proper communications procedures, ground sensors, night-vision, and day sights.
- **Link-Up Force.** The purpose of this operation is to join two or more reconnaissance units. This operation can include host nation forces and supported units. Link-up operations normally occur in contested territory and may involve different types of UN forces.
- **Evidence Acquisition.** Evidence acquisition is the systematic acquisition, documenting and safeguarding of material that may be evidence of illegal activity. Within the prescribed mandate and commander's orders, UN LRRS Units have the capability to secure illegal weapons or stores (explosives, equipment, and materials) and safeguard evidence of atrocities or human rights violations until properly turned over to appropriate authorities. If required, the UN LRRS Unit will acquire, document and secure evidence in accordance with UN Mission SOPs and as otherwise directed.
- **Battle Damage Assessment.** Battle Damage Assessment is the timely and accurate estimate of damage resulting from the activities of hostile forces and/or other UN forces. This is a detailed assessment of damage to personnel and property, the results of which should be communicated through the chain of command as quickly as possible.
- **Guide Moving Forces.** Operations to guide moving forces such as identifying, marking, and securing lines of communication, advance routes, assembly areas, start lines and other control measures.
- **Observe, Direct and Control Joint Fires.** With a Forward Air Controller (FAC) and ground observer capability, the UN LRRS Unit can direct and control joint fires in support of Mission forces, gather information and, when required, prosecute targets.
- **Exploitation.** Exploitation operations are characterized by rapid advance against decreasing resistance. The purpose can be both physical (to occupy or dominate an area) or psychological (to have an influence on others). The aim is to retain the initiative by



preventing hostile forces from reorganizing or conducting an orderly withdrawal. The psychological effect on hostile forces is intended to cause confusion or apprehension throughout the threat's command or reduce its capacity to react. In the context of a peacekeeping operations, exploitation is used to rapidly expand the Force's area of operations. The most common goal is to reassure the local population and security forces by providing an overwhelming presence in a new area.

Acquisition and PED. A UN LRRS Unit is required to provide all weather, continuous, day and night, accurate and timely acquisition of information through the combined use of surveillance systems and mounted/dismounted reconnaissance activity.

The Unit must provide timely and accurate assessments of the operating environment because of its acquisition, staff processing and rapid dissemination of information. It must also integrate its technological capabilities to gain tactical and operational advantage supporting timely and coherent decision-making.

Situational Awareness and Reporting. A UN LRRS Unit can provide the supported commander a greater understanding of the operational environment, allowing the commander to employ their forces where they will be most decisive. The UN LRRS Unit is also capable of providing the supported commander early warning by means of timely, accurate and relevant information. These capabilities and tasks require continuous acquisition and analysis of observations and information provided in frequently updated and timely reporting. The UN LRRS Unit must therefore maintain both data and voice communication capabilities for accurate reporting on Peacekeeping-Intelligence requirements through the dedicated use of Frequency Modulation (FM), High Frequency (HF), Tactical Satellite (TACSAT) or other available communications over extended ranges. In-Mission training on UN-owned information technology and communications equipment is mandatory to maintain operational reporting.

2.2.3 Organization and Equipment of the UN Long Range Reconnaissance/Surveillance Unit

2.2.3.1. Organizational Structure

The generic company-size UN LRRS Unit is an independent reconnaissance and surveillance unit without a supporting battalion headquarters and therefore its logistical footprint will be larger than that of a standard company-size unit. It is composed of a unit headquarters, three reconnaissance and surveillance platoons, one specialist platoon and a logistics support platoon. Given the modular and scalable nature of the organization, planners can expand the structure to meet more extensive Mission requirements.

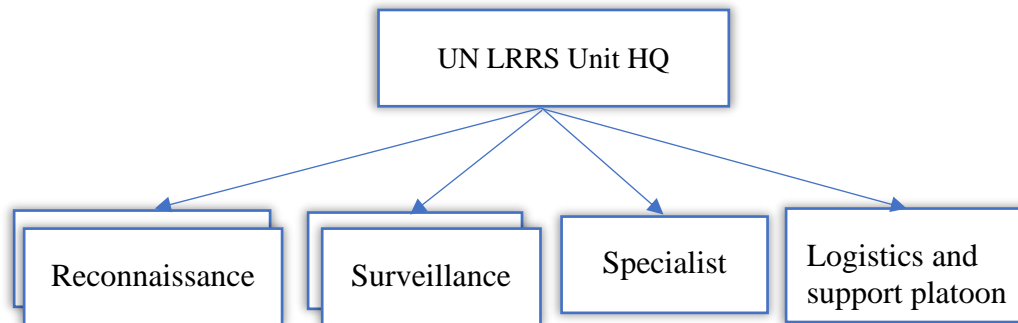


Figure 11: General organizational chart of UN LRRS Unit

The UN LRRS Unit can deploy in support of other Mission force elements or detaching task-organised portions of its structure for limited periods of time. Each of the three reconnaissance and surveillance platoons has a platoon headquarters and three reconnaissance and surveillance sections. Ideally, and depending on Mission requirements, the specialist platoon has a platoon headquarters; a forward air controller detachment; a chemical, biological, radiological, and nuclear (CBRN)⁸ defence detachment; a radars/sensors detachment; a UAS detachment and an electro-optical detachment. The logistics support platoon has a platoon headquarters, maintenance, medical, supply and security detachments.

Reconnaissance and Surveillance Platoon. The UN LRRS Unit's Reconnaissance and Surveillance Platoon can perform its designated tasks independently or as part of a company-level operation. It has its own command, control and communications capability plus the required firepower, mobility and logistics provided by the UN LRRS Unit headquarters. If the mission requires, the Reconnaissance and Surveillance Platoon can deploy by heliborne operation. With the support of the UN LRRS Unit Logistics Support Platoon, the Reconnaissance and Surveillance Platoon can deploy detached from its parent organization for periods up to 30 days and can conduct platoon size long range patrols anywhere in the Mission area of operations for up to 7 days using its organic resources. The Reconnaissance and Surveillance Platoon may be augmented by elements of the UN LRRS Unit's Specialist Platoon for mission-specific tasks. The Specialist Platoon has mechanised/motorised mobility and can augment the Reconnaissance and Surveillance Platoon with day and night electronic surveillance and recording capabilities, night vision goggles, GPS devices and other communications equipment including voice/data transmission over extended ranges. The Reconnaissance and Surveillance Platoon is fully interoperable with other Force or Mission elements during joint reconnaissance operations and is trained to interact with the local population and other actors in the Mission area.

⁸ To date, UN peacekeepers have not been subjected to a nuclear or biological warfare environment. However, they have had to work in a chemical warfare environment. It is therefore important that some elements of the CBRN threat be covered in training to include the characteristics, symptoms, precautions and use of protective clothing and detection monitoring equipment for all types of CBRN threats. If time is constrained, military units should concentrate on detection and protection from chemical weapons. Check reference for guidance/training on CBRN.



Specialist Platoon. The Specialist Platoon is a Mission-specific task organization supporting the UN LRRS Unit's three Reconnaissance and Surveillance Platoons in the performance of their tasks. The Specialist Platoon provides the UN LRRS Unit the required enabling technical experts and equipment. The Specialist Platoon has the necessary mobility to deploy its detachments in support of the Reconnaissance and Surveillance Platoons. Given the Specialist Platoon's modular organization, it can detach the required specially trained personnel and equipment in support of a Reconnaissance and Surveillance Platoon for periods of up to 30 days while still supporting concurrent operations for another UN LRRS Unit platoon-sized force. If Mission requirements establish the need, the Specialist Platoon can provide forward air controllers, CBRN experts, radar/sensor capability, UAS, electro-optical surveillance capability as well as long-range voice/data communications.

Logistics and Support Platoon. As an independent reconnaissance and surveillance unit without a supporting battalion headquarters, the UN LRRS Unit requires greater logistical support than a typical company-size organization. The Logistics Support Platoon supports the UN LRRS Unit's headquarters, three Reconnaissance and Surveillance Platoons and the Specialist Support Platoon as they perform their mission essential tasks. The Logistics Support Platoon can detach the required logistical support for a Reconnaissance and Surveillance Platoon for periods of up to 30 days while concurrently supporting the operations of another platoon-size force and the UN LRRS Unit headquarters. The Logistics Support Platoon includes a security detachment that provides the UN LRRS Unit base security and force protection. The Logistics Support Platoon provides the UN LRRS Unit vehicle maintenance, repairs, and recovery; Medical Level I support and daily supplies of rations, water, fuel, and ammunition. The Logistics Support Platoon should maintain the required stock levels according to the logistical instructions it receives from the UN SUR and the Mission's logistics SOPs/instructions.

2.2.3.2. Minimum Equipment Requirements of LRRS

It is anticipated that the LRRS will be equipped with a baseline equipment requirement. A more extensive list can be found at Annex D.

HQ Equipment:

- Armoured Personnel Carriers/Armoured Vehicles
- 4x4 Vehicles
- Command Post Vehicles
- Telephones
- Radios

Reconnaissance Platoons:

- Armoured Personnel Carriers/Armoured Vehicles
- Mortars (up to 60mm)
- Radios



Specialist Platoons:

- 4x4 Vehicles
- Enhanced Electronic GPS Tracking Systems
- Surveillance Radars
- Thermal Imaging/EO/IR Ground Systems
- Micro/Mini UAS
- Ground to Air Radios
- Cameras
- Radios

Logistics Support Platoon:

- 4x4 Vehicles
- Cargo Trucks
- Refrigerator Trucks
- Fuel Bowsers
- Treatment plant
- Mobile Kitchen
- Repair Vehicles
- Fire Fighting equipment
- Laundry equipment
- Field Ablution facility
- Medical equipment
- Radios

General Equipment:

All organizational elements will be equipped with a variety of rifles, pistols, crew served machine guns and other specialist equipment as outlined in the Statement of Unit Requirement. The specific numbers and types of equipment are outlined in the SUR and negotiated in the MOU.

2.3. UN Tactical UAS Unit (Class I)

2.3.1 Employment Concept for UN Tactical UAS Unit

2.3.1.1. Role

As part of the PKISR community, UAS units have become an increasingly valuable commodity to commanders. As the eyes of the commander, UAS units are one of the few low/no risk, all-terrain assets that can respond directly to a commander's information need with relatively little warning or preparation, other than a coordinated airspace. UAS have enhanced the situational awareness (SA) of commanders by providing flexibility to support operations and tasks. The



adaptability, versatility, and cost effectiveness of UAS continue to expand the commander's capability and have become indispensable to successful operations. UAS are still new tools to most units. Understanding the capabilities and limitations of UAS will help staffs use these key assets in the best way in support of operations.

A UN Tactical UAS Unit is expected to be part of a larger TCC contribution, most likely an Infantry Battalion/Force Protection unit or possibly as small as Company size. The UN Tactical UAS Unit will unlikely be able to support wider mission tasking and therefore this chapter is focused on the role of the unit within its higher headquarters. The UN Tactical UAS Unit acquires imagery, including Full Motion Video (FMV), to support planning and operations. Depending on the method of launch, the unit should be mobile to support the safety and security of UN personnel and the Protection of Civilians. The UN Tactical UAS Unit accomplishes its mission through the acquisition and reporting of information gathered by its motion imagery sensors, which are usually of the Electro-Optical and Infra-Red (EO/IR) variety. The information the unit provides enables the supported commander to make rapid, well-informed decisions that can have tactical or operational effects. The UN Tactical UAS Unit may be able to operate relatively discreetly in support of its tasks. The size of the area of operations will be limited to the range of control of the base station of the UAS and the endurance will vary depending on the type of UAS operated.

2.3.1.2. Size and composition

The size of the unit will depend on the requirements of the Mission and the role of the higher headquarters. It is possible that the UN Tactical UAS Unit could be a Company sized capability, with three Platoons of dedicated UAS units. This type of organization would be more effective if the UAS unit is highly mobile and in support of an Infantry Battalion. A more fixed UAS unit will likely be Platoon sized and would be more suited to Force Protection tasks. As part of a larger unit, support elements such as logistics and administration should be made available, however, the unit will require specialized maintenance elements to sustain operations. Suggested organizational charts are at paragraph 2.3.3 to this chapter.

2.3.2 Capabilities and Tasks of the UN Tactical UAS Unit

2.3.2.1. Introduction

It is possible that the UN Tactical UAS Unit could be part of a larger organization, such as an infantry battalion, however, not all infantry battalions will have a UAS unit as part of the organization. Further detail on the composition of an infantry battalion can be found in the UN Infantry Battalion Manual (UNIBAM).

2.3.2.2. Capabilities

Operational Activities. The UN Tactical UAS Unit can be a platoon or company sized unit and can operate in direct support of its higher organization, or independently in support of



sector Peacekeeping-Intelligence requirements. Support elements should be provided by the unit's higher organization when needed.

Mobility. If required to be mobile, the UN Tactical UAS Unit may rely on its higher organization to provide mobility. Consideration should be given to how quickly the unit can commence operations from deployment and how much infrastructure is required to support the unit when considering mobility. Some mobile units can launch dynamically during movement which allow them to effectively provide overwatch e.g., convoys.

Combined/Joint Operations. While the UN Tactical UAS Unit likely relies on its higher organization for enablers such as administration and logistics, it may still operate in support of other entities and Force contingents.

Continuous Command and Control. If the UN Tactical UAS Unit is operating independently of its higher organization, the higher organization must still maintain a 24/7 Operations Centre with electronic tracking equipment and tactical communications capability for real time monitoring and coordination of the UN Tactical UAS Unit operations.

Robust Sustainment. The UN Tactical UAS Unit's higher organization must include the unit's logistical requirements and ensure a robust capability. If used as a mobile unit, the unit must ensure that sufficient logistical support is in place for the duration of time in the field.

Interoperability. The UN Tactical UAS Unit must operate effectively in an international environment. Its personnel need an open mindset, but also the common procedures and understanding provided by internationally embraced documents such as UN policies, SOPs, and this Manual. The UN Tactical UAS Unit will perform best under well-coordinated C2 arrangements involving numerous nationalities beyond the unit and must train and operate UN-owned communication systems for their reporting.

2.3.2.3. *Tasks*

The core tasks of the UN Tactical UAS Unit include:

Conduct PKISR Operations. The range and endurance of the UAS will dictate types of operation. The following are types of missions the UN Tactical UAS Unit may be tasked with:

- ***Pattern of Life Development.*** The UN Tactical UAS Unit will be well placed to develop an understanding of a local area by conducting Pattern of Life Development. Gaining situational awareness of normal activity in an area is essential to allow UN Forces to understand when something unusual is happening, particularly relating to the Protection of Civilians. To get a thorough Pattern of Life Development analysis an operational or strategic asset may be needed.
- ***Route Reconnaissance.*** The Route Reconnaissance task can be supported by the UN Tactical UAS Unit by providing an overview of a route ahead of ground forces. This can be to locate any potential threats, or it can be to see if the route is passable during the rainy season.



- **Overwatch.** Whilst ground forces are operating on patrol, the UN Tactical UAS can provide overwatch of personnel for force protection. The ability to locate and identify threats to personnel before they arrive is of great value to protect UN forces. Overwatch could also be in support of Protection of Civilians tasks, such as monitoring an Internally Displaced Persons camp.
- **Convoy Support.** The UN Tactical UAS Unit can provide convoy support to ground forces, however, this task is most applicable to a mobile UAS unit. The UAS can check the route ahead of the convoy for potential threats and road conditions.
- **Base Protection.** Where the UN Tactical UAS Unit is more fixed, protection of the base is a key task that can be well supported with UAS. The UAS can conduct routine sorties to check for potential threats or can follow up after suspicious activity or attacks to track perpetrators.
- **Troops in Contact.** A more mobile UN Tactical UAS Unit can react to a situation where troops are under attack and the UAS can be launched to support the safe extraction of troops or an effective counterattack.
- **Conduct Battle Damage Assessment (BDA).** After any form of kinetic activity, the UN Tactical UAS Unit can provide situational awareness to commanders on physical impact to structures, buildings and provide important insights into population centers.
- **Conduct Counter IED Support.** Using sensors and analysis a tactical UAS unit can scan routes, look for indicators and warnings of IED activity and provide overwatch of peacekeepers, alerting them to suspicious activity.

2.3.2.4. Situational Awareness, Exploitation and Dissemination

The UN Tactical UAS Unit can provide the supported commander with a greater understanding of the operational environment, allowing the commander to employ forces where they will be most decisive. The UN Tactical UAS Unit is also capable of providing the supported commander early warning by means of timely, accurate and relevant information. These capabilities and tasks require continuous acquisition and collation of observations and information provided in frequently updated and timely reporting. The UN Tactical UAS Unit must therefore maintain both data and voice communication capabilities for accurate reporting on Peacekeeping-Intelligence requirements through the dedicated use of FM, HF, TACSAT or other available communications over extended ranges. In-Mission training on UN-owned information technology and communications equipment is mandatory to maintain operational reporting. The Unit must also provide timely and accurate assessments of the operating environment because of its acquisition, staff processing and rapid dissemination of information. It must also use its technological advantage to support timely and coherent decision-making.

2.3.3 Organization and Equipment of the UN Tactical UAS Unit

2.3.3.1. Organizational Structure

The UN Tactical UAS Unit may be a platoon or company sized organization, depending on the Mission's requirements, but it should be subordinate to a higher unit organization for administration and logistical support. This may mean that two TCCs could enter a bi-lateral agreement where one provides the UN Tactical UAS Unit and the other provides the wider infantry battalion of force protection unit. Where the UN Tactical UAS Unit is company sized, it is expected that there will be three individual UAS platoons and a logistics support platoon and analysis capability either at section or Coy level. If the Unit is platoon sized, there will need to be a logistics support section. The UN Tactical UAS Unit can deploy in support of other force elements or detaching individual platoons or sections of its structure for limited periods of time.

2.3.3.2. Generic Organisational Chart

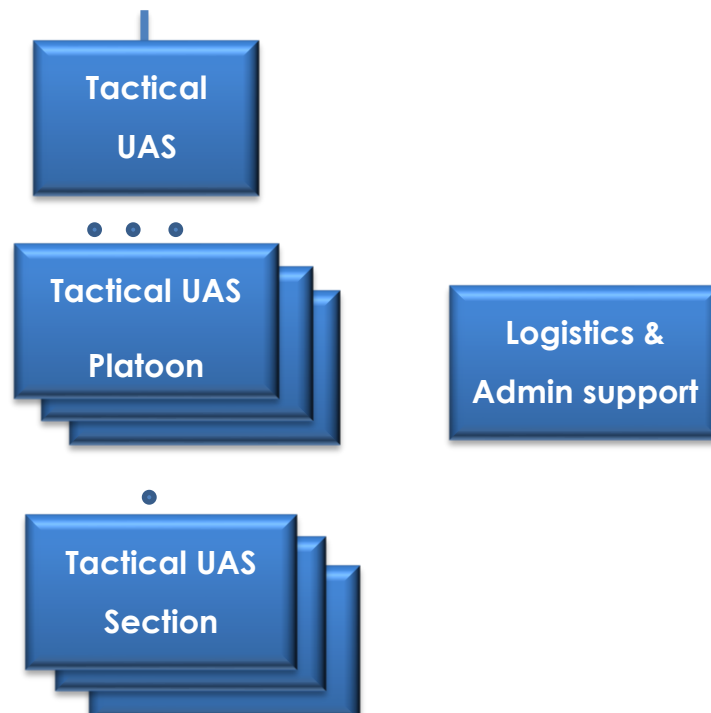


Figure 12: General organisational chart of UN Tactical UAS Unit

2.3.3.3. UN Tactical UAS Platoon or Section

The core element of a UN Tactical UAS Platoon will comprise three individual UN Tactical UAS Sections. Each section should be capable of launching, operating, and recovering a UAV. Furthermore, the sections may be responsible for analysing the imagery and producing PKI reports. In addition to the operating sections, a headquarters platoon should be comprised of planning, maintenance, and logistics elements. If operating as a section then these functions must



be provided by the higher organization, although a specialist maintenance unit will need to be organic to the section.

2.3.4 Minimum Equipment Requirements of Tactical UAS Unit

It is anticipated that the Tactical UAS Unit will be equipped with:

- Ground control station and/or supporting vehicle if mobile
- Ground data terminal
- Sensor
- Unmanned Aerial Vehicle
- Power Source
- Ground support equipment
- GPS
- Communications suite that includes the ability to communicate with Air Traffic Control (ATC) facilities and operational agencies, via voice, on dual VHF UHF if desired (if required/depending on size of UAS), as well as to communicate real-time updates observed by the UAS to affected units.

All organizational elements will likely be equipped with a variety of rifles, pistols and crew served machine guns and other specialist equipment as outlined in the Statement of Unit Requirement. The specific numbers and types of equipment are outlined in the SUR and negotiated in the MOU.

Additional information about the tasks, capabilities, and organization of Operational and Strategic UAS Units, can be found in the UN Peacekeeping Missions Military Aviation Unit Manual (2021).

2.4. UN Manned Airborne PKISR Unit

The core capabilities, tasks, and organizations of the UN manned airborne PKISR Unit are covered in the UN Peacekeeping Missions Military Aviation Unit Manual (2021) under the Fixed Wing Unit in which one of the agreed roles is Surveillance and Reconnaissance⁹. Additionally, other capabilities, tasks and organizational elements can be found under the Rotary Wing Unit section¹⁰. This section will therefore seek to summarize the key elements from both the UNMUM Aviation Unit Manual, the UN DOS Aviation Manual 21 and the PKISR Staff Handbook in addition to adding specific unit level PKISR focus to the existing text. The capabilities discussed are normally held above the Sector level.

⁹ See UN Peacekeeping Missions Military Aviation Unit Manual, Section 1.5.2 and 2.4.1.

¹⁰ Ibid, Section 1.7.1 and 2.3.



The role of a manned airborne PKISR Unit is very similar to the role of an UAS, the main differences being speed and payload (where Manned assets may be superior) and endurance (where UAS may be superior). UN manned PKISR Units can support the Mission's security and stability by performing the task of aerial reconnaissance and (electronic) surveillance. Provided there is a good communications link between the ground and air-based personnel, exploitation of data can happen near-real time.

The manned airborne PKISR Unit must be capable of coordinating with the AM cell for tasking and disseminating products, accordingly, as described in section 7.2 of the PKISR Staff Handbook.

The capabilities of a manned PKISR Unit are highly dependent on the type of aircraft flown and the sensors incorporated on the aircraft.

UN military manned PKISR Units can be divided in two sub-groups: military rotary-wing units and military-fixed wing units.

Military rotary-wing PKISR Units are especially valuable for its real time ability to (geo-) locate and identify hostile forces and equipment. Specific capabilities, tasks and organization will depend on the type of helicopters and associated sensors available.

A UN rotary-wing aircraft unit can fall into four types, being: Light Utility Helicopter (LUH), Medium Utility Helicopter (MUH), Heavy Utility Helicopter (HUH) and Attack/Armed Utility Helicopter (AH/AUH).

When tasked with reconnaissance and surveillance operations the four types of rotary-wing aircraft should hold the following PKISR-specific capabilities:

- Light Utility Helicopters should be capable of flying a ferry range of approximately 460km under day/night visual flight rules, providing 24/7 reaction response under visual metrological conditions (VMC).
- Medium Utility Helicopters should be capable of flying a ferry range of approximately 670km under day/night visual/instrumental flight rules, providing 24/7 reaction response under VMC/Instrumental Metrological Conditions (IMC), be fully operational in tropical climates and dusty conditions, provide basic FLIR for LZ Surveillance and situational awareness when flying Night Vision Goggles (NVG), operate a search light of approximately 30 million candlepower, and provide an on-board intercom system with at least six plug-in stations for communication during air patrol and mobile monitoring.
- Heavy Utility Helicopters should be capable of flying a ferry range of approximately 700km under day/night visual/instrumental flight rules and provide 24/7 reaction response under VMC/IMC.
- Attack/Armed Utility Helicopters should have a range of 409km carrying maximum allowable armament, 24/7 reaction response with up to 45 minutes take-off time, communicate and liaise with coordinating agencies supporting operations and, if possible, capable of operating with NVG's.



Military fixed-wing PKISR Units support the mission's execution of its mandate, particularly regarding early warning to the force. This requires the availability of day and night electro-optical sensors, which depend on the type of aircraft and associated sensors available.

UN fixed-wing aircraft units can be one of three types: Light Air Reconnaissance, Transport/Tactical Airlift or Attack/Armed Aircraft.

When tasked with reconnaissance and surveillance operations the three types of fixed-wing aircraft should be equipped with the following PKISR-specific capabilities:

- Light Air Reconnaissance Aircraft should be capable of 900nm range without using ferry tanks, properly certified for day/night VFR/IFR operations and equipped with day/night EO and IR sensors to support the (visual) reconnaissance role.
- Transport/Tactical Airlift Aircraft hold no designated PKISR-task. However, if tasked with NT-PKISR it should be capable of a minimum of a 180nm range with a minimum of 10 hours duration with a normal cruising speed of 200 knots.
- Attack/Armed Aircraft should be capable of a 150nm range, using day/night VFR/IFR, 24/7 reaction response with 45 minutes take-off time. In addition, operating NVG and FLIR is desirable.

The organization of UN manned military aviation units can be referenced in the UN Peacekeeping Missions Military Aviation Unit Manual (see Section 3.2 'Rotary-Wing Unit Organization' and Section 3.3 'Fixed-Wing Unit Organization').

2.5. UN Tactical Human Peacekeeping-Intelligence (HPKI) Unit

2.5.1 Employment Concept for UN Tactical HPKI Units

2.5.1.1. Role

Human Peacekeeping-Intelligence (HPKI) is one of the main sources of Peacekeeping-Intelligence gathering. As part of the PKISR community, HPKI has become an increasingly valuable commodity to commanders.

A 'UN Tactical HPKI Unit' is a tactical acquisition asset usually at the Sector Headquarters level that uses 'directed but unincentivized' HPKI techniques such as interview and source operations to acquire information to fulfill Peacekeeping-Intelligence requirements.

This chapter will provide UN agreed, ratified, and standardized guidance and a general framework for conducting HPKI activities in support of UN operations. The PKISR Unit Manual does not supplant national constraints on the conduct of HPKI operations and is only applicable to the extent that it does not contradict national policy or individual national legislation. This chapter should also be read in conjunction with the Acquisition of Human Sources for Peacekeeping-Intelligence Guidelines dated May 2020, which contains important guidelines and literature about the acquisition of Human Peacekeeping-Intelligence and the MPKI Handbook of the UN.



2.5.1.2. *The HPKI Operational Environment*

Analysis of recent operations and preparation for future operations require peacekeeping forces to rapidly deploy to any operational environment to quickly accomplish its assigned mission. Future peacekeeping operations may require a reduced footprint and focused logistics to achieve surprise and rapid response to emerging crises. Hence, HPKI elements must be equipped and structured to provide a rapid deployment capability. Equipment must be interoperable with all Peacekeeping-Intelligence information processing equipment in the UN and with other military services to ensure immediate reporting, dissemination, and database sharing. HPKI elements will be structured so that all operational, management, and analysis elements are modular and can be tailored to any military operation.

HPKI will play an increased role in developing information that supports predictive analysis to allow UN forces to understand and identify conventional and unconventional threats before they can counter or execute offensive actions against civilian or UN members. HPKI is unique because it offers the possibility of insight into the perceptions and mentalities of opponents, however, should not be considered reliable until corroborated.

2.5.1.3. *Size and Composition*

HPKI units should be flexible, versatile, and prepared to conduct HPKI acquisition and analysis operations in support of any echelon of command. HPKI coordination should be part of the MICM and fully coordinated with other acquisition activities. A coherent C2 structure within these HPKI organizations is necessary to ensure successful, disciplined, and legal HPKI operations. This structure must include experienced commissioned officers, warrant officers, and senior NCOs conscientiously discharging their responsibilities and providing HPKI acquirers with guidance from higher headquarters.

The HPKI force structure will be a key tenet in supporting forces' operations. HPKI assets must be tailored to the mission requirement while focusing on interoperability, connectivity, and reliance among all its echelons.

Regardless of the echelon, there are four basic elements that work together to provide the commander with well-focused, thoroughly planned HPKI support. The four elements are: staff support; analysis; C2; and acquisition. Each piece of the infrastructure builds on the next and is based on the size, complexity, and type of operation.

2.5.2 *Tactical HPKI Units' Capabilities and Tasks*

2.5.2.1. *Capabilities*

Organizational Flexibility. The UN HPKI Unit can be up to a company sized unit, capable of detaching platoons or smaller detachments to operate independently in support of the force elements or combined with other Peacekeeping-Intelligence assets of the mission/force as instructed by its higher headquarters. Elements of the unit may form task groups to meet specific



Peacekeeping-Intelligence requirement. General support elements should be provided by the unit's higher organization, but specific logistic requirements should be met by the HPKI unit themselves.

Integration. The HPKI Unit should be capable of integrating and operating with air elements, such as AH and MUH Units through necessary coordination, when these air assets are deployed in support of its concerned HQ or supporting forces. While the UN HPKI Unit relies on its higher organization for enablers such as logistics and force protection, it may still operate in support of other entities and Force contingents. Its personnel not only need to have an open mindset to operate effectively in an international environment, but also have the vivid understanding of the common procedures, guidelines, policies, SOPs, and this manual.

Early Warning. The UN HPKI Unit should be capable of providing the supported commander a greater understanding of the operational environment, allowing the commander to employ forces where they will be most decisive. It is also capable of providing the supported commander early warning by means of timely, accurate and relevant information. It should be able to maintain situational awareness in the assigned AOR, to develop actionable Peacekeeping-Intelligence for the supporting headquarters to conduct deliberate counter-threat operations. These capabilities and tasks require continuous acquisition and collation of observations and information provided in frequently updated and timely reporting. HPKI units should also be capable of carrying out Threat Vulnerability Assessments (TVA) of a command or facility's susceptibility to hostile intelligence acquisition including evaluation of Peacekeeping-Intelligence acquisition threats from terrorist and insurgent groups, as well as susceptibility to sabotage. It may also aid the force protection of operational elements by identifying threats and providing early warning.

Communication. The UN HPKI Unit should be able to maintain communication capabilities for accurate reporting on Peacekeeping-Intelligence requirements through the dedicated use of FM, HF, Satellite, or other available communications over extended ranges. In-Mission training on UN-owned information technology and communications equipment is mandatory to maintain operational reporting. In addition, the ability to communicate using interpreters is vital for missions that speak languages or dialects.

Mobility. For broader operational mobility, the UN HPKI Unit will rely on its higher/supporting headquarters. Availability of infrastructure should be a key consideration for mobility and in case of lack of infrastructure air transportation may be an option. Mobility is the key to the effective conduct of source operations, but HPKI units will still need force protection during operations.

Robust Sustainment. The UN Tactical HPKI Unit's higher/supporting organization/headquarters must include the unit's logistical requirements and ensure a robust capability to ensure, the unit has sufficient logistical support is in place for the duration of time in the field. HPKI units should be capable of operating with minimal equipment and deploy in all operational environments in support of offensive, defensive, stability and reconstruction operations, or civil support operations.



2.5.2.2. Tasks

Conduct of HPKI Operations:

1. Direction:

- Develops list of IRs analyzing the higher Commander's intent and prioritize among them.
- Preparation of the IAP.

2. Acquisition:

- Conduct HPKI contact operations to identify attitude, intentions, composition, strength, dispositions, tactics, equipment, personnel, and capabilities of the potential or actual threats.
- Conduct HPKI contact operations to understand the human security in the area of peacekeeping-intelligence responsibility and assist in understanding and provide early warning of issues related to the Protection of Civilians.
- Ensures appropriate placement and employment of sources and sensors.
- Conduct liaison operations to build rapport with, and exchange information with friendly military/security forces, as well as civilian agencies, in order to fulfill acquisition requirements, coordinate activities, and foster cooperation.
- Develops and maintains HPKI sources to be exploited following the guidelines of 'Acquisition of Information from Human Sources for Peacekeeping-Intelligence'.
- Exploits threat documents and media through document exploitation (DOCEX).
- Have a basic ability to conduct OPKI to supplement HPKI activity, verify information and sources, in coordination with OPKI coordinators at U2/G2. OPKI is carried out in line with the OPKI Guidelines Mar 2022. A sample of 'Acquisition Format' can be found at Annex A.
- Conducts screening operations through:
 - Mobile and static checkpoints to screen IDPs.
 - Security screening of the locals working in close contact to the UN.
 - Screening as a part of cordon and search operations.
- Questioning/debriefing of the suspect/IDPs and friendly forces.
- Conduct of walk-in interviews.

3. PED:

- Collate information followed by analyses and production of HPKI as well as its dissemination through designated channel for the use of operational elements.
- Provide gradings for all information acquired according to the methods of 'Rating' mentioned in the MPKI Handbook. However, some basic and universal guidance of the rating is mentioned at Annex B.
- Prepares analytical reports through synthesis and integration of information from different sources, followed by validation, analyses and interpretation supported by synchronization and assessment matrices as well as analytical tools and techniques.



- Provides situational awareness and early warning for the supporting headquarters about ensuing threats.
- Identify and recommend countermeasures to threat intelligence acquisition efforts.
- Produce and circulate all necessary/relevant routine/periodical/specific Peacekeeping-Intelligence reports.
- Coordinate the output of the Peacekeeping-Intelligence products that includes archiving of the HPKI products, followed by synchronization, comparative study, and analyses.

2.5.3 Organization and equipment of a Tactical HPKI Unit

2.5.3.1. Organizational Structure

For better understanding, a Tactical UN HPKI Unit may typically be considered of a platoon plus to company minus size organization, depending on the Mission's requirements. Where a larger Tactical HPKI Unit is needed, a separate tier of HQ may be created between the HPKI HQ and the Operational Management Teams (OMTs), or there may be an increased number of OMTs directly under the HPKI HQ. In that case, the unit may be made logistically self-dependent with inclusion of Logistics Detachments, which otherwise is not followed in the case of a smaller HPKI Unit. Typically, smaller HPKI Units are logistically dependent on the supporting units or HQs. There may be two to three OMTs under the HPKI HQ to provide technical Command and Control (C2) of the HPKI Acquisition Teams (HATs).

The UN HPKI Unit can deploy in support of other force elements or detaching individual OMT or HAT for limited period. In such cases, HPKI unit/sub-unit will always depend upon the supported unit or HQ for their logistics and force protection. However, HPKI Unit/sub-unit will contribute with its limited integral force protection during any operation. It is difficult to specifically enumerate an equipment table for a Tactical HPKI Unit, as it often varies due to the peculiarity of the requirement of the missions and the capability of the TCC (Troop Contributing Country).

2.5.3.2. Generic Organizational Chart

Tentative organogram of a generic Tactical HPKI unit is given below. Further detail is at Annex D.

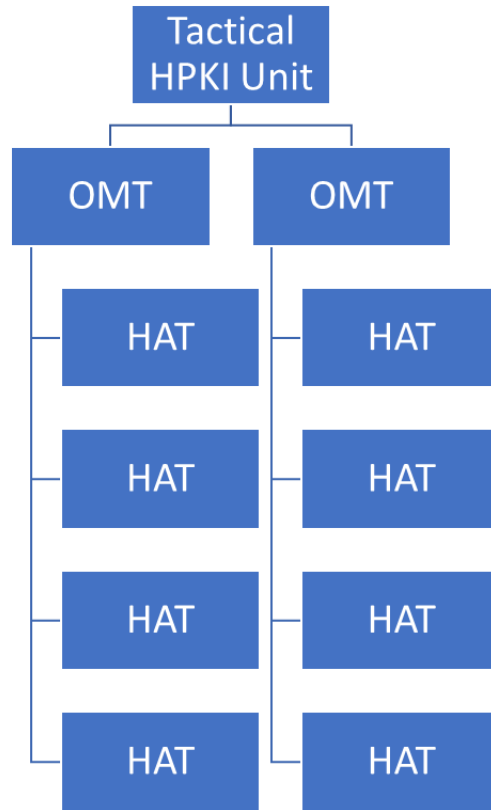


Figure 13: General organizational chart of UN Tactical HPKI Unit

2.5.3.3. HPKI Control Organizations (HCO)

HPKI control organizations are how a commander exercises command of a unit's operations. HPKI control organizations are vital to the effective use of HPKI acquisition assets. HPKI control organizations consist of the U/G2X and/or the HPKI Operations Cell (HOC) at the sector and above level. The details of their functions are given below:

U/G2X:

- The U/G2X, a PKI cell subordinate to the U/G2, is the primary advisor on HPKI, and the focal point for all HPKI activities at the sector (G2X) or force level (U2X).
- The U2X is responsible for controlling Force HPKI assets, coordinating all HPKI acquisition activities, and keeping the Chief U2 informed on all HPKI activities conducted in the force area of peacekeeping-intelligence responsibility (APIR).

Operations Support Cell. The OSC in the U/G2X staff maintain the consolidated source registry for all HPKI activities in the unit's designated APIR.



HPKI Operations Cell (HOC). The HOC is assigned under the U/G2X to track all HPKI activities in the AOIR. The U/G2X uses this information to advise the senior Peacekeeping-Intelligence officer (SIO) on all HPKI activities conducted within the APIR.

HPKI Analysis Cell (HAC):

- The HAC is part of the U/G2X and works closely with the all-source Peacekeeping-Intelligence elements to ensure that HPKI reporting is incorporated into the all-source analysis and common operational picture (COP).
- The HAC is the "fusion point" for all HPKI reporting and operational analysis. It determines gaps in reporting and coordinates with the ARM to cross-cue other Peacekeeping-Intelligence sensor systems.

2.5.3.4. Tactical HPKI Unit Elements

Operational Management Team (OMT):

- The OMT will be a four-person team. Generally, the team will be led by an officer or WO; however, the standards of grade for all OMT members are subject to the skill sets and experience required to accomplish the assigned mission.
- Each HPKI Platoon should have two Operational Management Teams (OMT) manned with an HPKI trained leader assisted by three operators/interviewers of different ranks. Each OMT can control 2-4 HCTs.
- When two or more HCT are deployed in support a maneuver element, an OMT will also be deployed to provide technical control. The OMT will work closely with the supported S2, 2X, to furnish current threat information and answer the supported commander's PIRs and Peacekeeping-Intelligence requirements (IRs).
- The OMT is optimally collocated with the command post (CP) of the supported unit. However, it must be located where it can provide oversight of team operations and best support the dissemination of tasking, reports, and technical data between the unit and the deployed acquisition assets.

HPKI Acquisition Team (HAT):

- HATs are the elements that acquire information from human sources. The HPKI acquirers deploy in teams of approximately four to eight personnel consisting of HPKI Acquirers also known in the UN as Human Source Handlers (HCH). However, HATs are very adaptable in terms of organization and being able to adapt to almost any acquisition environment.
- Usually, each HAT will consist of minimum two NCOs and two junior soldiers, but HPKI operational teams may be task-organized by the commander as required.
- The team leader is typically a HPKI officer who is responsible for supervising, planning, and coordinating the execution of HPKI operations. He is the technical expert in the team



having the greatest level of detail on all Peacekeeping-Intelligence related operations. He is assisted by a warrant officer as his second in command. Others are HPKI Acquirers.

2.5.3.5. HPKI Task Groups

Command Debriefing Team:

- A command debriefing team is normally not included in the table of organization and equipment (TO&E) but may be task organized to meet mission requirements. This task-organized team is normally OPCON to the HOC.
- Although more prevalent during stability and reconstruction operations, senior personnel will often acquire information of Peacekeeping-Intelligence interest during the normal course of their duties.
- The HPKI acquisition assets, particularly at sector level or higher will normally task organize a team of more senior, experienced individuals to debrief these senior unit personnel.

DOCEX Team:

- DOCEX teams are normally found at theater and national level organizations. Lower echelon HCTs may also be designated to perform the DOCEX mission based upon mission parameters and linguist availability.
- Dependent on the priority of exploitation and volume of documents, HCTs assigned the DOCEX mission may be augmented by military, civilian, or contractor personnel to accomplish their assigned mission.
- During operations, the DOCEX team will normally screen documents, extract information, and expedite the evacuation of documents to the Joint or Theater Document Exploitation Facility.

HPKI Analysis and Production Organizations:

HPKI analysis and production organizations analyze information acquired from HPKI sources, support the requirements management (RM) system, and produce single-source Peacekeeping-Intelligence products. HPKI analysis and production are basically conducted at all echelons.

2.5.3.6. Minimum Equipment List of Tactical HPKI Unit.

A basic equipment list of a generic Tactical HPKI unit is given below. Further detail is at Annex D.

- PKISR acquisition devices.
- Analytical devices.
- Communication devices.
- Personal gear.



- Personal weapons.
- Accommodation equipment.
- Vehicles.
- Power supply.

2.6. UN Tactical SPKI Unit

2.6.1 Role

Tactical SPKI Units are a very new capability within the PKISR enterprise and as such their use is relatively limited. They rely on host nation consent and approval to operate. As the threat to Peacekeeping troops has increased, seeking to utilize tactical SPKI capabilities may increase, especially in understanding Armed Group intent and through the provision of Indicators and Warnings. Tactical SPKI Units are designed to provide threat warning, analysis of intercepted voice communications, interception of threat related signals, and dissemination of signals related products to support force and mission level priorities. They may operate directly to the Force Headquarters, may be delegated to the sector level or may be a hybrid of both. They are likely to provide a 24/7 capability.

A UN Tactical SPKI Unit acquires and exploits signals of interest and provides geo-location of threats to tactical level decision makers.

2.6.2 Size and composition

The size of the unit could be up to company size, although such a unit size could vary dependent on operational requirements and the need for capability to be tactically mobile. Size would include a headquarters element, core element, forward deployed detachment, and exploitation element.

2.6.3 Capabilities and Tasks of the UN Tactical SPKI Unit

2.6.3.1. Introduction

It is expected that the UN Tactical SPKI Unit will be deeply integrated into the Force Headquarters priorities and acquisition requirements. Depending on where elements of this unit are deployed this may shape the tempo and tasks and the way in which this units' capabilities are utilized.

2.6.3.2. Unit Level Capabilities

Tactical SPKI Unit capabilities include:

- Interception of communications and transcriptions.
- Detection and identification of electromagnetic and digital sources/emitters.
- PED of acquired information.



2.6.3.3. *Unit Level Tasks*

The core tasks of the UN Tactical SPKI Unit include:

- Employ sensors according to operational/Tactical level priorities determined by the Force Commander and Sector Commander in coordination with the FHQ U2.
 - Determine the focus of all technical Peacekeeping-Intelligence efforts.
 - Configure the unit to deliver within the mission Peacekeeping-Intelligence acquisition plan.
 - Translate direction into meaningful tasking of sensors to achieve the desired effect or outcome.
- Provide analysis of signals of interest within a defined area
 - Identify and track locations of electronic communications.
 - Scan the electromagnetic spectrum.
 - Determine individual and group's location and movement patterns.
 - Identification of immediate threats.
- Intercept and provide transcription of voice and text of acquired signals of interest
 - Search, intercept, and monitor.
 - Record intercepts.
 - Transcribe intercepts.
 - Decryption communications.
- Provide timely, accurate and relevant finished SPKI products in support of the force's priorities
 - Partial automated process of conducting information fusion, reconciliation, and analysis.
 - Provide sound Peacekeeping-Intelligence products, tools and reports that will be processed in the Peacekeeping-Intelligence framework of the Mission.

2.6.3.4. *Organization and Equipment of the UN Tactical SPKI Unit*

Organizational Structure

The UN Tactical SPKI Unit is likely to be a company sized organization, depending on the Mission's requirements, but it is likely to be subordinate to a higher unit organization for administration and logistical support. It is likely to consist of a communications Peacekeeping-Intelligence detachment, an electronics Peacekeeping-Intelligence detachment, and a Peacekeeping-Intelligence analysis detachment. It is expected that security would be provided by a higher unit.

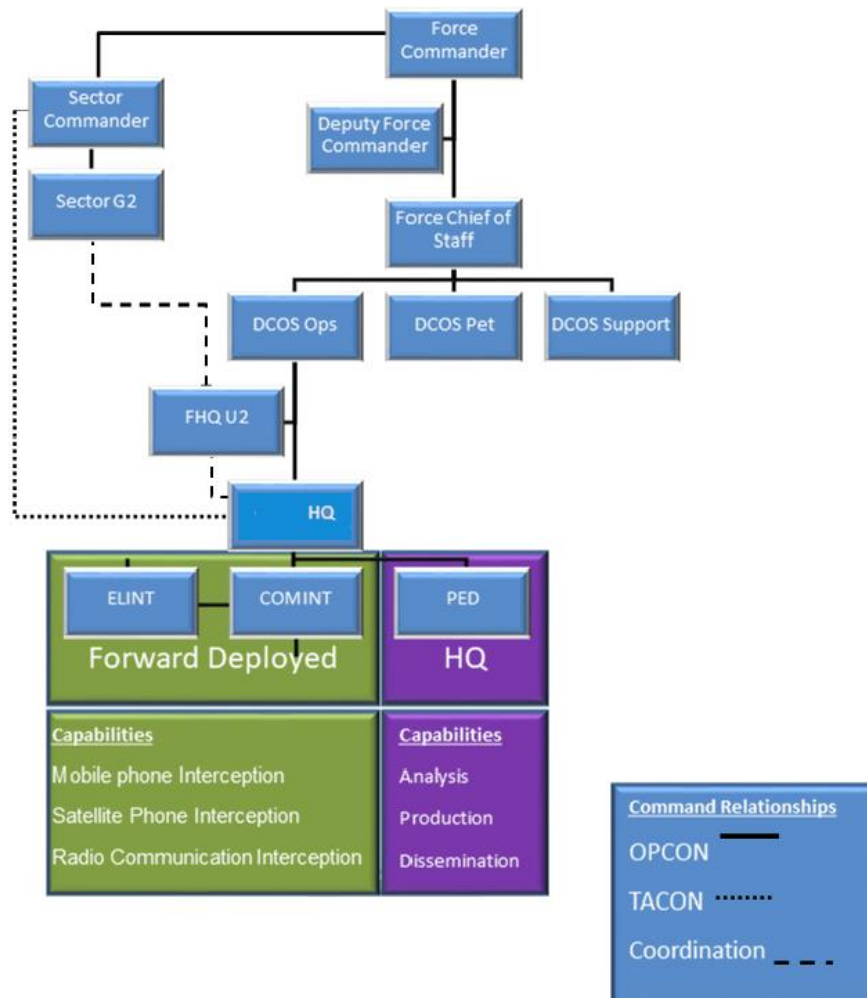


Figure 14: General organizational chart of UN Tactical SPKI Unit

2.6.4 Minimum Equipment Requirements of UN Tactical SPKI Unit

It is anticipated that the Tactical SPKI Unit will be equipped with:

- Specialist Signals Equipment
- HF/VHF Radio sets
- Power supply/generators
- Armored personnel carriers
- 4x4 vehicles
- Water Truck
- Maintenance Truck
- Cargo Truck
- Fuel Trailer and storage
- Water trailer and storage
- Accommodation equipment

CHAPTER 3



3. PKISR Unit Support

3.1. Introduction

PKISR Units generally operate in austere environments, at times with small units deployed deep into the Mission area of operations, potentially in isolation from other UN forces and far from any logistical bases. A specialized logistics support arrangement is often therefore an essential element to support PKISR Units that are required to forward deploy from Main Operating Bases (MOB). This could include specific capabilities and procedures such as airdrop, air resupply, caches, riverine resupply, and local resupply. The logistics support arrangement must be well prepared and planned during the early stages of Mission planning, and for each PKISR Unit operations once deployed. Understanding how and where shared sustainment responsibilities intersect will ensure the success of PKISR Units.

PKISR Units are expected to meet the standards of self-sustainment according to the terms of the Memorandum of Understanding (MOU) and Contingent-Owned Equipment (COE) Manual. The deploying PKISR Unit is required to have and maintain the necessary resources and personnel to support itself administratively and logistically for the duration of the Mission. To avoid having troops arrive unprepared to sustain themselves or their operations, TCCs and their contingents must be clear on what support will be provided by the UN and what support they must provide for themselves. The specifics of what to expect are provided in key documents such as the SUR and any MOU or Letter of Assist (LOA). It cannot be over-emphasized that special attention must be given to the detailed requirements for rations, water, shelter, medical and supplies. This chapter provides an overview of the mission support concept, planning considerations, CASEVAC and logistics planning considerations.

3.2. PKISR Unit Self Sustainment

When the PKISR Unit arrives in the Mission area, it is responsible for meeting all its own needs for rations, water, petrol, oil, etc. for the first 30 to 90 days, depending on the terms of the MOU and SUR. Typically, equipment is deployed for the duration of the Mission as agreed by the General Assembly rotation of uniformed personnel deployed in formed units occurs every 12 months. Subject to MOU negotiations, and dependent on the type of Unit, the PKISR Unit may be required to self-sustain in the following areas:

- Catering
- Office
- Minor Engineering



- Laundry and Cleaning
- Accommodation
- Fire Detection and Alarms
- Miscellaneous General Stores
- Unique Equipment
- Medical: Observation and Treatment Identification
- Communications
- Electrical
- Explosive Ordnance Disposal
- Tentage
- Basic Firefighting Equipment
- Field Defence Stores
- Internet Access
- Welfare Items
- Defence against CBRN weapons

3.3. UN Support to PKISR Units

Following the initial period of self-sufficiency and in addition to TCC support obligations to their deployed contingents as specified in the MOU, other PKISR Unit life support and operational requirements could be satisfied by the field mission support capacities. The Director /Chief of Mission Support (DMS/CMS) manages all resources in the Mission, including those supporting the PKISR Unit. The UN peacekeeping logistics support concept relies on the integration of UN-owned, contracted, and military contingent-provided resources. All mission support and service functions are considered common to the UN and shared between Mission entities. Resources are offered on a uniform and equitable basis, depending on mission priorities, irrespective of whether the organization providing the goods and service is military, UN civilian or contractor. PKISR Units are responsible for monitoring and reporting their supply consumption, forecasting, and reporting tactical logistics requirements to the various Mission support activities. Supplies and services provided in the Mission area may include:

- Distribution of major commodities such as fuel, water, and rations.
- Construction and management of accommodation.
- Movement Control (MOVCON) planning and scheduling for unit personnel, equipment, and commodities.
- Medical, environmental health and if specified, dental services.
- Civil engineering projects.
- Geographical Information System (GIS) services (i.e., maps).
- Ground, air, and surface transportation services.
- Installation and operation of communications and IT services.



- Casualty Evacuation/Medical Evacuation (CASEVAC/MEDEVAC) transportation and support for in-theatre movement of sick and wounded personnel to medical facilities beyond Medical Level 1.

The majority of PKISR Units deploy to their missions under a “dry lease” reimbursement in which the TCC provides equipment to a peacekeeping mission and the United Nations either assumes responsibility for maintaining the equipment or arranges with a third party for maintenance of the equipment. A wet lease arrangement is a reimbursement system for contingent-owned equipment whereby the troop/police contributor assumes responsibility for maintaining and supporting major and minor items of equipment deployed. The troop/police contributor is entitled to reimbursement for providing this maintenance support. The number of troops, type, and quantities of contingent-owned equipment (COE) authorized for deployment to the Mission area is codified in the COE portion of the memorandum of understanding (MOU) and is negotiated between the TCC, the Mission and UN Secretariat before the unit’s deployment. Equipment reimbursement rates are governed by the COE Manual which is updated every three years with endorsement by the UN General Assembly.

A specialized combat service support (CSS) arrangement may be required to support some PKISR Units and should include specific CSS capabilities and procedures. The CSS arrangement must be well prepared and planned during the early stages of mission planning, and for each type of PKISR Unit once deployed. Under CSS from Mission engineers, an PKISR unit, dependent on its size, type and capabilities may expect and be specific about the following (if required):

- Accommodations specific to their tasking and equipment, including specific storage requirements to protect against temperature and the environment.
- Specific/additional electrical/power requirements.
- Additional water scaling.
- Waste treatments plants to cater for the additional quantity and/or type of scaling.
- Roads, tracks, runways, airstrips, and heliports as per requirement, including their upkeep and maintenance.
- Specific road, airfield, airstrip, and heliport requirements at the reception area, or to ensure connectivity and onward movement of forces or forward staging.
- Any specific training infrastructure.
- Field repair / recovery equipment and SOPs.
- Dust suppression liquid chemicals and SOPs.
- Support for intra-mission FOBs.
- Camp security.

See also the UN Infantry Battalion Manual (UNIBAM) for further discussion of unit-level support structures, categories of support capabilities, engineering support, Contingent Owned Equipment (COE) and the Memorandum of Understanding (MOU), National Support Elements



(NSE), the Letter of Assist (LOA), administrative policies and the critical issue of COE and personnel movement.

3.4. National Support Element (NSE)

In some situations, a TCC may elect to deploy additional personnel as part of a national support element (NSE) at its own expense and with prior approval from the UN. The NSE includes personnel and equipment in addition to the COE MOU, and/or as described in the SUR for the specific field Mission. TCCs are not reimbursed for NSE troops, rotations, and self-sustainment costs. NSE strength is limited to 10% of the unit's MOU strength and cannot exceed 50 personnel, regardless of unit size and composition. For legal purposes, these personnel are considered as part of the contingent. However, NSE personnel are not authorized to participate in tactical operations, such as patrolling. Essentially, the NSE can serve in a support role, enabling commanders to fully employ its forces towards infantry tasks. TCCs typically deploy NSE for the following support roles:

- Facilitation of communication between the unit and its home country.
- Management of national personnel matters.
- Provision of national postal support.
- Provision of national finance / paymaster support.
- Management of maintenance and national supply chain actions.
- Management of internal movement control operations.
- Organization of national visits approved by UN HQ to the mission area.
- Establishment of liaison with Mission support offices to manage national rotations.

3.5. CASEVAC and Medical Support

For comprehensive guidance on medical operational, logistical, and administrative guidelines for Member States, UN Headquarters, and field Missions, consult the Medical Support Manual for United Nations Field Missions – 3rd Edition – 2015” available on the UN Resource Hub: http://research.un.org/en/peacekeeping-community_in_addition_to_the_2020_policy_for_Casualty_Evacuation_in_the_Field.

In addition to a host of other essential information, the Medical Support Manual provides information on the command-and-control structure for integrating medical support in field Missions, CASEVAC/MEDEVAC procedures, pre-deployment medical screening requirements, entitlements to medical care in field Missions and certification requirements for field Mission medical professionals.

PKISR Unit Casualty Evacuation (CASEVAC): PKISR units often operate deep into hostile-held territory. To mitigate the inherent challenges, CASEVAC operations are prepared by



detailed planning and training, pre-arranging for dedicated evacuation resources and coordinating for the required medical capability.

Detailed CASEVAC Planning and Training: During the planning phase of each operation, special attention is given to CASEVAC capabilities, procedures, and timing with the UN Mission MEDEVAC/ CASEVAC assets and Level 2/3 hospitals that will provide specific medical support and training for the PKISR unit. MEDEVAC/ CASEVAC training is aimed at interoperability between air assets and other components such as the Quick Reaction Force.

Dedicated CASEVAC Resources: When dedicated MEDEVAC/CASEVAC military aviation resources are required, they must be planned for and obtained in advance. Aviation support capacities include peacekeeping military air units with tactical fixed-wing aircraft as well as utility, observation, and attack helicopters. Aviation support can be provided by the transportation cell in the Field Operations Support unit managing Mission aviation (including military transport helicopters), movement control and MEDEVAC/CASEVAC. Under this arrangement, aviation support is placed under the authority of the DMS/CMS.

CHAPTER 4



4. Training

4.1. Introduction

This chapter is intended to assist PKISR Unit commanders and leaders in their professional obligation to maintain the training and operational readiness of the personnel under their supervision. The UN fully recognizes TCC sovereignty and prerogatives when it comes to the military training of their personnel and units. TCC military training is the foundation that makes contingents capable of performing their assigned tasks in the UN Mission and it is the professional foundation upon which UN peacekeeping interoperability is built. Nonetheless, this chapter briefly explains UN training expectations as they relate to preparation for UN deployment; professional military training recommended for emphasis; and fundamental training requirements for PKISR Units. Training should be focused on preparing PKISR Units to complete the tasks outlined in Chapter Two of this manual and, when a TCC has been asked to contribute personnel for a specific mission, on the tasks outlined in the mission specific SUR and in meeting the mission mandate.

4.2. Other Manuals for Reference

The UN Infantry Battalion Manual (UNIBAM) discusses common UN military unit training at length and should be studied by all units deploying for peacekeeping Missions.

The UNMUM Aviation Unit Manual discusses training requirements for Class II and Class III UAS as well as fixed wing and helicopter PKISR. Key professional qualities worthy of TCC emphasis include military planning, the ability to integrate and orchestrate diverse sources of specialist personnel and equipment, communications skills (both oral and written), the development of a versatile and flexible mindset, cultural awareness and sensitivity, language skills and knowledge of the UN communications and information technology system. Descriptions of UN peacekeeping training, including the various phases such as Pre-deployment Training, Induction Training, Ongoing or In-Mission Training (a command responsibility vital to ensuring the maintenance of operational effectiveness) and on-the-job training are covered in the UNIBAM. Peacekeeping training described therein is applicable to all military units, regardless of specialty.

The Military Peacekeeping-Intelligence Handbook (MPKI HB) provides operational and tactical level guidance to peacekeeping-intelligence staff on the conduct of peacekeeping-intelligence planning and processes. This PKISR handbook supports the over-arching policies and processes outlined in the MPKI HB.



The generic training requirements mentioned in this chapter are task-oriented and not necessarily UN peacekeeping unique. The intent is to provide contingent commanders and subordinate leaders a consolidated list of important topics as they prepare their units for UN deployment. Commanders and subordinate leaders should develop these training topics in greater detail to suit the needs of their units. To meet the need for greater detail in UN Mission-specific training, specialized training materials (STMs) are being developed by DPO to provide peacekeeping training goals for TCCs participating in UN operations.

4.3. Professional Military Training Recommended for Emphasis

There are professional military training topics TCCs may wish to emphasize as they prepare their personnel and units for UN peacekeeping operations. The ability to work with other nationalities is a fundamental requirement in UN operations. Preparing key contingent members to communicate in the French or English languages (a typical Mission requirement) allows them to integrate their unit into the overall Mission but could involve extensive training time. However, language training and Mission-specific cultural familiarization could be incorporated into the TCC's long-term professional military curriculum, not just its pre-deployment training.

Beyond mastering specific technical subjects, PKISR Unit leaders should be capable of orchestrating all PKISR Unit functions to achieve a coordinated application of unit assets. Knowledge of the UN command and control and logistics systems is essential for TCC contingents to operate effectively within the integrated UN field Mission. TCCs are encouraged to develop leaders who can work within a civilian-managed Mission support structure while remaining responsive to supported military units and the Mission's military chain of command. TCCs are advised to work with DPO's Integrated Training Service (ITS) to develop classroom instruction and command post exercises that will provide UN peacekeeping orientation that can then be added to TCC-specific military professional training.

4.3.1 Specific Training for Emphasis – IRM and ARM

- IRM and ARM specific training.
- IRM and ARM Info Systems training.
- Operational Peacekeeping-Intelligence training.

4.3.2 Specific Training for Emphasis – LRRS Unit

- Training on Peacekeeping-Intelligence.
- Tactical Peacekeeping-Intelligence training.
- Training on reconnaissance and Surveillance.

4.3.3 Specific Training for Emphasis- Tactical UAS Unit

- Tactical UAS training (platform specific).



- Training on tactical reconnaissance and Surveillance operations.
- Flight Safety and weather operations.

4.3.4 Specific Training for Emphasis- Tactical HPKI Unit

Principal Training Requirements:

- HPKI operators' training.
- Training on Peacekeeping-Intelligence.
- Tactical Peacekeeping-Intelligence training.
- Training on Peacekeeping-Intelligence staff works.
- Training on reconnaissance and surveillance.
- Training on tools and techniques of Peacekeeping-Intelligence analysis.
- Training on tactical questioning and interview.
- Training on counterterrorism.
- Cultural and language training.

4.3.5 Specific Training for Emphasis- Tactical SPKI Unit

- Technical Signals Peacekeeping-Intelligence training.
- Training on Spectrum Management.
- Communications Foundation training.
- Cultural and language training.

4.3.6 Auxiliary Training Requirements

- Training on psychological operations.
- Training on protective security.
- Training on counterinsurgency.
- Training on civil-military coordination in the UN.
- Training on the protection of civilians.
- Training on international humanitarian law.

4.4. Fundamental Training Requirements for the PKISR Unit

While military training may vary according to national goals and resources, there are fundamental training requirements that should be observed when preparing to deploy to a peacekeeping Mission. Training requirements of note to PKISR Units include:

- Mission Rules of Engagement.
- Mission-specific geographic and environmental conditions whose unique physical and operational characteristics provide training realism.



- Mission-specific guidance obtained from documents issued by DPO's Office of Military Affairs, such as the SUR and Guidelines to TCCs, among others; the ITS's Pre-deployment Training Packages; and field Mission documents such as the Force Commander's Training directive.
- Observations resulting from reconnaissance by the incoming PKISR Unit commander and staff to the Mission area.
- Lessons learned from the outgoing PKISR Unit.
- Awareness training on asymmetric threats, particularly the use of IEDs.
- Equipment and role-specific training. In-Mission training on UN-issued communications and information technology equipment is mandatory.

Individual and especially collective PKISR Unit training should be focused on interaction with different Mission elements, Mission partners and other actors present in operations. The Force Headquarters is responsible for producing training-of-trainer's courses for induction training conducted under contingent arrangements. Moreover, the ITS has developed Mission-specific training modules that, when applied, help transform and realign PKISR Unit staff to the tasks and challenges of peacekeeping operations. ITS is responsible for providing peacekeeping training standards for all phases of training, based on departmental priorities and policies, lessons learned and best practices. ITS disseminates required standards to all peacekeeping training partners, including Member States and field Missions.

4.5. Characteristics of Peacekeeping Training

There are fundamental training requirements that should be observed when preparing to deploy to a peacekeeping mission. Not all are covered here, however it must be noted that each unit will have its own pre deployment training. In addition, there are training materials in development specific to PKISR units that in due course will form part of any PKISR Units training requirement:

- Training should be conducted progressively. For example, to achieve overall Unit skills, training should commence with individual skills, before moving on to the more complex collective tasks will need to undertake as a PKISR Unit and sub specialization. The framework collective skills are outlined in Chapter Two of this manual, and a comprehensive list of individual and collective military skills can be sought from UNHQ.
- Collective training should be focused on the tasks contained in this manual, complemented by UN and Mission-specific tasks. Such tasks will be drawn from the SUR and from the mission mandate.
- Training should be realistic and practical exercises must be central to training efforts. Every effort must be made to replicate in Mission conditions and situations that the unit might face. For example, if it is identified that there is an IED threat, then counter-IED training should be prioritized. Similarly, if there is a threat to civilians or if there is a POC



mandate then POC training should be to the fore. Guidance on such training can be drawn from both UNHQ and from the Mission.

- Training should be scenario-based. This will allow the TCC to recreate conditions on the ground which the UN Inf Bn is likely to face.
- TCCs should train for the full spectrum of tasks required by the mission mandate, including non-conventional tasks that may be unfamiliar to their personnel. These training tasks should include POC challenges, Human Rights violations, situations involving CRSV, and convoy escorts. The mission should be contacted for advice on the development of appropriate exercise scenarios.
- Training should ensure that forces are interoperable with other UN forces and entities once deployed. For example, training for interoperability should include language training, and the use of interpreters.
- Training should also prepare the PKISR Units for interaction with multiple mission elements, mission partners and other actors present in the area of operations should also be considered, including enablers such as air, riverine and maritime assets.
- TCCs are also responsible for ensuring that their personnel are aware of and understand UN policy and doctrine on a variety of issues, including but not limited to SEA, Gender, CRSV, Human Rights, and the POC. It is the responsibility of the TCC to source a comprehensive list of these documents from UNHQ. It is appropriate for TCCs to train their personnel through a series of lectures, practical demonstrations, and scenario-based exercises.

CHAPTER 5



5. Evaluation of the PKISR unit

5.1. Purpose

The purpose of formal evaluations is to support and validate TCCs and military contingents in meeting UN standards of performance and interoperability. This chapter is designed to describe the PKISR unit's evaluations before deployment and during in-mission evaluation using UN military performance standards.

It is important to note that this chapter aligns with the Operational Readiness Assurance and Performance Improvement Policy, 2016 (UN ORA policy) and the Operational Readiness Preparation for troop contributing countries in peacekeeping missions, 2018 (ORP Guidelines) which outline a framework, including timelines for the evaluation and self-certification of PKISR units provided by TCCs in accordance with SURs, the COE Manual, and other UN Peacekeeping Military Unit Manuals (UNMUMs).

5.2. Responsibilities

According to the UN ORA policy, TCCs are required to conduct self-evaluations prior to deployment. The evaluations should be based on UN military performance standards (Annex E) as means of assessing the state of unit(s) readiness and preparedness. Self-certification exercises can be observed by UNHQ.

For TCC contingents deploying to UN Missions, the use of detailed tasks, standards, and indicators, focusing on peacekeeping and the PKISR unit's preparedness, will yield increased benefits in terms of operational readiness and early identification of unit capabilities and possible performance shortfalls in need of improvement. TCCs experiencing difficulties meeting UN performance standards, are advised to seek support from DPO/DOS. Every effort will be made to assist the TCC with its requirements, either by expert assistance from the UNHQ or through third-party support. Self-evaluation plays a key role in achieving and maintaining operational readiness. By conducting self-evaluation, TCCs can authoritatively determine performance of its personnel, units, and equipment according to UN military performance standards, and consequently address eventual performance shortfalls. Adequate resources e.g., training areas, available equipment, ammunition for live firing, and equipment will significantly improve preparation and evaluation exercises.



5.3. Evaluation Criteria

A military contingent's operational readiness is evaluated based on distinct criteria such as mission requirements, organizational structure, operational standards, pre-deployment training, capability to perform mission essential tasks and logistics standards.

Performance standards for the PKISR unit is developed by PKISR working group close co-operation with DPO/OMA/MPET. The UN Military Performance Standards (Annex E) include generic peacekeeping evaluation criteria and specific standards and indicators for PKISR.

5.4. Conducting Evaluations

5.4.1 Self-Evaluation of the PKISR Unit

The UN encourages TCC's to perform self-evaluation before entering the mission area and during mission operations after every mission. This is with the aim of increasing the operational effect but at the same time maintaining a high/or a certain level of assurance and safety. It is a Command responsibility that a PKISR Unit performs self-evaluation, but it is also everyone's duty to undertake self-evaluation with the aim to improve. This demands a just culture.

Self-evaluation plays a key role in achieving and maintaining operational readiness. In UN peacekeeping operations, TCCs conduct their own self-evaluations to assess and monitor the state of individual and collective training, and to check the maintenance and performance of equipment. By conducting self-evaluation, TCCs can authoritatively determine how well their personnel, units and equipment perform according to UN standards, and consequently take TCC-appropriate action to make any necessary improvements. In this way, TCC self-evaluation contributes to higher states of operational readiness. This chapter provides the considerations, references, methodology, structure, and key self-evaluation criteria military aviation units require to be fully mission-capable by:

- Providing guidelines to the TCC and PKISR Unit commander, including suggested self-evaluation considerations using measurable and quantifiable criteria and standards.
- Providing measures to be taken during pre-deployment and in-mission self-evaluation.
- Providing timely self-evaluation to enable appropriate mid-course corrective actions well ahead of deployment.
- Facilitating efficient planning and safe execution of PKISR Unit support for peacekeeping operations.

5.4.1.1. Self-Evaluation Considerations

Operational Readiness: A PKISR Unit is expected to have high standards on basic training capabilities, core operational tasks for each type of PKISR Unit and should have developed mission-oriented task-specific procedures. Weakness in any one of these areas



adversely affects operational readiness. Self-evaluation criteria should focus on revealing a unit's capability in these various elements of operational readiness.

5.4.1.2. Self-Evaluation References

In addition to this manual and its PKISR-related references (Annex F), the following UN peacekeeping documents also provide guidelines and standards for self-evaluation and operational readiness. A most useful link to access most if not all these documents including the up-to-date UN Military PKISR unit's performance standards (TSIs) will be available on the United Nations Peacekeeping Resource Hub <https://research.un.org/en/peacekeeping-community> are available on the UN Resource Hub: <http://research.un.org/en/peacekeeping-community>

- PKISR Staff Handbook (2021)
- UN Peacekeeping Missions Military Aviation Unit Manual (2021).
- UN Military Peacekeeping-Intelligence Handbook (2018).
- TCC-specific UN peacekeeping operations manuals, guidelines, and SOPs.
- Mission Mandate, Memorandum of Understanding, Status of Forces Agreement and Rules of Engagement.
- Statement of Force/Unit Requirements issued by OMA.
- Command and control authority for missions.
- Mission Concept of Operations, Operational Directives and Orders, Operational Plans, SOPs, and mission-specific case studies.
- Generic Guidelines for Troop-Contributing Countries Deploying Military Units, the COE Manual and Guidelines on Peacekeeping Training.
- Lessons Learned and Best Practices of current and past peacekeeping missions.
- After-Action Reports.

5.4.1.3. Pre-Deployment Self-Evaluation Preparation

Self-evaluation is a command responsibility prior to UN DPO's pre-deployment visit, the designated military PKISR unit Commanding Officer should undertake the following activities:

- Raising and establishing an PKISR Unit in accordance with the Statement of Unit Requirements.
- Training in accordance with PKISR Unit tasks and operational demands.
- Developing mission-specific, task-oriented, individual, and collective expertise and capabilities.
- Identifying shortcomings and instituting remedial measures to improve capabilities.
- Making timely adjustments and mid-course corrections.
- Utilizing experienced trainers from other PKISR Units to train any new PKISR Unit awaiting deployment.
- Final pre-deployment inspection and rehearsal of the PKISR Unit by national peacekeeping experts under TCC arrangements.



5.4.1.4. Methodology for In-Mission Self-Evaluation

The suggested methodology for maintaining operational readiness and carrying out self-evaluation includes:

- Continuous and simultaneous monitoring and review of performance in-mission by the PKISR unit commander.
- Identifying potential weak areas and conducting periodic selective evaluations to assess and readjust corrective actions.
- Reassessing capabilities and skills when the Mission operational situation changes or when there is a gap between Mission requirements and performance.
- Validating key appointments in command and staff positions to match responsibilities with ability and providing guidance and support where required.
- The PKISR Unit should perform self-evaluation with two aims. The first is to identify what the PKISR Unit is doing well, with the aim to pass on to others so they may, if they want, adopt that. The second aim is to identify what the PKISR Unit can improve, with the aim to pass that on to the others so they can learn from it.

5.4.1.5. Self-Evaluation Key Topics

To assess the operational readiness of an PKISR unit, the UN demands that the self-evaluation must be implemented based on distinct topics such as organizational structure, capability in maintaining an PKISR Unit's core capabilities, operational tasks and capabilities, training requirements and desired standards, safety requirements, equipment serviceability, standard equipment, maintenance and logistic support capabilities and interpersonal relationship. These self-evaluation topics will address different levels within the PKISR unit to include individuals, task-oriented groups, subordinate units, staff and PKISR Unit commanders; and analyze task-oriented activities at the subordinate unit and unit headquarters.

Self-evaluation yields great benefits in terms of operational readiness and early identification of unit weaknesses. Early identification allows performance or equipment shortfalls to be addressed before they cause mission failure or the loss of life. TCCs that lack the financial or technical ability to support their deploying units with the resources needed for self-evaluation should discuss their needs with DPO/DOS at UN Headquarters. Every effort will be made to assist the TCC with its requirements, either by expert assistance from UN Headquarters or through third party support.

5.4.2 Pre-Deployment Evaluations

A military contingent is expected to be equipped, well trained, and qualified in basic military skills and conventional defensive tactics, techniques, and procedures according to UN military performance standards. DPO-organized pre-deployment visits (PDVs) offer a level of independent evaluation prior to a contingent's deployment to the Mission area.



Pre-deployment evaluations by UNHQ may include validation of the contingent's ability to:

- Ensure timely assembly, grouping, and equipping of the military unit in accordance with the SUR and MOU.
- Conduct mission-specific, task-oriented drills and exercise to validate individual and collective capabilities of the unit through Military Skill Validation (MSV). MSV is conducted by DPO/OMA to assess the unit's operational readiness and performance. MSV consists of two parts, individual skill validation and collective skill validation tailored to the specific unit, the SUR. Functions, Tasks, Standards, and Indicators that is incorporated in this manual (Annex E) are used during MSV to validate the PKISR unit's preparedness and operational readiness.

5.4.3 In-mission evaluations

UN Force and Sector Headquarters regularly conduct in-mission evaluations, to assess and monitor the state of individual and collective training, performance and to evaluate the maintenance and performance of equipment in the mission area. If performance shortfalls are identified, the mission is responsible for developing a performance improvement plan for the specific unit. Evaluations are recommended to be conducted with or after the COE inspection. Since the serviceability of the COE are directly related to and might affect the PKISR unit's performance. During in-mission evaluation Functions, Tasks, Standards, and Indicators incorporated in this manual (Annex E) are used to evaluate the performance of the unit.

Subsequent corrective actions should be taken by the PKISR, TCC, and Force and Sector Headquarters (in-mission) to mitigate the shortfalls and enhance the performance of the unit. All results of the performance evaluations are reported to the leadership of the UN DPO. As appropriate, OMA/DPO will coordinate with TCC to ensure that future deployed forces are better prepared, likely through conduct of military skill validations.

5.5. UN Assistance

UN DPO and DOS Assistance. The UN's DPO and DOS promote self-evaluation, operational readiness, and commitment to UN standards by:

- Guiding, assisting, facilitating, or supplementing TCC evaluation efforts with a flexible and accommodative approach.
- Providing training assistance.
- Coordinating training and assistance through third party support, where required.
- Arranging pre-deployment visits (for initial deployment only) to check availability and quality of equipment and to ensure that Statement of Unit Requirement provisions are implemented.



- Providing Operational Advisory Teams from the Military Planning Service, Office of Military Affairs to guide and assist emerging and more experienced TCCs.
- Assisting in the assessment of operational readiness.

5.5.1 Assistance from the UN Mission

The Mission leadership provides the following assistance:

- Guides TCCs on the unit's expected performance objectives, pre-deployment preparation requirements and Mission-oriented training requirements.
- Coordinates pre-deployment reconnaissance.
- Organizes in-mission induction training; provides logistics support; provides operational tasks, roles, and responsibilities for the military aviation unit.
- Keeping in view the unit's capabilities and broader flight safety considerations.
- Conducts the unit's in-mission operational efficiency checks and the unit's in-mission performance evaluations.



ANNEXES



Annex A

Peacekeeping-Intelligence Product Samples

Imagery

IPKI format examples (IPKI Product)

The diagram illustrates the layout of an IPKI (Intelligence Product Key Information) product. It features a dark blue header with the following elements:

- UN MEN Crest** (left)
- Tasked Wing XXX** and **Tasked Unit** (center)
- CLASSIFICATION** (right)
- WING/UNIT Crest** (far right)

The main content area is divided into three vertical sections:

- MISSION MAP** (left): A large black area with a white box labeled **INSERT MAP**.
- MISSION INFORMATION** (center): A white box containing the following text:
MATR: XX
RFI/S: XX
ORIGINATOR: XX
OP / EVENT: XX
OPERATED
STATION TIME: DTG - DTG
SENSOR: XX
TASKED TARGETS: XX
COVERED TARGETS: XX
- PROVINCES** (right): A dark blue area with a white box labeled **INSERT MAP**.

Below the PROVINCES section is the **AREA OF INTEREST** section, also a dark blue area with a white box labeled **INSERT MAP**.

At the bottom right, there are fields for **E-MAIL:** and **PHONE:**, followed by a page number **1**.



UN MBN Crest		Tasked Wing XXX Tasked Unit	CLASSIFICATION	WING/UNIT Crest	
TASKING INFORMATION					
MATR No	RFI No	OP NAME		ORIGINATOR	MISREP
<p><u>AREA / ROUTE SCAN</u></p> <p><u>BACKGROUND</u></p> <p><u>ESSENTIAL ELEMENTS OF INFORMATION</u></p> <p><u>SUMMARY</u></p> <p><u>ASSESSMENT</u></p>					
					E-MAIL: PHONE:
					2

UN MBN Crest		Tasked Wing XXX Tasked Unit	CLASSIFICATION	WING/UNIT Crest		
MISSION SUMMARY						
TARGET NAME	COORDINATE	DESCRIPTION (IF APPLICABLE)	TOT	RESULT SUMMARY		SLIDE
					E-MAIL: PHONE:	
					3	





	Tasked Wing XXX Tasked Unit	CLASSIFICATION TGT MAP XX	
INSERT OVERVIEW MAP			
			E-MAIL: PHONE: 4

	Tasked Wing XXX Tasked Unit	CLASSIFICATION TGT NAME OVERVIEW / MIDVIEW / CLOSE UP – EOIR/RADAR	ORIGINATOR: OP / EVENT: MGRS: GEO MIN: TOT:	
ANALYSIS COMMENT: XXX XXX	INSERT OVERVIEW, MIDVIEW, CLOSE-UP IMAGERY			
			E-MAIL: PHONE: 5	



IPKI Product

<u>"PRODUCT NAME"</u>		<u>UN LOGO</u>	
<u>CLASSIFICATION:</u> UN CLASSIFIED	<u>GRID/LATLONG:</u>	<u>DATE:</u>	
<u>"IMAGERY"</u>			<u>IMAGE DETAIL:</u>
			<u>IA COMMENT:</u>
			
<u>"DISCLAIMERS"</u>		<u>"SENSOR - PLATFORM"</u>	<u>PRODUCT ID:</u>



IPKI Product Example

EXAMPLE EXAMPLE EXAMPLE

CITY OF BRINDISI, ITALY			
CLASSIFICATION: UN CLASSIFIED	GRID/LATLONG: 40.39N 17.57E		DATE: 01-09-2021
			IMAGE DETAIL: PORT OF BRINDISI, ITALY WITH MARKED: 1: CITY CENTRE 2: RUNWAT 05/23 3: CHEMICAL FACILITY IA COMMENT: IT SEEMS LIKE A SUNNY DAY IN BRINDISI
ALL COORDINATES AND MEASUREMENTS ARE IMAGERY DERIVED AND ARE THEREFORE APPROXIMATE, ALL TIMINGS ARE LOCAL AND APPROXIMATE		"EO - WORLDVIEW 4"	PRODUCT ID: U2-45626547

EXAMPLE EXAMPLE EXAMPLE



LRRS Patrol Report Example

PATROL REPORT FORMAT

From:.....

To:

1. Patrol composition.
 - a. Patrol Commander-----
 - b. Composition of patrol(size).....
2. Date and time of patrol
 - a. Date.....
 - b. Time of Departure.....
 - c. Time of Return.....
3. Patrol Routes.
 - a. Route out.....
 - b. Route in.....
4. Description of terrain (human, physical, information as required)
5. Threats.
 - a. Location.
 - b. Time and activity observed.
 - c. Strength.
 - d. Weapons and equipment.
 - e. Potential intention.
6. Any map corrections.
7. Conditions of personnel.
8. Conditions of equipment.
9. Reliability of communication.
10. Conclusions/Recommendations.

Signature.....

DTG.....

**HPKI product (HPKI INTREP)****HPKI - ACQUISITION FORMAT**

DTG of Occurrence	DTG of Acquisition	Source	Source Grading	Rating of Information	Location of Acquisition	Security Classification	PIR Addressed	File Location



Annex B

Rating of Sources

‘Rating information’ is the result of the evaluation through which every acquired item has been processed. It consists of combining the reliability of the source with the credibility of the information to reflect the level of confidence in the material. It is done by the analysts following a universally accepted standard system. Every item of information must be rated during the analysis phase in the form of an alphanumeric code whereby the ‘Letter’ indicates the reliability of the source (Table 1), and the ‘Figure’ indicates the credibility of information (Table 2) as shown below:

Source Reliability		
Rating	Evaluation	Observation
A	Reliable	No doubt of authenticity, trustworthiness, or competency; has a history of complete reliability
B	Usually Reliable	Minor doubt about authenticity, trustworthiness, or competency; has a history of valid information most of the time
C	Fairly Reliable	Doubt of authenticity, trustworthiness, or competency but has provided valid information in the past
D	Not Usually Reliable	Significant doubt about authenticity, trustworthiness, or competency but has provided valid information in the past
E	Unreliable	Lacking in authenticity, trustworthiness, and competency; history of invalid information
F	Cannot Be Judged	No basis exists for evaluating the reliability of the source

Table-1: Rating of source reliability



Credibility of Information		
Rating	Evaluation	Observation
1	Confirmed	Confirmed by other independent sources; logical in itself; Consistent with other information on the subject
2	Probably True	Not confirmed; logical in itself; consistent with other information on the subject
3	Possibly True	Not confirmed; reasonably logical in itself; agrees with some other information on the subject
4	Doubtfully True	Not confirmed; possible but not logical; no other information on the subject
5	Improbable	Not confirmed; not logical in itself; contradicted by other information on the subject
6	Cannot Be Judged	No basis exists for evaluating the validity of the information

Table-2: Rating of the credibility of information

Data is assessed as follows: information coming from a B-graded source (minor doubt about authenticity, trustworthiness, or competency; has a history of valid information most of the time) that has ‘not been confirmed but is logical and consistent with other information on the subject, must be graded as: B2, in line with the chart above.



Annex C

PKISR Assessment MOP/MOE Examples

1. MoP Example

PKISR Missions	PLANNED	NOT EXECUTED	EXECUTED	NOT SUCCESSFUL	SUCCESSFUL
Numbers	(A)	- (B)	= (C)	- (D)	= (E)
Percentage of PKISR Missions Planned	100%	$\frac{B}{A} \times 100 =$ %	$\frac{C}{A} \times 100 =$ %	$\frac{D}{A} \times 100 =$ %	$\frac{E}{A} \times 100 =$ %

TOTAL OF SUCCESSFUL MISSIONS		PERCENTAGE OF SUCCESSFUL MISSIONS	%
-------------------------------------	--	--	---

PKISR Missions	PLANNED	NOT ADDRESSED	ADDRESSED	NOT ACQUIRED	ACQUIRED
Numbers	(K)	- (L)	= (M)	- (N)	= (O)
Percentage of PKISR Missions Planned	100%	$\frac{L}{K} \times 100 =$ %	$\frac{M}{K} \times 100 =$ %	$\frac{N}{K} \times 100 =$ %	$\frac{O}{K} \times 100 =$ %

TOTAL OF FULLFILLED ARs		PERCENTAGE OF FULLFILLED ARs	%
--------------------------------	--	-------------------------------------	---

MISSIONS NOT EXECUTED				
#	Mission name:	Mission ID:	DTG of planned execution:	Reason not executed:
1				
2				
3				
Etc.				



2. MoE Example

Measures of Effectiveness (MOE) Best Practices

Measures of Effectiveness should use assessment Indicators that are relevant, measurable, responsive, and resourced so there is no false impression of task or objective accomplishment. They should be easily understood and evaluated. Complicated MOE is more difficult to evaluate and can lead to confusion and a lack of understanding of the real issue. A mix of quantitative and qualitative indicators is used to evaluate MOEs to mitigate the risk of misinterpretation and overcome the limits of raw data in understanding complex situations.

Characteristics of Measure of Effectiveness (MOE) Indicators:

- Relates to performance
- Objective
- Simple to state
- Testable
- Complete
- Clear
- States any time dependency
- States any environmental conditions
- Can be measured quantitatively (if required, may be measured statistically or as a probability)
- Easy to measure
- Select only MoE's that measure the degree to which the desired outcome is achieved
- Use the same MoE's to measure more than one condition when appropriate
- Structure so that they have measurable, collectible, and relevant indicators
- Write as statements (not questions)
- Maximize clarity

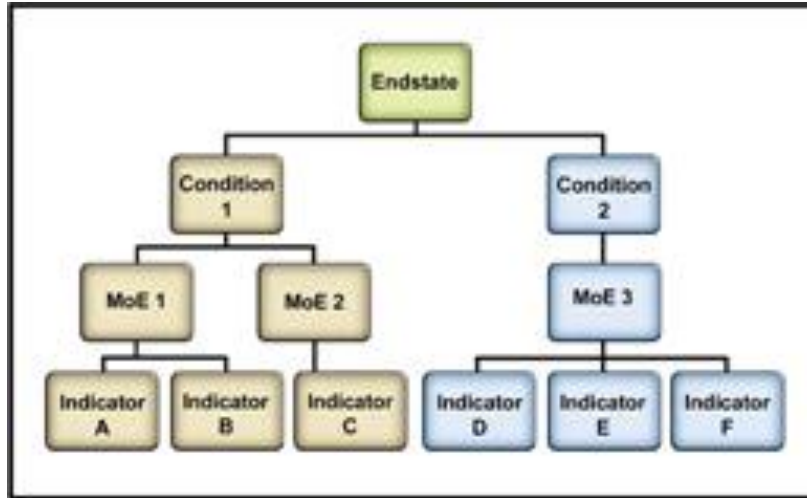
Developing Measures of Effectiveness (MOE) Indicators

Creating clear and appropriate MOE “Indicators” to inform an evaluation is the goal. An MOE could be expressed into five elements:

1. Short Title: the name;



2. Definition: a clear description of what is measuring;
3. Unit of Measure: may be quantifiable or qualitative;
4. Benchmark: a value that would define the desired state in terms of the particular aspect of the operational environment being measured;
5. Formula: an expression of how changes in the value affect the MoE (i.e., is more or less better?)



Linkage between Indicators and Endstate in MoE framework



Annex D

Personnel and Equipment by Unit Type

1. Long Range Reconnaissance/Surveillance (LRRS) Unit

1.1. Personnel

Table of Personnel

Serial	Nomenclature	Recon Unit HQ	Recon Platoon	Specialist Platoon	Support Platoon	Grand Total
1	Officer	05	03	03	02	13
2	Warrant Officer	01	0	02	0	03
3	NCO	07	18	14	20	59
4	Private	12	51	21	41	125
5	Grand Total	25	72	40	63	210



1.2. Generic Weapons and Equipment

Serial	Nomenclature	Reconnaissance Platoon	Surveillance Platoon	Specialist Platoon	Logistics and support Platoon	Remarks
1.	Rifles	+	+	+	+	Personal Weapons as authorized
2.	Carbine/Auto Rifle					
3.	Pistols					
4.	Crew served Machine gun up to 10 mm	+	+		+	Security detachments
5.	Portable Rocket Propelled Grenade Launcher/Rocket Launcher				+	RPG/RL up to 84 mm
6.	Platoon Mortars (Up to 60 mm)				+	To be carried additionally if required
7.	Crew served Machine gun 11 - 15 mm					
8.	Automatic grenade launcher		+		+	With day & Night Sight Vehicle/APC Mounted
9.	Sniper System	+	+		+	
10.	Rifle Scope (Day)	+	+	+	+	
11.	Rifle Scope (Night)	+	+	+	+	
12.	Flare Gun	+	+	+	+	
13.	Range Finder				+	



1.3. Signal Equipment

Serial	Nomenclature	Reconnaissance Platoon	Surveillance Platoon	Specialist Platoon	Logistic and support Platoon	Remarks
1.	Satelite phone	+	+	+	+	
2.	Radio station	+	+	+	+	
3.	TACSAT Terminal			+	+	
4.	Cell phone	+	+	+	+	
5.	VHF radios portable				+	
6.	VHF vehicle mounted				+	
7.	UHF radio	+	+	+	+	
8.	HF radio	+	+	+	+	
9.	Intercom crew communication	+	+		+	
10.	Telephone	+	+	+	+	
11.	Ground to Air communication radio	+	+	+		
12.	Piloted aircraft			+		
13.	Unmanned Aerial Vehicles(UAVs)			+		
14.	Ground control station	+	+	+		
15.	Ground data terminal	+	+	+		
16.	Flight data recorder			+		
17.	Landing site lights	+	+	+		



1.4. Specialist Equipment

Serial	Nomenclature	Reconnaissance Platoon	Surveillance Platoon	Specialist Platoon	Logistic and support Platoon	Remarks
1.	Binocular	+	+	+	+	
2.	Compass	+	+	+	+	
3.	Night vision device	+	+	+		
4.	Spotter scope tripod mounted	+	+	+	+	
5.	Night observation device tripod mounted	+	+			
6.	GPS portable	+	+	+	+	
7.	GPS vehicle mounted	+	+	+	+	
8.	Enhanced electronic GPS tracking system	+	+	+	+	
9.	VTC system			+		
10.	Sensors	+	+	+		
11.	High resolution digital camera	+	+	+		
12.	High resolution video camera	+	+	+		
13.	Search light	+	+	+		
14.	Flood light			+		
15.	Ground data terminal			+		
16.	Thermal Imaging ground system			+		



1.5. Transport Equipment

Serial	Nomenclature	Reconnaissance Platoon	Surveillance Platoon	Specialist Platoon	Logistic and support Platoon	Remarks
1.	Jeep 4x4	+	+	+	+	
2.	APC/Armored vehicle (wheeled)	+	+	+		
3.	Truck utility/Cargo				+	
4.	Water tanker				+	
5.	Water plant				+	
6.	Fuel tanker				+	
7.	Bladder				+	
8.	Barrels/Jerry cans				+	For each vehicle
9.	Recovery light				+	
10.	Repair truck				+	Maintenance
11.	Ambulance				+	
12.	APC recovery				+	
13.	Electrical generators	+	+	+	+	Base support, reserve; towed/portable for deployments
14.	Field kitchen				+	
15.	Fire fighting equipment				+	
16.	Laundry equipment				+	
17.	Tent base camp				+	10 men, all weather
18.	Tents/Portable shelters	+	+	+	+	4 men, all weather
19.	IT & office equipment	+	+	+	+	
20.	Medical equipment				+	
21.	Container				+	



2. Tactical Human Peacekeeping-Intelligence (HPKI) Unit

2.1. Personnel

A Tactical HPKI Unit may be typically formed with a flexible range of strength varying from 50 to 82 personnel. However, the strength may even be increased with incorporating more numbers of OMT under the C2 of another stair of Sub-unit HQ, if deemed necessary. A tentative overview of personnel of a Tactical HPKI Unit is appended below:

Sub-unit/HQ	No of/ Sub-units	Strength/ Sub-unit	Ranks	Appointment	Total No
Unit HQ	1	4	Officer, WO, NCO, Pvt	Commander, Second in Command, Chief Analyst, Driver/Operator	4
Operation Management Team (OMT)	2	4	Officer, WO, NCO	OMT Leader/Analyst, Interviewer/Interpreter, Operator/Driver	8
HPKI Acquisition Team (HAT)	8 (4/OMT)	4-8	Officer, WO, NCO, Pvt	HAT Leader, Interpreter/Data Analyst, Assistant HAT Leader/CI Operator/ HPKI Collector/Driver	32-64
UAS Team	1	6	Officer, WO, NCO, Pvt	UAV data analyst, UAV Operator	6
Total					50-82



2.2. Equipment

A tentative, but neither exhaustive and nor mandatory equipment table is appended below. Please note that this is just a guideline basing on assumed minimum requirement for a small size Tactical HPKI Unit.

Type of Equipment	Name of Item	Quantity	Remarks
PKISR acquisition devices	Ground Surveillance Radar System	8	
	Handheld Thermal Camera	8	
	Thermal image scanning Google	8	
	UAS	3	
	Night Observation Device	4	
	GPS	40	
	Digital video recorder	8	
	Portable combo scanner-printer	8	
	Laser range finder	8	
	Binocular	20	
	Data storage	As required	Both hardware and cloud
Analytical devices	Toughbook loaded with data processing and analysis software	10	
	Digital imagery analysis lab	1	
	Personal Digital Assistance (PDA)	30	
	Biometric scanning/identification/analysis device	8	
Communication	Satellite Phone	8	
	Instant language translation device	8	
	Handheld jammer	8	
	Medium portable jammer	8	
	Vehicle born jammer	2	
	HF/VHF set (manpack)	8	
	Walkie-Talkie (small)	40	With concealed handsfree mic and earphone set
	Head-to-head communication	40	
	PABX Intercom system	1	
Personal	Night Vision Goggles (NVG)	40	
	Light body armor	40	
	Body camera	40	Attachable to helmets
	Infra-red personal beacons	50	
	Infra-red patches	50	
	Infra-red chemlight and snap-light sticks	500	
Weapons	Light machine gun	10	
	Sub-machine gun (folded but)	30	
	9mm pistol	10	
Accommodation equipment	Light 10 men tents set (quickly deployable)	6	Including spare and storage
	Containers/Prefab	15	



Type of Equipment	Name of Item	Quantity	Remarks
Vehicles	All-Terrain Vehicle (ATV)	8	
	Jeep (4x4) armored/bullet proof	10	
Power supply	Generator stationery and mobile	5	The overall requirement is 200 kva approximately



3. Tactical Unmanned Aircraft Systems (UAS) Unit

UAS capability at the level of Class I is often embedded inside of an Infantry Battalion. The UNMUM Infantry Battalion Manual provides an equipment list. Within this are the specific requirements for the composition of a UAS elements inside a UAS Company, platoon, or section. This is a possibility that a standalone UAS Unit could be generated, however there is currently not a formal SUR for this and as such equipment would be based on expertise and negotiation.



4. Tactical Signals Peacekeeping-Intelligence (SPKI) Unit

4.1. Personnel

The strength of the unit is approximately 90 to 120 personnel. As very few units with such capability currently exist, the personnel requirement is based on current SUR's.

Type of subunits	Unit HQ	Communications PKI Detachment	Electronic PKI Detachment	PKI Analysis Detachment	Total No
Leadership, Admin Support	4	2	2	2	10
Technical personnel	2	12	12	0	26
Translators	0	4	0	0	4
Analysts	0	3	3	12	18
Personnel for Self-Sustainment	7	0	0	0	7
Close protection	4	7	7	7	25
Total	17	28	24	21	90



4.2. Equipment

Type of Equipment	Name	Quantity	Remarks
Containers	Other Container	10	
Combat Vehicles	APC wheeled command Post	4	
Support Vehicles (Commercial Pattern)	Truck water (Over 5000 and up to 1000 liters)	1	
Support Vehicle (Military Pattern)	Ambulance	2	
Support Vehicle (Military Pattern)	Jeep (4x4) with military radio	10	
Support Vehicle (Military Pattern)	Truck Maintenance Medium	1	
Support Vehicle (Military Pattern)	Truck utility cargo (2.5 to 5 Ton)	4	
Support Vehicle (Military Pattern)	Truck, Tanker (over 5,000 and up to 10,000 Liters)	1	
Trailers	Fuel trailer (up to 2000 litres)	2	
Trailers	Water trailer (up to 2000 litres)	2	
Logistics Equipment	Fuel Storage 5,000 to 10,000 ltr	1	
Logistics Equipment	Water Storage 12,001 to 20,000 ltr	1	
Logistics Equipment	Water storage 5,000 -7,000 ltr	3	
Armaments	Crew Served Machine guns (11 to 15 mm)	7	
Armaments	Crew Served Machine guns (Up to 10mm)	7	
Armaments	Ant Tank Grenade Launcher (40mm) (Set of 2)	2	
Engineering Equipment	Water treatment Plant, Over 2,000 Lph, Storage up to 20,000	1	
Engineering Equipment	Water treatment Plant, Up to 2,000 Lph, Storage up to 5,000	2	
Electrical Generator-Stationary and Mobile	Generators Stationary and Mobile 101-150 KVA	2	
Electrical Generator-Stationary and Mobile	Generators Stationary and Mobile 20-30 KVAKVA	2	
Medical and Dental	Level I Hospital	1	
Accommodation Equipment	Ablution facilities (Up to 50 persons)	2	
Accommodation Equipment	Office Communication and Command Post	1	
Accommodation Equipment	Tents for deployment platoons (up to 40 Person)	2	
Accommodation Equipment	Tents for deployment Squad (up to 10 Person)	3	All are serviceable



Annex E

UN Military Performance Standards: Functions and Tasks, Standards, and Indicators

“For the most up-to-date Tasks, Standards, and Indicators (TSI), please visit the United Nations Peacekeeping Resource Hub at <https://research.un.org/en/peacekeeping-community>.”

UN Military PKISR Unit Function 1: Situational Awareness, Command, and Control.

Description: Situational Awareness, Command, and Control covers the way United Nations Peacekeeping Missions Military Peacekeeping-Intelligence Surveillance Reconnaissance (PKISR) unit and commanders at all levels assess the security situation, lead, direct, and control their staff and subordinate units.

Ref: United Nations Peacekeeping Missions Military Peacekeeping-Intelligence Surveillance Reconnaissance (PKISR) Unit Manual, Chapter 2 &3, Annex C, 2022.

UN Military PKISR Unit Function 1: Situational Awareness, Command, and Control.				
Sub-Task	Standard Number	Standards	Indicators	Score
F 1.1				
Planning	F 1.1.1	The unit has identified and analyzed key factors of the Operations Environment.	1. The unit has identified the key physical terrain and weather factors and determined how these impact/affect communication and IT support.	
			2. The unit has identified all limitations (constraints/restraints) on communication and IT support.	
			3. The unit has determined the assets available to the unit to implement the assigned tasks.	
			4. The unit has established a support concept for its own force.	
			5. The unit has clarity on the operational deployment of units to be supported and any impending operations.	
	F 1.1.2	The Commander has developed a plan to effectively implement the tasks.	1. The plan has a clear purpose and addresses all aspects of the mission/mandate, higher HQs guidance, and tasks. (Completeness).	
2. The plan describes the tasks that the Military PKISR unit, and its teams will execute.				



			3. The plan quantifies future logistic requirements based on past logistic activities and planned operations.	
			4. The plan describes critical timings (when certain actions will be carried out).	
			5. Plans are developed jointly with other mission and non-mission elements where necessary.	
			6. The plans are sufficiently flexible to respond to unanticipated events.	
			7. The plan is aligned with UN policy, levels of risk, own Force Protection considerations (threat assessment).	
			8. The plan is developed according to the UN Military Component Planning Process (MCP) and relevant policies/guidelines.	
			9. The contingency plan is rehearsed regularly.	
F 1.2				
Command and Control	F 1.2.1	Commander exercises effective command and control.	1. The unit commander exercises sound and timely decision-making.	
			2. Guidance and orders are clear, simple, concise, and based on developed plans and/or situation development.	
			3. Commander ensures that all operations of the unit are coordinated and integrated with other UN contingents for ease of execution.	
			4. The unit commander seeks responsibility and is willing to take the initiative.	
			5. The unit commander ensures unity of command by establishing clear responsibilities and tasks for subordinate units.	
			6. The unit commander ensures that assigned tasks are understood, supervised, and accomplished (conducts briefing, debriefing, and operational rehearsals).	
	F 1.2.2	Commander organizes command and control of all subordinate and attached elements.	1. The unit commander establishes command hierarchies that clearly assign responsibility and accountability for all subordinate elements.	
			2. The unit commander ensures that ROEs are understood and applied correctly by all unit personnel.	



			3. The unit commander assigns clear tasks and conveys objectives to subordinate units.	
			4. The unit commander establishes a clear chain of command for the successful accomplishment of all operations.	
			5. The unit commander keeps unit members with Situational Awareness.	
			6. The unit commander ensures the maintenance of discipline and good order (including the reporting on misconduct) of entire unit personnel.	
			7. All operations including Force Protection and security tasks are planned and executed.	
	F 1.2.3	All operations are conducted in accordance with documented orders and are continuously monitored.	1. Orders are based on guidance received from higher HQs (SHQs/FHQs) or situation developments. Orders are clear, simple, and concise.	
			2. Correct sets of orders (OPORD, FRAGO etc) are used, and orders are coordinated with other staff functions.	
			3. The unit's operations room (a Radio room/signal centre) is set up to monitor the unit's daily operational activities 24/7.	
			4. Mobile operation or sub-units operation out of the main camp (e.g. patrols (including admin), convoys) are tracked (waypoints/reporting lines/locations) on the Situation Map.	
			5. The commanding officer and his staff continuously monitor and assess the unit's logistic support situation and progress made, adjusting the scheme of maneuver, as required.	
			6. The unit has standard operating procedures (SOP) to harmonize staff work and standardize the reaction to and reporting of situations.	
			7. All subordinate commanders/staff officers clearly understand their roles and responsibilities and react to the situation (hostile/non-hostile, technical) in accordance with the SOP.	
	F 1.2.4	The unit has established a process to continuously improve its effectiveness.	1. The PKISR unit conducts After-Action Reviews (AAR) with team members after completion of each task and identifies Lessons Learned (What worked, what didn't work, recommended training, equipment, or supplies required).	



			2. Sub-unit commanders deliver a debrief to the PKISR unit commander on the result of the task execution.	
			3. Findings of after-action reviews and debriefings are recorded and used to identify best practices and make necessary adjustments (e.g. revised tactics, techniques and procedures)	
			4. Best Practices and Lessons Learned are shared with higher HQs for distribution to other units.	
			5. Performance improvement plans and measures taken are recorded and reported to higher HQs.	
F 1.3				
Communications				
	F 1.3.1	The unit has established and maintained internal communications networks.	1. The unit operates & maintains a VHF/UHF command, control, and communications network, down to the sub-unit (section/ squad) level.	
			2. The communications architecture is designed to cater for all operational tasks and contingencies.	
			3. The communications architecture supports command and control of the entire unit, situational awareness, secure communications with Higher HQs, and coordination with neighboring units and internally.	
			4. Primary, alternative (including SATPHONE), command, and emergency means of communication during each operation and for static duties are clearly defined in the commander's orders.	
			5. Signal instructions are issued clearly to include details of code words, radio net diagrams, and frequency management issues during operations and static duties.	
			6. Communication channels are operational at all times (24/7) within the unit.	
			7. There is continuous, timely, and accurate communication between subordinate units and the PKISR unit's HQ.	
	F 1.3.2	PKISR unit personnel conduct effective radio communications.	1. Radio communication procedures are outlined in a unit SOP and aligned with UN procedures. (Comment: The SOP includes guidelines for transmitting phonetic alphabet and numbering and procedure words.)	



			2. Radio communications with higher HQs is conducted in English based on UN procedures.	
			3. Messages transmitted over radio use defined procedure words.	
			4. The unit personnel (includes every section and cell leaders) transmit messages that are clear and brief.	
			5. Radio checks are conducted before the conduct of each task with all stations involved in the task.	
			6. Unit commander's orders to conduct tasks (verbal or written) always include primary, alternative, command, and emergency frequencies (including SATPHONE).	
			7. Every section/cell leaders are able to use basic radio equipment in service in their unit and to operate them according to the internationally recognized procedure.	
F 1.4				
Use of force and compliance with international human rights and humanitarian law.	F 1.4.1	The unit has implemented measures to ensure compliance with Mission specific ROEs. Ref.: Mission ROEs	1. There is a unit ROE SOP, drawn from the Force SOP, and this SOP is disseminated to all sub-unit commanders.	
			2. All unit personnel have been issued with mission-specific ROE pocket cards and every personnel carries them along. (Comment: Spot Check)	
			3. Application of ROEs based on the specific task and the likely threat scenarios are always part of order briefings on all levels.	
			4. ROE cards are translated into the mother tongue of all personnel.	
			5. All applications of the Use of Force (6 points) are reported and recorded in the Operations Log.	
	F 1.4.2	The unit personnel demonstrate a clear understanding of basic ROE principles. (Comment: Conduct Interviews with personnel of all ranks.)	1. Soldiers can explain the principle of Self-Defence.	
			2. Soldiers can explain the principle of Use of Force other than in Self-Defence.	
			3. Soldiers can explain the principle of Duty to Challenge and Warn.	
			4. Soldiers can explain the principle of Duty to Identify Target(s)-Observe Fire.	
			5. Soldiers can explain the principle of Duty to Use Minimum and Proportional Force.	



			6. Soldiers can explain the principle of Avoidance of Collateral Damage.	
			7. Soldiers can explain the principle of Rules and instructions to deal with detainees.	
	F 1.4.3	The unit has implemented frequent ROE training for all unit personnel.	1. Scenario-based training is conducted based on likely mission-specific incidents.	
			2. Training is conducted monthly and documented (incl. participants).	
			3. Training is conducted separately for unit key leaders/ subordinated commanders and soldiers.	
	F 1.4.4	The unit upholds human rights, the principles of international law including the Laws of Armed Conflict during the planning and conduct of operations. Ref.: Integrating Human Rights in United Nations Military Components Guidelines, Chapter 5.	1. The unit incorporates considerations of international law including the Laws of Armed Conflict into the planning of operations.	
			2. The unit conducts regular training on Laws of Armed Conflicts, Human rights, and international humanitarian laws. (Comment: Check with training records (schedule and attendance).)	
			3. The unit personnel exercise individual self-defense in response to a hostile act or demonstrated hostile intent. (Comment: Check against ROE reporting of the unit.)	
			4. If time and circumstances permit, unit personnel attempts to de-escalate the situation, but de-escalation is not required. (Comment: Check against ROE reporting of the unit.)	
			5. There is no record of human rights violations of the unit.	
F 1.5				
Caveats				
	F 1.5.1	The unit has supported the planning and conduct of all tasks assigned by higher HQs.	1. The PKISR unit commander has never refused a task or the timely execution of it, which was in line with the SURs (e.g. because of national regulations/ policies.)	
			2. The PKISR unit has never imposed limitations or restrictions when conducting or planning for an assigned task (within SUR).	
			3. The PKISR unit has never refused to conduct a task (within SUR)	
			4. The unit or TCC has never requested/ informed UNHQs or the Mission that the unit cannot perform a task which was in line with the SUR or the application of UN regulations, procedures and Mission SOPs.	



			5. The PKISR unit never acted on national direction or instruction. Ref.: AC2 policy para 53	
			6. When receiving instructions from national authorities, the unit immediately informed their United Nations chain of command. Ref.: AC2 policy para 53.	
UN Military PKISR Unit Function 1: Situational Awareness, Command, and Control. (Overall Assessment):				
Observation & Recommendations				



UN Military PKISR Unit Function 2: Personnel, Administration, and Self-Sustainment

Description: Self-Sustainment is a must-be function for each and every military unit deployed in the field. A self-sustained company has all the functions to enable the United Nations Peacekeeping Missions Military Peacekeeping-Intelligence Surveillance Reconnaissance (PKISR) Unit to function properly. These include maintenance, personnel admin, unit administration, communications/information technology, and supply/catering.

Condition: The self-sustainment support is primarily limited to the PKISR Unit and teams.

Ref: United Nations Peacekeeping Missions Military Peacekeeping-Intelligence Surveillance Reconnaissance (PKISR) Unit Manual, Chapter 2 &3, Annex C, 2022.

UN Military PKISR Unit Function 2: Personnel, Administration, and Self-Sustainment				
Sub-Task	Standard Number	Standards	Indicators	Score
F 2.1				
Personnel/ Administration	F 2.1.1	Personnel administration of the unit is guided by Mission SOPs.	1. PKISR Unit SOPs are written in the mother tongue and in English.	
			2. Personnel reporting procedures are covered in PKISR Unit SOPs are being followed.	
			3. Conduct and discipline procedures are covered in PKISR Unit SOPs are being adhered to.	
			4. The contingent leave policy is covered in PKISR Unit SOPs is being followed.	
			5. Welfare measures covered in PKISR Unit SOPs are being followed.	
			6. Job descriptions are available for all functions in the unit (Comment: Are the Job Descriptions in the English language, put into the UN template, using the current naming conventions and containing the necessary pre-deployment skills? Has every single member of the Unit signed a personal copy of their job description?)	
	F 2.1.2	The PKISR unit maintains, reports and records the operational strength status of the unit.	1. Daily/Weekly unit strength reports are provided to Sector/ Force HQs.	
			2. The personnel section maintains the clear status of all unit personnel including the deployed locations.	
			3. Subordinate units report the daily strength status of all soldiers.	
			4. The personnel section reports critical shortfalls regarding personnel to Unit Commander.	



			5. The Unit's authorized strength is in line with the MOU.	
			6. The unit's operational strength (actual strength) (MML, i.e. 75%) in line with the specific field missions SOP is maintained at all locations of the PKISR unit.	
			7. Repatriations/rotations of personnel before the end or at the end of the normal tour of duty are correctly recorded and documented.	
F 2.1.3	The Unit meets UN-specific gender strategy requirements.		1. An appropriate percentage of all deployed contingent personnel are females (10% in 2023, and 15% in 2028). Ref.: Uniformed Gender Parity Strategy 2018-2028, DPO.	
			2. Female soldiers are employed and operating in the unit as per their assigned function. (Comment: Question for female soldiers.)	
			3. Female soldiers have been assigned mentors in the contingent. (Comment: Question for female soldiers.)	
			4. The Unit has a trained Gender Focal Point /Adviser.	
			5. Commanders are aware of the FC's Gender-responsive document and conforming to its intent.	
			6. Unit leadership ensures gender training and awareness is being conducted in regular intervals. (Comment: Question for gender advisor/Focal point)	
F 2.1.4	Physical requirements are in place according to UN gender strategy.		1. Separate accommodation, showers, and toilets are available for female personnel.	
			2. Women's ablution and washrooms are in close distance to their accommodation.	
			3. Suitable accommodation for women to allow full access, able to travel and operate in all areas in the mission is available.	
			4. Women have access to female sanitary products and there are disposal points for sanitary products in the ablutions.	
F 2.1.5	Contingent personnel meet UN-specific requirements. Ref.: COE Manual Chapter 9 Annex A.		1. The contingent has no personnel under 18 years of age.	
			2. The contingent has no personnel older than 55 years of age (excluding ranks above Lt Col/Senior Warrant Officer).	



			3. The unit has enough personnel to communicate in the Mission language (English or French) to accomplish its tasks.	
			4. Personnel on the platoon level can communicate in the Mission language (e.g. English or French).	
			5. Personnel in specialized functions is trained. (Comment: Check the qualification and training record.)	
F 2.2				
Conduct & Discipline and SEA prevention	F 2.2.1	Understanding of SEA prevention and UN standards of Conduct. (Comment: A minimum requirement 5% of the overall contingent strength must be questioned.)	1. All unit members questioned can explain the UN standards of conduct.	
			2. All unit members questioned can explain the prohibitions against SEA and sexual relationships with members of the local population.	
			3. All unit members questioned demonstrate awareness of the possible consequences of SEA for troops, victims, the TCC and mission/UN	
			4. All unit officers and senior NCOs (Staff sergeants and above), and all other unit members questioned, know and can explain the process/procedure/appropriate reporting channels for reporting suspected misconduct.	
			5. All unit personnel carry the “No Excuses” card and the “Ten Rules: Code of Conduct for Blue Helmets” translated into the unit’s mother tongue.	
			6. There are visible awareness-raising messages (e.g. posters, regular townhalls) regarding SEA prevention and the UN Code of Conduct present in the Unit.	
	F 2.2.2	The Unit includes deployed personnel authorized and trained to serve as National Investigation Officers (NIOs). (Comment: Unit may authorize NIO from another unit deployed in same mission from same TCC.)	1. The NIO is formally authorized to obtain DNA samples of contingent members who are alleged to have committed SEA for criminal, military judicial, or administrative action. (Comment: Authorization needs to be documented.)	
			2. The NIO is formally authorized to obtain DNA samples of contingent members against whom there is a claim for paternity and/or child support. (Comment: Authorization needs to be documented.)	
			3. The NIO is formally authorized to obtain DNA samples of mothers and	



			children as relevant to their investigations. (Comment: Authorization needs to be documented.)	
			4. There is a written document that the NIO has received training on UN code of conduct, including SEA.	
			5. Units of over 300 strength are required to authorize 2 NIOs, for units below 300 strength 1 NIO.	
F 2.2.3	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).		1. The unit commander and all sub-unit commanders maintain a record showing they communicate on conduct and discipline to those under their command on a regular basis (at least monthly), including on the standards related to SEA.	
			2. Where personnel are deployed to Temporary Operating Bases or other remote locations, the unit commander conducts regular (monthly) visits to ensure adherence to UN standards of conduct.	
			3. The unit and sub-unit commanders demonstrate that they are actively monitoring the plan and measures to mitigate the risk of misconduct.	
			4. The unit commander maintains records and decisions of all disciplinary cases in the unit.	
			5. The unit commander and sub-unit commanders have a clear understanding of the procedure to deal with/administer the violation of conduct and discipline and SEA cases.	
			6. Appropriate action has been taken to address the violation of conduct and discipline and SEA cases. (Comment: N/A if no case)	
F 2.2.4	Unit personnel adheres to UN standards of conduct and discipline incl. SEA.		1. During the reporting timeframe, no contingent member has been repatriated as a result of disciplinary issues.	
			2. During the reporting timeframe, no violation of the UN standards of conduct of a current contingent member is documented.	
			3. During the reporting timeframe, the PKISR unit commander and personnel cooperated during investigations. (Comment: N/A if no investigations)	
			4. The unit commander conducts their own investigations on cases of misconduct and penalizes contingent	



			members that are found guilty (in accordance with authorization by national law). (Comment: Records to be presented. N/A if no cases.)	
			5. All cases of misconduct allegations and investigations are documented incl. the outcome (sentence). (Comment: Records to be presented. (N/A if no allegations or investigations))	
F 2.3				
Safe Driving				
	F 2.3.1	PKISR Unit personnel adhere to UN standards of safe driving.	1. Certification of drivers (driver's license or course completion certificate) for military pattern, armored, specialized, and heavy vehicles are available. (Comment: Conduct spot checks for different vehicle categories.)	
			2. A system is in place to ensure that drivers are rotated when driving over longer distances/ for longer time periods. (Comment: Note that driving over longer periods can result in lapses in concentration.)	
			3. The unit has a responsible officer to manage vehicles, tasking, drivers, licenses, safe driving measures in accordance with mission-specific guidelines.	
			4. The unit trace traffic violation cases, conduct investigations (also in cooperation with local authorities and MP) and take disciplinary measures if required (e.g. gross negligence). (Comment: Check unit records. If no existing cases - N/A.)	
	F 2.3.2	The unit has implemented a Road Safety Program. Ref.: United Nations Military Manual (UNMiM), 2.17.6	1. The unit has clearly documented safety regulations and Standard Operating Procedures (SOPs) which are understood by drivers and vehicle occupants. These measures must be strictly enforced (e.g., speed limits, use of seat belts, alcohol control, vehicle breakdown drill). (Comment: Does the Transport Section utilize the UN Drivers Handbook and ensure their drivers are familiar with its contents?)	
			2. Training, testing, and certification of drivers to operate vehicles in all weather conditions, during night and low-visibility, and over rough terrain replicating conditions in the AOR.	
			3. The unit uses assistant drivers in vehicles where applicable.	



			4. Drivers know how to respond to accidents, perform self-extraction, operator-level emergency repairs, report on accidents, break-downs, and faults, provide first-aid, and attend to injuries en-route.	
			5. Vehicle operators of the unit are performing daily Preventive Maintenance Checks and Services (PMCS) prior to the operation of any vehicle, recording checks and services in logbooks assigned to the vehicle.	
			6. All vehicles are equipped with emergency repair and towing equipment, fire extinguishers, emergency triangles, and first aid equipment.	
F 2.4				
Welfare				
	F 2.4.1	The unit has the required equipment, infrastructure, and processes to provide effective welfare for its members. Ref.: United Nations Military Manual (UNMIM), Chapter 8	1. Welfare measures are covered in UN PKISR Unit SOPs. 2. Recreational space/ facility is available. 3. Entertainment facility, TV, religious facilities, library, indoor/outdoor sports areas are available. (Comment: How does the unit account for Welfare items? Carry out a 10 item check of items on the Welfare account.)	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of its members. Ref.: UNMIM Chapter 8	1. The unit has documented leave plans as per UN regulations for the contingent. (Comment: Does the unit have a system for registering and planning annual/compassionate/recreational leave?) 2. Temporary deployments at remote locations are not exceeding 30 days (unit members are rotated at these locations). 3. All Unit and sub-unit commanders have implemented and documented a duty system allowing for rest and recuperation. 4. The unit has an appointed unit/contingent welfare officer responsible for unit welfare. 5. The unit welfare officer has developed and a documented welfare plan and program for unit members (e.g. game nights, sport competitions, movie nights). 6. The unit has a system in place to inform all personnel (e.g. current	



			situation, incidents, upcoming events) to avoid speculation, rumours and frustration.	
			7. The unit has established a designated counselor for contingent members to raise problems and concerns.	
F 2.5				
Unit's Logistic planning	F 2.5.1	The unit develops a logistics support plan and outlines the logistic support requirements.	1. The unit develops (Logistic Officer) the unit's logistic support plan. (key requirements of UN and national responsibility are considered in the own plan).	
			2. The logistic officer develops unit's logistic situation reports and updates the unit commander on the logistic situation of the unit.	
			3. The requirement to maintain adequate stock levels is outlined in the commander's order. (including POL, water, rations, ammunition, Recovery & Maintenance, Material and Equipment, Transportation, Medical Support)	
			4. Logistic report requirements are outlined in the order.	
			5. The logistic section of the unit provides recommendations on the improvement of the logistic situation to the commander.	
F 2.6				
Equipment readiness and serviceability and other self-sustainment	F 2.6.1	Weapons, ammunition and Personal Protective equipment are available and serviceable.	1. All soldiers are equipped with personal weapons, combat helmets (with blue cover), and basic flak jackets (fragmentation vest). (Comment: Conduct spot checks.)	
			2. Based on the last COE verification inspection 90% or more of ARMAMENTS (as per DOS KPI ME categories) are available and serviceable. Ref.: COE Manual 2020, Chapter 8	
			3. Ammunition stored and accounted for as per specified storage conditions. Ammunition batch/lot record is being maintained properly.	
			4. Individual and crew-served weapons and weapon related equipment is enough to perform ALL assigned tasks without limitation. (Comment: Evaluators provide comments when the equipment	



			shortfalls result in a negative impact on the conduct of operations)	
F 2.6.2	The PKISR Unit has the ability to maintain communications assets.		1. The unit has a maintenance team for maintaining and repairing the communications and IT equipment.	
			2. The unit maintenance personnel are trained and equipped on basic repair (including emergency repairs) and maintenance.	
			3. The unit conducts periodical basic maintenance of communications and IT assets.	
			4. The unit has procedures to coordinate for spares as/if required.	
			5. The unit sets procedures to liaise with FTS for major repair and maintenance.	
			6. The unit keeps maintenance records.	
			F 2.6.3	The Unit's vehicles and special equipment are available and serviceable.
2. The last COE verification inspection has identified that 90% or more of the AVIATION category (as per DOS KPI ME categories) are available/ serviceable.				
3. The last COE verification inspection has identified that 90% or more of the UNMANNED AIRCRAFT SYSTEMS – CLASS I category (as per DOS KPI ME categories) are available/ serviceable.				
4. Vehicles and equipment supporting assigned tasks are enough to perform ALL assigned tasks without limitation. (Comment:). (Comment: Evaluators provide comments when the equipment shortfalls result in negative impact on conduct of operations.)				
5. The last COE verification inspection has identified that 90% or more of SUPPORT VEHICLE category (as per DOS KPI ME categories) are available and serviceable.				
6. The last COE verification inspection has identified that 90% or more of ENGINEERING VEHICLES category (as per DOS KPI ME categories) are available and serviceable.				
7. The last COE verification inspection has identified that 90% or more of TRAILER category (as per DOS KPI				



			ME categories) are available and serviceable.	
			8. The last COE verification inspection has identified that 90% or more of the ENGINEERING EQUIPMENT category (as per DOS KPI ME categories) are available/ serviceable.	
			9. The last COE verification inspection has identified the Self Sustainment category of IDENTIFICATION (as per DOS KPI categories) are available and serviceable.	
			10. The last COE verification inspection has identified the Self Sustainment category of OBSERVATION (as per DOS KPI categories) is available and serviceable.	
			11. The last COE verification inspection has identified the Self Sustainment category of NIGHT OBSERVATION (as per DOS KPI categories) is available and serviceable.	
			12. The last COE verification inspection has identified the Self Sustainment category of POSITIONING (as per DOS KPI categories) is available and serviceable.	
	F 2.6.4	The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE manual Chapter 3, Annex B.	1. The last COE verification inspection has identified that 90% or more of COMMUNICATIONS/INTEL category (as per DOS KPI ME categories) are available and serviceable.	
			2. The last COE verification inspection has identified the Self Sustainment category of VHF/UHF-FM (as per DOS KPI categories) available and serviceable.	
			3. The last COE verification inspection has identified the Self Sustainment category of HF (as per DOS KPI categories) are available and serviceable.	
			4. The last COE verification inspection has identified the Self Sustainment category of TELEPHONE (as per DOS KPI categories) are available and serviceable.	
			5. The last COE verification inspection has identified the Self Sustainment category of OFFICE category (as per DOS KPI categories) are available and serviceable.	



			6. Rear-linked communications between the unit and the home country are established and include telephonic communications.	
			7. Command and Control related equipment is enough to perform ALL assigned tasks without limitation. (Comment: Evaluators provide comment when the equipment shortfalls result in negative impact on conduct of operations)	
F 2.6.5	Food and water are properly stored and maintained.		1. The PKISR unit orders the supply of fresh, frozen, chilled, and dry rations based on the mission-specific cycle (e.g: 30/60 days) and provides them to subordinate units. Ref.: UNMIM 9.9.7	
			2. Storage for deep freeze (when required), cold (7days) and dry food is available at each contingent location and food storage facilities include appropriate temperature monitoring and control devices.	
			3. The rations are stored in date order to allow for stock rotation.	
			4. Food items are separated and segregated appropriately in the store.	
			5. The unit keeps temperature logs and they are up to date.	
			6. Separate static water storage for drinking and bulk water is provided for a minimum of three days of water per person.	
			7. Each person in the PKISR units receives a minimum of 4.5 l of drinking water per day and has access to treated bulk water for cleaning, showering, ablutions, and other uses (80 l/ 3 days). Ref.: UNMIM 9.4.3 (Comment: Check mission-specific standards in the Mission Support plan)	
			8. The last COE verification inspection has identified that 90% or more of the WATER TREATMENT category (as per DOS KPI ME categories) are available/ serviceable.	
F 2.6.6	The Catering procedures are maintained properly.		1. Stock book is kept, and contents are accurate.	
			2. Catering Officer understands the rations demands process and the CMR allocation of rations.	
			3. The Unit conducts Combat Ration Packs (CRP) and Bottled water stock checks regularly.	



			4. The Unit reports stocks replenishment requirements in a timely manner.	
			5. The last COE verification inspection has identified the Self Sustainment category of CATERING (as per DOS KPI categories) are available and serviceable.	
F 2.6.7	The PKISR Unit has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.		1. The last COE verification inspection has identified the Self Sustainment category of LAUNDRY (as per DOS KPI categories) are available and serviceable.	
			2. The last COE verification inspection has identified that 90% or more of ACCOMMODATION category/ ablution facilities (as per DOS KPI ME categories) are available and serviceable.	
			3. The last COE verification inspection has identified the Self Sustainment category of ACCOMMODATION (as per DOS KPI categories) is available and serviceable.	
			4. The last COE verification inspection has identified the Self Sustainment category of BEDDING category (as per DOS KPI categories) are available and serviceable.	
			5. The last COE verification inspection has identified that 90% (or more) of TENTAGE category (as per DOS KPI ME categories) are available and serviceable.	
			6. The last COE verification inspection has identified the Self Sustainment category of ELECTRICAL category (as per DOS KPI categories) are available and serviceable.	
			7. The last COE verification inspection has identified the Self Sustainment category of MINOR ENGINEERING (as per DOS KPI categories) is available and serviceable.	
			8. The last COE verification inspection has identified that 90% or more of the STORAGE category (as per DOS KPI ME categories) are available/ serviceable.	
			9. Camp Support, Accommodation and Storage equipment are enough to perform ALL assigned tasks without limitation. (Comment: Evaluators provide comments when the equipment	



			shortfalls result in negative impact on conduct of operations.)	
			10. The last COE verification inspection has identified the Self Sustainment category of CLEANING (as per DOS KPI categories) are available and serviceable.	
			11. The last COE verification inspection has identified the Self Sustainment category of FURNITURE (as per DOS KPI categories) are available and serviceable.	
			12. The last COE verification inspection has identified the Self Sustainment category of DEFENCE STORES (as per DOS KPI categories) are available and serviceable.	
			13. The last COE verification inspection has identified the Self Sustainment category of BASIC FIRE FIGHTING category (as per DOS KPI categories) are available and serviceable.	
			14. The last COE verification inspection has identified the Self Sustainment category of FIRE FIGHTING – FIRE DETECTION AND ALARM category (as per DOS KPI categories) are available and serviceable.	
			15. The last COE verification inspection has identified the Self Sustainment category of WELFARE category (as per DOS KPI categories) are available and serviceable.	
			16. The last COE verification inspection has identified the Self Sustainment category of INTERNET ACCESS category (as per DOS KPI categories) are available and serviceable.	
			17. The last COE verification inspection has identified that 90% or more of the GENERATOR category (as per DOS KPI ME categories) are available/ serviceable.	
F 2.7				
Medical support	F 2.7.1	The PKISR Unit has the required levels of equipment and supplies to ensure	1. The last COE verification inspection has identified that 90% or more of MEDICAL HOSPITAL (level 1) category (as per DOS KPI ME	



	basic medical support. (Comment: COE manual Chapter 3 Annex C.)	categories) are available and serviceable.	
		2. 60 days of medical supplies and consumables are available. (Comment: Needs to be checked by Medical professional of the Sector/ Force.)	
		3. Proper stores for consumables and for medical equipment are available. (Comment: Is there an AC unit and registration for the temperature of drug store?)	
		4. Medical equipment for the assigned tasks is enough to perform ALL assigned tasks without limitation. (Comment: Evaluators provide comments when the equipment shortfalls result in negative impact on conduct of operations)	
		5. The last COE verification inspection has identified that 90% or more of MEDICAL AMBULANCE category (as per DOS KPI ME categories) are available and serviceable.	
		6. The last COE verification inspection has identified that 90% or more of MEDICAL EQUIPMENT category (as per DOS KPI ME categories) are available and serviceable.	
		7. The last COE verification inspection has identified t the Self Sustainment category of MEDICAL LEVEL 1 category (as per DOS KPI categories) are available and serviceable.	
		8. The last COE verification inspection has identified the Self Sustainment category of COMMUNAL FIRST AID category (as per DOS KPI categories) are available and serviceable.	
		9. The last COE verification inspection has identified the Self Sustainment category of BUDDY FIRST AID (BFA) category (as per DOS KPI categories) are available and serviceable.	
		10. The last COE verification inspection has identified the Self Sustainment category of HIGH-RISK AREAS (EPIDEMIOLOGICAL) category (as per DOS KPI categories) are available and serviceable.	
		11. 100% of unit personnel deployed with a first aid kit. (Comment: Conduct spot checks.)	



			12. 100% of tourniquets are available in all first aid kits. (Comment: Conduct spot checks.)	
F 2.7.2	The level 1 medical team of the PKISR unit can provide standard medical services at a static location. Ref.: COE manual Chapter 3 Annex C.		1. The level 1/Medical team has a treatment capacity as per the PKISR unit's SUR and MOU.	
			2. Level 1/Medical team has enough personnel as per the PKISR unit's SUR	
			3. Level 1/Medical team maintains records of treated personnel and provides referrals (recorded) for treatment of personnel at Level 2/3.	
			4. Level 1/Medical team conducts routine sick calls and manages minor sicknesses and injuries among personnel for an immediate return to duty.	
			5. Level 1/Medical team provides advice to the contingent personnel on disease prevention.	
			6. Level 1/Medical team provides medical risk assessments and contributes to determining force protection measures within the area of responsibility (AOR) of the unit.	
			7. Level 1/Medical team has a designated isolation possibility for infectious patients. (Comment: Isolation facilities can be in the medical facility or designated area at the camp.)	
F 2.7.3	Level 1/Medical team provides regular Buddy First Aid refresher training to unit personnel.		1. Training is provided at least every 3 months to all unit personnel and is documented (incl. participants). (Comment: Training should be conducted during pre-deployment training and be recorded.)	
			2. Training includes the application of Tourniquets for Extremity Hemorrhage.	
			3. Training includes Wound Packing for Limb Injuries not Amenable to Tourniquet Application including Application of Emergency Pressure Bandages.	
			4. Training includes Airway Management procedures and techniques.	
			5. Training includes areas like Fracture Immobilization, Burns, Bites and stings.	
			6. Casualty Movement Techniques, CASEVAC procedures, and requests are included in the training.	



			7. Training on healthcare policies and procedures is included.	
	F 2.7.4	Level 1/Medical team is organized, trained, and equipped to provide emergency medical services for the unit. Ref.: COE manual Chapter 3 Annex C.	1. Level 1/Medical team is able to split into two forward medical teams (1 medical officer and 3 paramedics/nurses in each).	
			2. Level 1/Medical team emergency resuscitation equipment and drugs are prepared, portable, and transportable by helicopter.	
			3. Level 1/Medical team equipment includes Fluids, Splints, and bandages, Surgical sets for minor surgical procedures, a Field dispensary, and Stretchers.	
			4. Level 1/Medical team provides (is equipped and trained for) casualty collection from the point of injury/wounding.	
			5. Level 1/Medical team provides limited triage and stabilization of casualties.	
			6. Level 1/Medical team prepares casualties for evacuation to the next level of medical capability or the appropriate level of the medical facility depending on the type and gravity of the injuries.	
F 2.8				
Environmental Management				
	F 2.8.1	The military unit has implemented effective environmental measures related to Water and Wastewater management in the Permanent Operating Base Ref.: DPO /DOS Environmental Policy for UN Field Missions, 2009.6, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	1. The unit maintains records of (daily/weekly/monthly) water consumption (in L), ideally via the use of meters. (Comment: Please also note if water meters are in place or not.)	
			2. The unit maintains records of data on (daily/weekly/monthly) water abstraction (in L), if applicable (e.g. boreholes), ideally via the use of meters. (Comment: Please add frequency of records in comment field e.g. quarterly)	
			3. The unit reports data on water consumption and/or abstraction (in L) to Mission Support, as per the requested frequency.	
			4. The unit demonstrates the implementation of water conservation measures (harvest water, use treated wastewater...), as per Mission Support Directive. (Comment: List examples of best practices implemented.)	



			5. The unit demonstrates no record of septic tank overflow events. (Comment: Note how quickly overflow events were fixed if/when reported.)	
F 2.8.2	The military unit has implemented effective environmental measures related to Solid and Hazardous Waste Management in the Permanent Operating Base. Ref.: DPO /DOS Environmental Policy for UN Field Missions, 2009.6, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)		1. The unit maintains records (daily/weekly/monthly) of the amount of general waste produced (in Kg), as requested by Mission Support.	
			2. The unit reports data on the generation of general solid waste (in kg) to Mission Support, as per the requested frequency.	
			3. The unit demonstrates proper segregation of general waste in color-coded bins (e.g. composting, paper, plastic, metals, etc)	
			4. The unit demonstrates proper hazardous waste management practices (eg: hazardous waste inventory, proper handling and storage in place), as per Mission Support Directive.	
			5. The unit demonstrates proper management of medical waste at Level 1 hospitals (incl. medical waste segregation and incineration process in appropriate medical incinerator), as per Mission Support Directive.	
			6. The unit demonstrates efforts to take action on waste management of non-functional COE and expired materials by actively communicating with the concerned Mission units (COE, PDU, Environment, FMU, etc.) and/or show plans for repatriation of non -functional COE.	
F 2.8.3	The Military unit has implemented effective environmental measures related to Energy management in the Permanent Operating Base. Ref.: DPO/DOS Environmental Policy for UN Field Missions, 2009.6, Draft DPO /DOS Environmental Guidelines for UN Field Missions (2007)		1. The unit maintains records of (daily/weekly/monthly) electricity demand (in Kwh), ideally with the use of meters, as requested by Mission Support.	
			2. The unit maintains records of (daily/weekly/monthly) generator fuel use (in L), ideally via the use of meters, as requested as Mission Support.	
			3. The unit reports data on electricity demand (in Kwh) and generator fuel use (in L) to Mission Support, as per the requested frequency.	
			4. The unit demonstrates containment basins with berms are positioned under fuel storage, gensets and used POL storage to prevent soil contamination, oil separators are provided to the basins	



			and to concrete floors beneath the generators.	
			5. Emergency containment measures are immediately undertaken, using spill kits as appropriate, to reduce as much as practicable discharges to the environment and any such incidents are immediately reported to Mission Support/Environment Unit.	
			6. The unit demonstrates best practices to reduce fuel and electricity consumption, and realize energy efficiencies (eg: generator synchronization, reduced vehicle idling, turning off ACs, Replacement of conventional bulbs with LED).	
	F 2.8.4	The Military unit has implemented effective environmental measures related to overall environmental management in the Permanent Operating Base. Ref.: DPO /DOS Environmental Policy for UN Field Missions, 2009.6, Draft DPO /DOS Environmental Guidelines for UN Field Missions (2007), DPO /DOS Waste Management Policy for UN Field Missions (2015.6)	1. A focal point is appointed and conducts site inspections regularly.	
			2. The unit implements the recommendations from the environmental inspection report in due time.	
			3. The unit complies with the Duties of peacekeepers as stated in the UNMIM. (Comment: UNMIM Duties: 1. Bring empty (plastic) water bottles used during patrols back to camps for proper disposal (Do not throw away bottles/wraps directly into nature). 2. Avoid bringing to area of operations plastic cutlery as well as using it 3. Undertake energy conservation measures: switch off all appliances, lights and air conditioning when not in use. 4. Avoid vehicles idle time as much as possible. 5. Undertake water conservation measures, especially in water scarce areas. 6. Do not bring any plant/seeds from country of origin which is not endemic to country of deployment, and vice versa. 6. Do not acquire wild plants and animals, live or dead. Avoid using charcoal. 7. Know where the cultural, religious and historical sites are, and behave according to local sensitivities.)	
			4. The unit demonstrates the use of the STOP tool (Stop, Think, Observe, Plan) when undertaking a new task to assess and mitigate risks to the environment. (Comment: Explanation: *Stop, before you start a new task/operation. Think, does the task involve issues (e.g. fuels, water, waste)	



			that could affect the environment? Observe, the environment around you (e.g., drains, streams, trees). Plan, the task to avoid any damage to the environment.)	
			5. In case of a site closure, the unit undertakes the necessary clean-up activities, with Mission Support advice, to leave the premises and physical environment in the conditions it was provided to them” as per COE Manual language. (Comment: If this cannot be evaluated score as Non Applicable.)	
			6. The unit conducts regular environment awareness briefings (every 3 months).	
UN Military PKISR Unit Function 2: Personnel, Administration, and Self-Sustainment (Overall Assessment):				
Observation & Recommendations				



UN Military PKISR Unit Function 3: The Unit conducts Peacekeeping-Intelligence Requirements Management (IRM) and Acquisition Requirements Management (ARM) in an Operational Context.

Description: Peacekeeping-Intelligence Requirements Management (IRM) and Acquisition Requirements Management (ARM) are essential to the timeliness, accuracy and focus of PKISR operations to support command decision-making while ensuring efficient use of PKISR assets.

Condition: IRM and ARM roles include handling Requests for Information (RFI), assigning and managing the acquisition of information and peacekeeping-intelligence from sensors and agencies. It is mainly conducted through a series of Working Groups, Boards and coordination between the U2/U3, higher and adjacent units or formations.

UN Military PKISR Unit Function 3: The unit conducts Peacekeeping-Intelligence Requirements Management (IRM) and Acquisition Requirements Management (ARM) in an Operational Context.				
Sub-Task	Standard Number	Standards	Indicators	Score
F 3.1				
Conduct IRM (Peacekeeping-Intelligence Requirements Management)	F 3.1.1	The unit identifies Peacekeeping-Intelligence Requirements appropriately and accurately.	1. The unit creates an Essential Elements of Information (EEI) list.	
			2. The unit is able to prioritize list of EEI's.	
			3. The unit is capable of accepting Requests for Information (RFI).	
	F 3.1.2	The unit validates Peacekeeping-Intelligence Requirements.	1. The unit appropriately accepts RFI's in accordance with SOP.	
			2. The unit appropriately rejects RFI's in accordance with SOP if RFIs are not to standard.	
			3. The unit returns RFI as per SOP for Modification if required.	
F 3.1.3	The unit determines ways to satisfy Information Requirements.	1. The unit appropriately assesses if the RFI can be answered internally.		
		2. The unit can forward RFI's to higher HQ if required.		
		3. The unit is able to make the initial determination of PKISR assets required to meet EEI/RFI dynamics.		
F 3.2				
Conduct ARM (Acquisition management)	F 3.2.1	The unit determines how to address IRs.	1. The unit is able to create a Peacekeeping-Intelligence Acquisition Plan (IAP).	
			2. The unit makes an initial assessment of assets available.	
			3. The unit understands likely asset shortfalls and recommends mitigations.	
			4. The unit can make initial prioritizations of IR's and assets.	



	F 3.2.2	The unit creates initial Priority Peacekeeping-Intelligence Requirements (PIR)/Specific Peacekeeping-Intelligence Requirements (SIR)/EEI and area components of the Acquisition Plan (IAP).	<ol style="list-style-type: none"> 1. The unit is able to further refine IAP based on PIRs, SIRs and EEIs. 2. The unit creates an initial graphical representation of IAP. 3. The unit is able to share IAP with U3 and U5 (FHQ or G3 and G5 SHQ) for refinement and inputs. 	
	F 3.2.3	The unit analyzes Acquisition requirements.	<ol style="list-style-type: none"> 1. The unit analysis requirements based on additional inputs, and able to prioritize AXP. 2. The unit is able to prepare AXP for publishing with units and assets. 3. The unit is able to communicate the initial plan with lateral units, subordinates, and leadership. 	
F 3.3				
Finalize Acquisition Plan (IAP)	F 3.3.1	The unit coordinates the IAP.	<ol style="list-style-type: none"> 1. The unit displays the ability to manage finalized acquisition operations. 2. The unit is able to confirm receipt of IAP. 3. The unit has capable of clarifying questions on final IAP if needed. 	
	F 3.3.2	The unit analyzes finalized collection assets and resource capabilities and availability	1. The unit can issue final orders for acquisition	
	F 3.3.3	The unit tasks acquisition assets and requests acquisition resources.	<ol style="list-style-type: none"> 1. The unit shows the ability to monitor Acquisition Tasks. 2. The unit can determine processing requirements. 3. The unit has Cable of Preparing exploitation and processing plan and analysts to support IAP. 	
F 3.4				
Peacekeeping-Intelligence Acquisition Processing and exploitation Plan	F 3.4.1	The unit manages exploitation and processing operations.	1. The unit can develop and issue processing/exploitation plan.	
			2. The unit can develop and issue a dissemination plan.	
			3. The unit is able to determine dissemination requirements.	
			4. The unit is capable of managing the dissemination process.	
			5. The unit is able to conduct a basic assessment of missions and their success.	
			6. The unit can disseminate finished products to database and RFI manager for dissemination to the requestor.	



UN Military PKISR Unit Function 3: The unit conducts Peacekeeping-Intelligence Requirements Management (IRM) and Acquisition Requirements Management (ARM) in an Operational Context. (Overall Assessment):

Observation & Recommendations



UN Military PKISR Unit Task 1: Conduct of Long-Range Reconnaissance and Surveillance Patrol

Description: The Long-Range Reconnaissance and Surveillance patrol is usually conducted to provide specific, well-defined and time-sensitive information in support of Force Peacekeeping-Intelligence acquisition process to aid operational planning. It complements other acquisition methods available in the entire PKISR process. It is the preferred means of acquiring information when other methods of acquisition are constrained by reason of weather, terrain restrictions, hostile measures, and unavailability of other systems. Additionally, it allows for sustained target observation in a hostile environment when access is denied or sensitive territory. Long-range patrols can obtain information and provide timely information using of their own analytical capability.

Condition: The unit achieves security operations by conducting reconnaissance in its area of responsibility and surveillance to obtain information on the topography, human terrain and other security-related information for planning future operations. Additionally, the Unit may also be tasked by higher HQ to undertake the above tasks or more. The information obtained is analyzed and disseminated timely to avoid breach of security. A company or platoon-sized subunit should be self-sustained when conducting long-range patrols and if needed be supported by higher HQs to undertake its tasks for up to 30 days. On receipt of the task order, the unit should conduct map recce to estimate and prepare a route plan for its patrols. The unit should be equipped with necessary communications to be in constant touch with the company operating base while on patrol.

Ref: United Nations Peacekeeping Missions Military Peacekeeping-Intelligence Surveillance Reconnaissance (PKISR) Unit Manual, First Edition, 2022, Chapter 2.1.0.3. Annex E; and UNIBAM Chapter 2 - 2.6.1.

UN Military PKISR Unit Task 1: Conduct of Long-Range Reconnaissance and Surveillance Patrol				
Sub-Task	Standard Number	Standards	Indicators	Score
T 1.1				
Planning & Preparation	T 1.1.1	The UN Military PKISR Unit's patrol plan supports effective mandate implementation. Ref.: UNIBAM 2.6.1.3	1. The patrol plan is prepared to acquire information based on Information Acquisition plan (IAP) of Sector/FHQ and defined in the Peacekeeping-Intelligence Requirements (IR).	
			2. The LRRS patrol plan is in line with Sector/FHQs orders and covers the unit's entire AOR.	
			3. The LRRS patrol plan is clearly outlined for a specific period (e.g. for the next 14 to 30 days) based on the SOP of the Sector/FHQ.	
			4. The patrol plan ensures conducting patrols in areas with recent threat actors' activities and protection of civilians are required.	
			5. Patrols are planned to be conducted by day and night, ensuring an enduring/sustained presence in vulnerable areas.	



			6. PKISR unit's LRRS patrol plan includes area/route recce, area/convoy security, assessment of human terrain, exploitation, and border monitoring.	
	T 1.1.2	The unit commander guides the preparation and conduct of patrols through effective orders/briefings.	1. Order/ briefing covers why, when, where, how and by whom the patrol must be conducted. 2. Order/ briefing covers the threat situation and the weapons and equipment to be carried by the patrolling unit. 3. Order/ briefing includes support arrangements and coordination requirements (with Host Nation security forces, if applicable) for the conduct of the task. 4. Order/ briefing covers communication arrangements. 5. Order/ briefing covers security arrangements of the patrolling unit, apart from inherent security.	
	T 1.1.3	The detailed plan for the conduct of the patrol is based on a thorough appreciation of the situation and mission analysis by the designated patrol leader. Ref.: UNIBAM 2.6.1.3 (Comment: If preparation cannot be observed check this standard at patrol order. If necessary, interview the patrol leader)	1. The patrol leader obtains and analyses recent and significant activities in the patrolling area. 2. The patrol leader identifies difficult and very difficult terrain; areas where friendly forces are canalized; rivers, bodies of water and other terrain obstacles impacting own mobility. 3. The patrol leader carries out a map recce and identifies patrol route, waypoints, locations for planned halts, vulnerable points (likely ambush spots, potential areas with IEDs) and potential obstacles. 4. The patrol leader considers human terrain and identifies key leader locations and areas and continues liaison with local communities in the patrol area and along the routes. (Comment: These areas include where the population is contesting with the UN; where threat groups are known or suspected to have the support of the local population; POC sites; IDP camps) 5. The patrol leader considers potential threat actor(s) and identifies threat actor(s) Most likely and Most dangerous Courses of Action against the patrol (where are they, what are they likely to do, why will they do it, when will they do it, and how will they do it). 6. The patrol leader determines and coordinates (for potential reinforcement or other necessary support) for own required	



			actions. (Comment: what will the patrol do in case of observation any violation of the Cease Fire Agreement or incidents in the UN BZ; what will the patrol do on entry/exit of friendly lines; what will the patrol do at a short/long halt; what will the patrol do in the event of a breakdown; how will the patrol react to contact/ IED attack – left, right, front, and rear what will the patrol do if there is a casualty)	
			7. The patrol leader requests required attachments (e.g. IPO, EOD team, C-IED team, interpreters and Engagement team) and coordination with other UN Forces along the patrol route and area.	
	T 1.1.4	Emergency support arrangements are coordinated. Ref.: UNIBAM 2.6.1.3 (Comment: If coordination cannot be observed check this standard at patrol order. If necessary, interview the patrol leader)	1. Support arrangements are coordinated with higher command. (Comment: Procedures for requesting/directing support)	
			2. Support arrangements are coordinated with higher command regarding reinforcement support. (Comment: Procedures for requesting support.)	
			3. Support arrangements are coordinated with higher command regarding Indirect fire support. (Comment: Procedures for requesting support, identified target points, support until which point, fire observation/correction)	
			4. Support arrangements are coordinated with higher command regarding Aviation support (if available in the mission). (Comment: Procedures for requesting and directing the support)	
			5. Support arrangements are coordinated with higher command regarding repair/recovery (if not self-sustained).	
			6. Support arrangements are coordinated with higher command regarding medical support/CASEVAC.	
	T 1.1.5	A communications plan is developed and coordinated for the patrol. (Comment: Standard can be checked at patrol order. If necessary, interview the patrol leader)	1. Compatible radio sets with all concerned teams/detachments are available.	
			2. Call signs, radio net diagram and frequencies are defined for all involved parties.	
			3. Operating procedures; recognition and identification procedures are identified.	
			4. Communication procedures with all patrol elements incl. non-military are identified.	
			5. Communication plan includes as a minimum two separate means of communications (VHF/HF/SAT phone)	



			6. Communication plan includes timing for radio check internal and external (with Base station) before the conduct of the task. (Note: prior to departure all means of communications are tested).	
T 1.1.6	The patrol leader issues a timely warning Order with detailed instructions to guide the preparation of the personnel participating at the patrol. (Comment: Check this standard only if patrol leader decides to issue a Warning Order. Can be done verbally.)		Standard Met	
			1. Warning Order contains the Situation – A brief statement of the situation.	
			2. Warning Order contains the Mission.	
			3. Warning Order contains the specially required weapons, ammunition, and equipment.	
			4. Warning Order contains the time schedule for the preparation.	
			5. Warning Order contains the place and participants for receiving the full order.	
			6. Warning Order contains the special preparations for the conduct of the patrol.	
T 1.1.7	The patrol leader controls the final preparations. Ref.: UNIBAM 2.6.1.3		1. The patrol leader conducts spot checks on equipment readiness (individual equipment and major equipment incl. weapons).	
			2. The patrol leader confirms that the attachments are integrated.	
			3. The patrol leader confirms all soldiers including attached elements know how, where and when the patrol will take place.	
			4. The patrol leader ensures that the patrol is assembled in the base based on the order of march.	
			5. The patrol leader ensures that a radio check is conducted.	
			6. The patrol leader controls force protection measures (weapon states, dress code).	
			7. The patrol leader ensures that all personnel (esp. subordinated leaders) understand required actions in certain scenarios (contact, ambush, halt, medical emergency, IED, at objective, breakdown of vehicle, obstacle).	
T 1.2				
Conduct				
T 1.2.1	The patrol leader exercises effective Command and Control during the patrol. Ref.: UNIBAM 2.6.1.3		1. The patrol leader maintains all-round security and adjusts the formation based on terrain (open, restricted, urban), and for high-low threat situations.	
			2. The patrol leader maintains communication with patrol elements during the move.	
			3. The patrol leader receives and provides situation updates to patrol elements.	



			4. The patrol leader reports situational developments to higher HQs.	
			5. The patrol leader reacts quickly to situation developments.	
			6. The patrol leader provides clear tasking to patrol elements (during changes of the situation)	
	T 1.2.2	The patrol collects relative information regarding the area/routes, secures lines of communication, and ensures the security of convoys.	1. The unit is able to sustain continuous acquisition of information on route condition, the security situation along the route and area, and update the same with higher headquarter and other UN Forces.	
			2. The unit is able to state threats and vulnerabilities and share same with other UN Forces.	
			3. The unit is able to identify staging areas for future operations.	
			4. The unit is able to disseminate information regarding changes in weather and the nature of roads to others.	
			5. The unit is able to identify and name of all armed elements that are identified and operated along the route and area.	
			6. The unit delineates subunits areas of responsibility to allow sub units to undertake local security operations.	
			7. The unit maintains continuous liaison with communities in the area and along the routes.	
	T 1.2.3	The LRRS patrol collects information on human terrain and identifies threats and vulnerabilities of the local population. The unit collects information on human rights violations.	1. The patrol collects information based on identified Information Requirements.	
			2. The patrol identifies highly populated areas and interacts with the local community by applying questioning techniques to collect information.	
			3. The patrol ascertains the needs and interests of the local community and marks vulnerable people that need humanitarian support.	
			4. The patrol engages with all parts of the local community including men and women, youth and children depending on the information required.	
			5. The patrol understands ethnic/tribal dynamics.	
			6. The unit assesses critical infrastructure.	
			7. The unit records human rights violations and abuses in accordance with UN Missions SOPs.	
			8. The unit provides aid to victims of human rights abuses and documents the same. The unit works closely with civil and human right offices.	



	T 1.2.4	The patrol reassures the UN presence in the area (exploitation).	1. The unit commander has detailed plans to dominate the entire AOR to show force. 2. The unit conducts local security operations which may include checkpoints, and robust patrols in villages and towns to reassure the people of the UN presence.	
	T 1.2.5	The patrol conducts a Battle Damage assessment to ascertain the extent of damages inflicted on vulnerable people by threat forces.	1. The patrol collects relevant information regarding the threats. (identification of the threat forces, timing, damage assessment etc) 2. The patrol collects information and keeps records of damages (video, pictures etc). 3. The patrol liaises and coordinates with humanitarian organizations for support to the locals who were affected.	
	T 1.2.6	The patrol reduces tension in the area. (Link-up Forces) (Comment: The patrols may be conducted to contested/disputed territories which may involve other forces.)	1. The patrol de-escalates the conflict. 2. The patrol liaises and coordinates with relevant factions to build trust between the factions. 3. The patrol observes, monitors, and reports on violations of peace agreements.	
	T 1.2.7	During border monitoring patrol, the patrol detects illicit activities pertaining to the threat forces and others along the border. (Comment: Border monitoring.)	1. The patrol observes and monitors border crossing areas. 2. The patrol keeps records of activities along the borders. 3. The patrol lists all illicit activities at the borders. 4. The patrol provides information on all illicit activities. 5. The patrol collects information about illicit activities from the relevant local security forces.	
	T 1.2.8	Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.1.3	1. Patrol avoids unnecessary stops. 2. Vehicle overwatch positions are established to provide fire support to dismounted troops. 3. Village entry points are controlled when engagement is conducted in urban areas. 4. Security and observation (360 degrees) are maintained at all times. 5. Patrol members are ready to react at all times.	
	T 1.2.9	The patrol is capable of self-sustainment for the task and duration of the patrol	1. The patrol has adequate water and food for all personnel (up to 30 days), with at spare capacity of at least one extra day of operations.	



		under all weather conditions.	<p>2. The patrol carries enough fuel to accomplish the mission and/or has a refueling plan (up to 30 days).</p> <p>3. The patrol has communications equipment (VHF and HF radio at a minimum), including a secondary means, such as satellite phones.</p> <p>4. The patrol obtains transportation support and ensures preventive maintenance and checks are accomplished.</p> <p>5. Where required, the patrol has additional mobility support (engineers, C-IED teams, and UAS support etc).</p>	
T 1.3				
After Action	T 1.3.1	The patrol unit consolidates the findings and reports to higher command.	1. All patrol members including attachments are present at the debrief.	
			2. Observations during the patrol are collected and discussed.	
			3. Best practices and Lessons Learned are Identified, recorded and shared with HQs.	
			4. A patrol report (proper language and answered who, what, when, where, how and why questions) is produced.	
			5. All recorded materials are shared with the HQs MPKI (S2/U2) staff, if applicable.	
			6. Patrol leader identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) U3 staff, if applicable.	
			7. Recommendations for adjustments of other related contingency plans are made and incorporated by Operations staff, if applicable.	
			UN Military PKISR Unit Task 1: Conduct of Long-Range Reconnaissance and Surveillance Patrol (Overall Assessment):	
Observation & Recommendations				



UN Military PKISR unit Task 2: Tactical Human Peacekeeping-Intelligence (SPKI) - Conduct peacekeeping HPKI operations.

Description: The unit is tasked to plan and conduct HPKI with a view to provide the affiliated commander with Peacekeeping-Intelligence to develop situational awareness and enhanced understanding to address emerging threats.

Condition: The unit receives an order from higher HQ to collect information that is acquired from human sources. Unit Commander conducts an analysis of the operational environment; identifies support and coordination requirements and requests support as necessary. Subunits are equipped with sufficient supplies for the planned duration of the task in order to be self-sustained.

UN Military PKISR unit Task 2: Tactical Human Peacekeeping-Intelligence (SPKI) - Conduct peacekeeping HPKI operations.				
Sub-Task	Standard Number	Standards	Indicators	Score
T 2.1				
Provide situational awareness and early warning	T 2.1.1	The unit has the appropriate knowledge of the area of responsibility (AOR)	1. The unit has a CPOE of its own or of the supported unit.	
			2. The unit has a proper Terrain Analysis Report.	
			3. The unit has got properly marked peacekeeping-intelligence maps and overlays to depict the security situation in its AOR.	
			4. The unit commander and his designated staffs are aware of the AOR and ready with the updated brief on it.	
T 2.2				
Planning and preparedness for the HPKI collection operations	T 2.2.1	Preparation of operational planning.	1. The unit commander and his staff carried out necessary DMP and Peacekeeping-Intelligence estimates for the ensuing operations.	
			2. The unit commander and his staff carried out wargaming on the different relevant operational scenarios.	
			3. The unit commander has got properly prepared operational plan including the Concept of Operations and other necessary annexes according to the standard format.	
			4. The unit commander and his staff prepared the required number of contingency plans covering all probable options.	
			5. The unit has got its operational plans tailored to the requirements of the higher/supporting headquarters and vetted by it.	



	T 2.2.2	Preparation and issuance of deployment order	<p>1. The unit commander has his operation order prepared, following a standard format, on a particular scenario.</p> <p>2. The unit commander and his designated staffs are ready to deliver the deployment order.</p> <p>3. The unit has appropriate arrangements to disseminate the order to the order group and to anyone who has a task to do.</p>	
T 2.3				
Provision of necessary direction	T 2.3.1	Development and Prioritization of IRs.	1. The unit commander and his staff have developed the IR through the IR chart/matrix analyzing the higher Commander's intent.	
			2. The unit commander and his staff can justify the development of the IR against the higher Commander's intent.	
			3. There is a list of IRs with priority indicated.	
			4. The priority of IRs is regularly updated with the evolution of the situation.	
			5. Designated staff can justify the prioritizations.	
	T 2.3.2	Preparation of the Information Acquisition Plan (IAP)	<p>1. The unit has a proper IAP covering all the IRs.</p> <p>2. All sources are appropriately listed and tasked.</p> <p>3. Staff officers can explain the process with relevant logic.</p>	
T 2.4				
Acquisition and collation of all-sources information	T 2.4.1	Conduct of HPKI information acquisition operations within the UN legal framework	1. The unit commander and his staff are aware of the restrictions and constraints of information acquisition within the legal framework of the UN.	
			2. The unit has properly recorded RFI for each of the sources/sensors and vice versa.	
			3. The unit has an automated chain of reporting and follow-up.	
			4. The unit has a task matrix prepared for synchronization of the tasks provided.	
			5. The unit follows the resumption of the Peacekeeping-Intelligence cycle for incomplete analyses.	
	T 2.4.2	Appropriate placement and employment of sources and sensors.	<p>1. The unit has a proper list of NAI, regularly updated on maps and charts along with activities at NAI.</p> <p>2. The Acquisition Manager follows and updates the Information Acquisition Plan</p>	



			(IAP) while designating specific sources and sensors for acquisition.		
			3. The Acquisition Manager can sensitize the sources and sensors for acquisition.		
	T 2.4.3	Conduct of reconnaissance patrols	1. The unit can carry out recce patrol maintaining the standard patrol procedures. 2. The unit can acquire the required information through reconnaissance patrolling.		
	T 2.4.4	Conduct of debriefing	1. The unit has designated staff for debriefing. 2. The unit maintains a proper record of debriefings conducted.		
T 2.5					
Analysis of the information	T 2.5.1	Collation of all source information.	1. The unit has a properly maintained database, based on designated software or MS excel, to record all source information which is easily retrievable. 2. The unit has a methodical system of collation. 3. Collated data/information is accessible by the designated analysts on a need-to-know basis.		
	T 2.5.2	Correct evaluation and grading of sources/sensors and information.	1. List of sources and sensors correctly evaluated and graded. 2. Reports with graded sources and information.		
	T 2.5.3	Appropriate analysis and interpretation of information.	1. The analytical reports contain the Synthesis of information. 2. The analytical reports contain the integration of the information from different sources 3. The analytical reports have the validation of the information 4. The analytical reports have appropriate analyses of information. 5. The analytical report has an overall interpretation. 6. the reports supported using synchronization and assessment matrices. 7. The reports are supported by the interpretation derived through the use of analytical tools and techniques.		
	T 2.6				
	Dissemination of the intel products	T 2.6.1	Production of all necessary/relevant peacekeeping-	1. The staff can prepare necessary Peacekeeping-Intelligence reports and feedbacks.	



		intelligence reports and Circulation of the reports.	<p>2. The unit has a properly maintained system of generating routine and specific situation reports.</p> <p>3. The unit has a proper stock of the required types and number of reports.</p> <p>4. The reports are concise, to the point and legible.</p> <p>5. The unit has a set and effective chain of reporting.</p> <p>6. The reports circulated satisfy the RFI.</p> <p>7. The unit maintains an appropriate record of dissemination.</p> <p>8. The unit uses secured means of dissemination.</p> <p>9. The unit maintains strict compartmentation for dissemination.</p>	
T 2.7				
Coordination of the output of the Peacekeeping-Intelligence products.	T 2.7.1	Maintenance of archive	1. The unit has a properly maintained archive, which is easily retrievable on a need-to-know basis.	
			2. The unit carries out synchronization of the peacekeeping-intelligence products.	
			3. The staff can carry out comparative studies and analyses.	
UN Military PKISR unit Task 2: Tactical Human Peacekeeping-Intelligence (SPKI) - Conduct peacekeeping HPKI operations. (Overall Assessment):				
Observation & Recommendations				



UN Military PKISR Unit Task 3: Tactical Signals Peacekeeping-Intelligence (SPKI) - Employ sensors Employ sensors in coordination with the FHQ U2.

Description: The unit is tasked to plan and conduct SPKI acquisition and exploitation in a way in which meets the higher or lateral command intent and direction. This is conducted with all available technical means as provided in the SPKI Unit structure.

Condition: The unit receives an order from higher HQ to acquire information using SPKI capabilities. Unit Commander receives direction; identifies priorities, matches direction with capability. Subunits are equipped with sufficient supplies for the planned duration of the task in order to be self-sustained.

UN Military PKISR Unit Task 3: Tactical Signals Peacekeeping-Intelligence (SPKI) - Employ sensors Employ sensors in coordination with the FHQ U2.				
Sub-Task	Standard Number	Standards	Indicators	Score
T 3.1				
The unit determined the focus of all technical Peacekeeping-Intelligence efforts.	T 3.1.1	Appropriate understanding of commander's direction and intent, prioritization of IR's, development of IAP.	1. The unit has a list of Commanders PIR's, CCIR's, IR's and understands them.	
			2. The unit has a list of NAI's, targets of interest and technical focus areas.	
			3. The unit has a planning cell or officer able to understand commanders' focus and begin to develop an acquisition plan accordingly.	
			4. There is a list of IRs with priority indicated.	
			5. The priority of IRs is regularly updated with the evolution of the situation.	
	T 3.1.2	Appropriate identification of technical Peacekeeping-Intelligence capability to meet IRs based on the direction.	1. The Acquisition Manager prepares the IAP while designating specific sensors for acquisition. 2. The Acquisition Manager identifies any shortfalls in technical capability to meet IRs.	
T 3.2				
Configure the unit to deliver within the mission IAP.	T 3.2.1	Appropriate manpower, resources and capability are available to meet the IAP.	Standard Met	
			1. Key elements of the unit are activated at key acquisition times as determined by leadership.	
			2. Members of ELINT, COMINT and PED sections briefed on IAP, plan, and outcomes.	
			3. The unit configured to 24/7 coverage if required.	
T 3.3				



Translate direction into meaningful tasking of sensors to achieve the desired effect or outcome.	T 3.3.1	Conduct of SPKI acquisition operations within the UN legal framework.	Standard Met	
			1. Unit and section commanders clearly understand direction.	
			2. Unit Commander and his staffs are aware of the restrictions and constraints of SPKI acquisition within the legal framework of the UN.	
			3. Unit appropriately allocates and deconflicts sensors to achieve desired effect.	
			4. Unit can carry out acquisition as per the IAP.	
			5. The unit has properly recorded RFI for each sensor.	
			6. The unit has an automated chain of reporting and follow-up to ensure the desired outcome is achieved.	
UN Military PKISR Unit Task 3: Tactical Signals Peacekeeping-Intelligence (SPKI) - Employ sensors Employ sensors in coordination with the FHQ U2. (Overall Assessment):				
Observation & Recommendations				



UN Military PKISR Unit Task 4: Tactical Signals Peacekeeping-Intelligence (SPKI) - Provide analysis of signals of interest within a defined area

Description: The unit is tasked to provide timely threat analysis based on acquired SPKI against a focused geographical area.

Condition: The unit acquires SPKI based on prioritization in the IAP and configures analytical requirements for the creation of threat warnings, immediate and timely exploitation of sensors employed, and outcomes requested.

UN Military PKISR Unit Task 4: Tactical Signals Peacekeeping-Intelligence (SPKI) - Provide analysis of signals of interest within a defined area				
Sub-Task	Standard Number	Standards	Indicators	Score
T 4.1				
Identify and track locations of electronic communications	T 4.1.1	Timely search, intercept and monitor of electronic communications.	1. The unit has a properly maintained database, based on designated software or MS excel, to record all sensor acquisition, identify and track data which is easily retrievable.	
			2. The unit has a methodical system of collation.	
			3. Collated data/information is accessible to the designated analysts on need-to-know basis.	
	T 4.1.2	Appropriate identification and tracking of all electronic communications.	1. The unit can Identify and track emitters and sources	
			2. The unit can record and analyze content.	
			3. The unit stores and archives content	
T 4.2				
Scan the electromagnetic spectrum	T 4.2.1	Continuous scanning when tasked of all signals of interest within the spectrum.	1. The unit employs SPKI technology to search, intercept and monitor GSM.	
			2. The unit employs SPKI technology to search, intercept and monitor satellite phones.	
			3. The unit employs SPKI technology to search, intercept and monitor all relevant frequencies.	
T 4.3				
Determine individual and group's location and movement patterns.	T 4.3.1	Appropriate identification of key individuals and roles	1. The unit can Identify individual or groups' locations.	
			2. The unit can Identify individual or group's movement patterns.	
			3. The unit can Identify individual or group intent.	



			4. The unit can Identify command and control structures.	
T 4.4				
Identification of immediate threats.	T 4.4.1	Appropriate and timely identification of threats and communication to relevant departments.	1. The unit has a set and effective chain of reporting.	
			2. Reports circulated satisfy direction.	
			3. The unit maintains an appropriate record of dissemination.	
			4. The unit uses secured means of dissemination.	
			5. The unit maintains strict compartmentation for dissemination.	
UN Military PKISR Unit Task 4: Tactical Signals Peacekeeping-Intelligence (SPKI) - Provide analysis of signals of interest within a defined area (Overall Assessment):				
Observation & Recommendations				



UN Military PKISR Unit Task 5: Tactical Signals Peacekeeping-Intelligence (SPKI) - Intercept and provide transcription of voice and text of acquired signals of interest

Description: The unit is tasked to use SPKI technology to intercept and transcribe all voice and text activity conducted in its designated area of interest. This task must be conducted in a methodical way to provide actionable peacekeeping-intelligence to decision makers whilst operating within the framework of host nation and UN legal frameworks.

Condition: The unit intercepts and transcribes Signals of Interest based on prioritization and configures the analytical requirement for the creation of timely reporting, to meet the outcomes requested.

UN Military PKISR Unit Task 5: Tactical Signals Peacekeeping-Intelligence (SPKI) - Intercept and provide transcription of voice and text of acquired signals of interest				
Sub-Task	Standard Number	Standards	Indicators	Score
T 5.1				
Search, intercept, and Monitor				
	T 5.1.1	Timely search, intercept and monitor of voice and text of acquired signals of interest.	1. The unit has properly maintained equipment to search, intercept and monitor signals of interest. 2. The unit has appropriate software and databases, based on designated software or MS excel, to record all sensor intercepts, which is easily retrievable. 3. The unit has a methodical system of search, intercept, and monitor.	
T 5.2				
Record intercepts				
	T 5.2.1	Timely and accurate recording of intercepts.	1. The unit employs appropriate software to intercept all relevant signals of interest. 2. The unit can appropriately record content. 3. The unit stores and archives content.	
T 5.3				
Transcribe intercepts				
	T 5.3.1	Timely and accurate transcription of intercepts.	1. The unit is capable of transcribing intercepts. 2. The unit is able to transcribe fax traffic. 3. The unit is able to transcribe voice traffic. 4. The unit is able to transcribe SMS traffic. 5. The unit is able to translate in real-time. 6. The unit is able to share translation immediately if time critical.	
T 5.4				



Decryption communications	T 5.4.1	Appropriate and timely decryption of communications.	1. The unit has the technical means to decrypt all specified types of communications.	
			2. The unit has the expertise to decrypt communications.	
			3. The unit maintains an appropriate record of decrypted communications.	
			4. The unit uses secure means of dissemination of decrypted communications.	
			5. The unit maintains strict compartmentation for the dissemination of decrypted communications if required.	
UN Military PKISR Unit Task 5: Tactical Signals Peacekeeping-Intelligence (SPKI) - Intercept and provide transcription of voice and text of acquired signals of interest (Overall Assessment):				
Observation & Recommendations				



UN Military PKISR Unit Task 6: Tactical Signals Peacekeeping-Intelligence (SPKI) - Provide timely, accurate, and relevant finished SPKI products in support of the force's priorities.

Description: This task must be conducted in a methodical way, using relevant data available to provide actionable peacekeeping-intelligence products to decision-makers in accordance with acquisition priorities.

Condition: The unit processes, exploits and disseminates signals of interest based on prioritization and through analysis results in the creation of timely reporting, to meet the outcomes requested.

UN Military PKISR Unit Task 6: Tactical Signals Peacekeeping-Intelligence (SPKI) - Provide timely, accurate, and relevant finished SPKI products in support of the force's priorities.				
Sub-Task	Standard Number	Standards	Indicators	Score
T 6.1				
The unit has partial automated process of conducting information fusion, reconciliation, and analysis.	T 6.1.1	The unit provides timely and accurate fusion, reconciliation and analysis of acquired signals of interest.	1. The unit has properly maintained equipment to partially automate signals of interest for fusion, reconciliation, and analysis.	
			2. The unit has appropriate manpower levels and skillsets in fusion, reconciliation and analysis.	
			3. The unit has a methodical system of gathering information for fusion, reconciliation and analysis.	
	T 6.1.2	The unit provide sound PKI products, tools and reports that will be processed in the peacekeeping-intelligence framework of the Mission.	1. The unit employs appropriate software to generate products, tools and reports based on relevant signals of interest	
			2. The unit can create and disseminate PKI products, and reports.	
			3. The units use secure means of dissemination for PKI products, tools, and reports.	
			4. The unit can appropriately record content and share content in real-time if needed.	
		5. The unit stores and archives content properly.		
		6. The unit maintains strict compartmentation for dissemination of PKI products, tools and reports, if required.		
		7. The unit manages information security.		
UN Military PKISR Unit Task 6: Tactical Signals Peacekeeping-Intelligence (SPKI) - Provide timely, accurate, and relevant finished SPKI products in support of the force's priorities. (Overall Assessment):				
Observation & Recommendations:				



UN Military PKIRS unit Task 7: Tactical Unmanned Aerial Systems (Tactical UAS) - Conduct PKISR operations using UAS.

Description: Use of a UAS in the conduct of PKISR to provide the Commander with Situational Awareness and creation of the peacekeeping-intelligence picture to assist in decision making.

Condition: The UAS Unit, informed by the IRM&ARM process is tasked with the acquisition of Full Motion Video (FMV) or Imagery in a specific geographical area to answer a Request for Information (RFI). Ad hoc taskings can be conducted as a result of a fast-changing situation that requires a rapid information flow to the command staff. All UAS personnel must have a cultural and situational briefing before operating in a new area of operations. Conditions contained in Annex B page 134 in the UN Military Aviation Manual must be met.

Ref: United Nations Peacekeeping Missions Military Peacekeeping-Intelligence Surveillance Reconnaissance (PKISR) Unit Manual; and United Nations Peacekeeping Missions Military Peacekeeping Missions Aviation Manual, Second edition, 2021.

UN Military PKIRS unit Task 7: Tactical Unmanned Aerial Systems (Tactical UAS) - Conduct PKISR operations using UAS.				
Sub-Task	Standard Number	Standards	Indicators	Score
T 7.1				
The unit conducts UN PKISR tasks (surveillance of pattern of life, route assessment, over watch, support convoy ops, and base protection) using UAS.	T 7.1.1	The UAS crew is briefed on the selected route and the EEIs necessary for mission success.	1. The crew is briefed on EEIs for the mission location (routes, emerging threats etc) and requirement of detailed observation.	
			2. The crew has briefed the description of activities being conducted during the observation period (i.e., sports games, washing clothes, gathering of people with weapons, preparing armed confrontation etc.)	
			3. The crew understands mission and requirements.	
	T 7.1.2	Appropriate selection and employment of sensors and platforms and conduct of PKISR.	1. The UAS team selects the best sensors for acquisition as indicated in the quality of Video/imagery captured.	
			2. The UAS Team selects the best position for the platform which prevents its detection.	
		3. The UAS Team maximizes all sensors given constraints of weather, terrain, and threats		
		4. The UAS undertakes appropriate support for ground unit needs.		
		5. The UAS team is able to count individuals Males/Females/Children/Animals/Vehicles (by type)		



			6. The UAS team is able to locate and identify threats and provide early warning to ground forces (convoy, patrol, base protection unit).	
			7. The unit provides Situational Awareness to the other UN Forces. (Patrol, Convoy, observation Posts etc)	
			8. The unit maximizes communications with the ground unit.	
			9. The unit is able to provide information to the convoy leader/escort commander on road conditions and obstructions to mobility.	
	T 7.1.3	The unit provides reports based on findings (UAS record and ISR assessments)	1. The unit conducts processing and exploitation in a timely manner.	
			2. The unit provides prompt information during the mission through chat (text messages) or verbal reporting of the activities and threats being observed.	
			3. The unit produces imagery captures in a formatted template answering each EEI as detailed in the mission orders.	
			4. The unit provides detailed reports of the activities, features, and threats being observed (obstacles along the convoy route etc).	
			5. The unit's reporting can also include maps, drawings, sketches and imagery date.	
T 7.2				
The ISR unit supports the troops-in-contact (TiC) using UAS platform.				
	T 7.2.1	The UAS team should be briefed on the selected route and the EEIs necessary for mission success.	1. The crew is briefed on EEIs for the mission location (routes, emerging threats etc), detailed observations in a designated area, and the requirement of detailed observation.	
			2. The crew is briefed on locating and identifying threats and situational awareness.	
			3. The crew is briefed to be ready to undertake as an Ad hoc task.	
	T 7.2.2	Appropriate selection and employment of sensors and platforms.	1. The UAS Team selects the best position for the platform.	
			2. The UAS team selects the best sensors for acquisition as indicated in the quality of Video/imagery captured.	
			3. The UAS team locates threat forces; provides location via MGRS/GEO reference or in range/bearing from friendly forces.	
			4. The UAS team describes terrain IVO of the TIC to include key terrain features, obstacles to both friendly and enemy	



			movements, possible locations for cover or concealment, and recommended avenues of approach. (Comment: Descriptions should be conducted in a clockwise manner beginning from the north-east quadrant.)	
T 7.2.3	The unit is able to identify the threat and provide information to the troops in contact.		1. The unit identifies a total number of threats.	
			2. The unit identifies equipment and weapons used by threats to include nomenclature, and type if possible.	
			3. The unit identifies threat modes of transportation to include observed vehicles or animals or limited to foot traffic.	
			4. The unit identifies threat disposition to include offensive maneuvers, defensive positions; or efforts to retreat.	
			5. The unit determines threat direction and objective of movement to include possible rally points, weapons cache sites, or storage areas.	
			6. The unit identifies whether threats appear to be organized or not based on coordinated movements, movement to similar objectives, etc.	
			7. The unit identifies leadership elements or command and control nodes based on means of communication (including antenna, observed use of phones, or use of runners to and from a central location).	
			8. The unit identifies possible staging areas or sources of reinforcements and provides location via MGRS/GEO reference or in range/bearing from friendly forces.	
			9. The unit identifies possible exfiltration routes for UN Forces, provides orientation, and notes any potential danger areas along the route including choke points and areas of concealment.	
T 7.2.4	The unit provides reports based on the findings (UAS record and ISR assessments)		1. The unit conducted the processing and exploitation in a timely manner.	
			2. The unit provides prompt information during the mission through chat (text messages) or verbal reporting of the activities and threats being observed.	
			3. The unit produces imagery captures in a formatted template answering each EEI as detailed in the mission orders.	
			4. The unit provides detailed reports of the activities, features, and threats being observed.	



			5. The unit's reporting can also include maps, drawings, sketches and imagery date.	
			6. The unit provides post-event analysis and product to the unit and higher headquarters if requested.	
T 7.3				
The unit supports Battle Damage Assessment with UAS platform.	T 7.3.1	The UAS team should be briefed on the selected route and the EEIs necessary for mission success.	1. The crew is briefed on EEIs for the mission location (routes, emerging threats etc), detailed observations in a designated area, and the requirement of detailed observation.	
			2. The crew is briefed on locating and identifying threats and situational awareness.	
	T 7.3.2	Appropriate selection and employment of sensors and platforms and unit provides necessary information to support the assessment.	1. The UAS Team selects the best position for the platform.	
			2. The UAS team selects the best sensors for acquisition as indicated in the quality of Video/imagery captured.	
			3. The UAS team may look to use multiple sensors for best sensor picture, working with similar units.	
			4. The unit is able to provide necessary footage for an assessment of physical damage, additional damage, and collateral damage including casualties.	
	T 7.3.3	The unit provides reports based on the findings (UAS record and ISR assessments)	1. The unit conducted the processing and exploitation in a timely manner.	
2. The unit provides prompt information during the mission through chat (text messages) or verbal reporting of the activities and threats being observed.				
3. The unit produces imagery captures in a formatted template answering each EEI as detailed in the mission orders.				
			4. The unit provides detailed reports of physical damage, additional damage, and collateral damage including casualties being observed.	
			5. The unit's reporting can also include maps, drawings, sketches and imagery date.	
T 7.4				
The unit supports Counter IED related tasks with UAS platform.	T 7.4.1	Appropriate selection and employment of sensors and platforms.	1. The UAS team selects the best sensors for acquisition as indicated in the quality of Video/imagery captured.	
			2. The UAS Team selects the best position for the platform which prevents its detection.	



			3. The UAS Team maximizes all sensors given constraints of weather, terrain, and threats.	
			4. The UAS undertakes appropriate support for ground unit (EOD unit) needs.	
	T 7.4.2	The unit is able to screen the area and identify the threat (IED or related) and provide information.	1. The unit identifies cold or hot thermal signatures located on the road or immediately alongside (within 5-10 meters on either side of the road).	
			2. The unit identifies any indications of new piles of dirt or rubbish including bags, boxes, and any other items larger than 0.5m by 0.5m; concrete blocks or barriers as alongside the road that appears out of place (serve no identifiable purpose) or new.	
			3. The unit identifies any disturbed earth, broken pavement, speed bumps, shallow pits, or trenches on or immediately alongside (within 5-10 meters) of the road.	
			4. The unit identifies any earth movement, ground scarring, or vegetation clearing alongside roads (within 5-10 meters).	
			5. The unit identifies any signals associated with IED emplacement, observation, or initiation to include voice communications.	
			6. The unit identifies and annotates the size and location of any visual indications of wire, tubing, or cord laid across the road surface or along the road (within 5-10 meters).	
			7. The unit identifies any personnel digging on or alongside roads or personnel congregating on the road or in concealed locations (from the road). (Comment: Any unusual movements or activities.)	
			8. The unit identifies any personnel in positions within 10-15 meters of the road in positions that provide a clear line of sight to the road.	
			9. The unit identifies any vehicles concealed alongside the roads, stopped in the middle of the road, or parked on the median. (Comment: Identify any vehicles that appear to be abandoned. Identify any vehicle tracks leading to a thermal signature or indication of disturbed earth/suspicious object.)	



	<p>T 7.4.3</p>	<p>The unit provides reports based on the findings (UAS record and ISR assessments).</p>	<p>1. The unit conducted the processing and exploitation in a timely manner.</p>	
			<p>2. The unit provides prompt information during the mission through chat (text messages) or verbal reporting of the activities, and potential IED threats being observed.</p>	
			<p>3. The report includes thermal hot spots, concealment (or excavations) of the potential threat, and construction of the threat.</p>	
			<p>4. The report includes other observations such as overwatch activities, or any peculiar movements, or any vehicular activities.</p>	
			<p>5. The report includes IED-associated signals (What are the signals associated with IED emplacement, observation, or initiation to include voice communications or tilt wire?)</p>	
			<p>6. The unit's reporting can also include maps, drawings, sketches and imagery date.</p>	
<p>UN Military PKIRS unit Task 7: Tactical Unmanned Aerial Systems (Tactical UAS) - Conduct PKISR operations using UAS. (Overall Assessment):</p>				
<p>Observation & Recommendations</p>				



UN Military PKIRS unit Tasks: Manned UAS

Manned UAS (PKISR Unit) Tasks, standards and indicators can be found in the UNMUM, Peacekeeping Missions Military Aviation Unit Manual, 2021, Annex B, pg 142-148 (UAS - Intelligence, Surveillance and Reconnaissance (ISR); UAS - Communication Relay; and UAS - Search Operations).



Annex F

References

The following documents provide more in-depth discussion and guidance on the topics covered in this manual. The dates of publication have been omitted to allow for the publication of updated versions. These UN and other references may be obtained through UN Research Hub, available at:

<http://research.un.org/en/peacekeeping-community>

- COE Manual, 2020.
- DOS Aviation Manual, 2021.
- DOS Environment Strategy for Field Missions 2017-2023 (formerly DFS Environment Strategy, 2017-2023)
- DOS Policy on Casualty Evacuation in the Field, 2020.7
- DPKO-DFS Environmental Policy for UN Field Missions, 2009.6)
- DPO Generic Guidelines for TCCs Deploying Military Units to UN Peacekeeping Missions, March 2008.
- DPO-DOS Aviation Manual, 2018.21.
- DPO-DOS Aviation Risk Management Policy, 2014.02.
- DPO-DOS Aviation Unit Manual, 2021.04.
- DPO-DOS Guidelines, Aviation Safety Manual, 31 December 2017.
- DPO-DOS Policy Directive on Contributing Country Reconnaissance Team Visits, 2005.06.
- DPO-DOS Policy on Authority, Command and Control in UN Peacekeeping Operations, 2019.23.
- DPO-DOS United Nations Manual on Ammunition Management, 2019.27.
- DPO-DOS United Nations Peacekeeping Operations Principles and Guidelines – The Capstone Doctrine, 2008.01.
- Human Rights Due Diligence Policy on United Nations support to non-United Nations security forces (A/67/775-S/2013/110)
- Human Sources (HPKI) Guidelines, 2021.
- International Air Transport Association - Dangerous Goods Regulations.
- LCS/SUPPLY/GT Sourcing of UNOE Weapons and Ammunition in Peacekeeping Operations, September 2002.
- PKISR Staff Handbook, 2020.
- Policy Directive on Pre-Deployment Visits, October 2005,03.



- Standard Operating Procedure on Implementation of Amendments on Conduct and Discipline in the Model Memorandum of Understanding Between UN and TCCs, 2011.01.
- Transport of Dangerous Goods Manual for UN PKO.
- UN Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations, September 2012.
- UN Night Vision Imaging Systems (NVIS) Policy.
- United Nations Infantry Battalion Manual 2020.01.
- United Nations Policy on Human Rights Screening of United Nations Personnel, 2012
- United Nations Standby Arrangements (UNSAS) in the Service of Peace Tables of Organization and Equipment.
- United Nations Supplier Code of Conduct, 2018
- United Nations Use of Unmanned Aircraft Systems (UAS) Capabilities Guidelines 2019.05



Annex G

Abbreviations

AH	Attack Helicopter
AM	Acquisition Management
AMA	Acquisition Management Authority
AOE	Analysis of the Operational Environment
AOM	Acquisition Operations Management
APIR	Area of Peacekeeping-Intelligence Responsibility
AR	Acquisition Requirement
ARM	Acquisition Requirements Management
ATL	Acquisition Tasks List
BDA	Battle Damage Assessment
C2	Command and Control
CASEVAC	Casualty Evacuation
CBRN	Chemical, biological, radiological and nuclear
CCIR	Commanders Critical Peacekeeping-Intelligence Requirements
CITS	Communications and Information Technology Systems
CMS	Chief of Mission Support
COE	Contingent Owned Equipment
CONOPS	Concept of Operations
COP	Common Operational Picture
CP	Command Post
CPKI	Communications Peacekeeping-Intelligence
CSS	Combat Service Support



DMS	Director of Mission Support
DOCEX	Document Exploitation
EEI	Essential Elements of Information
EPKI	Electronic Signals Peacekeeping-Intelligence
EO	Electro-Optical
FAC	Forward Air Controller
FFIR	Friendly Force Information Requirement
FM	Frequency Modulation
FTS	Field Technology Services
GPKI	Geospatial Peacekeeping-Intelligence
GIS	Geospatial Information Services
GMTI	Ground Moving Target Indicator
HAC	HPKI Analysis Cell
HAT	HPKI Acquisition Team
HF	High Frequency
HOC	HPKI Operations Cell
HPKI	Human Peacekeeping-Intelligence
I&W	Indicators and Warnings
IAL	Peacekeeping-Intelligence Acquisition List
IAP	Peacekeeping-Intelligence Acquisition Plan
IDP	Internally Displaced Personnel
IED	Improvised Explosive Device
IMC	Instrumental Metrological Conditions
IPKI	Imagery Peacekeeping-Intelligence
IR	Peacekeeping-Intelligence Requirement



IRM	Intelligence Requirement Management
ISR	Intelligence, Surveillance and Reconnaissance
ISRR	PKISR Request
ITS	Integrated Training Service
JMAC	Joint Mission Analysis Centre
LOA	Letter of Assist
LRRS	Long-Range Reconnaissance/Surveillance
MDMP	Military Decision-Making Process
MEDEVAC	Medical Evacuation
MICM	Mission Peacekeeping-Intelligence Coordination Mechanism
MOB	Main Operating Base
MoE	Measures of Effectiveness
MoP	Measures of Performance
MOU	Memorandum of Understanding
MOVCON	Movement Control
MPKI	Military Peacekeeping-Intelligence
MPKI HB	MPKI Handbook
MUH	Medium Utility Helicopter
NAI	Named Area of Interest
NRT	Near Real Time
NSE	National Support Element
NVG	Night Vision Goggles
OMT	Operational Management Team
OP	Observation Post
OPKI	Open-Source Peacekeeping-Intelligence



ORA	Operational Readiness Assessment
ORP	Operational Readiness Preparation
PED	Processing, Exploitation and Dissemination
PIR	Priority Peacekeeping-Intelligence Requirement
PKAMB	Peacekeeping-Intelligence Acquisition Management Board
PKI	Peacekeeping-Intelligence
PKIMB	Peacekeeping-Intelligence Management Board
PKISR	Peacekeeping-Intelligence, Surveillance and Reconnaissance
RFI	Request for Information
RM	Requirements Management
RT	Real Time
SAR	Synthetic Aperture Radar
SIO	Senior Peacekeeping-Intelligence Officer
SOP	Standard Operating Procedure
SPKI	Signals Peacekeeping-Intelligence
SIR	Specific Peacekeeping-Intelligence Requirement
STM	Specialized Training Material
SUR	Statement of Unit Requirements
TACSAT	Tactical Satellite
TO&E	Table of Organization and Equipment
TCC	Troop Contributing Country
TVA	Threat Vulnerability Assessment
UAS	Unmanned Aerial Systems
UAV	Unmanned Aerial Vehicle
UN	United Nations



UNIBAM	United Nations Infantry Battalion Manual
UNMUM	United Nations Peacekeeping Military Unit Manual
VMC	Visual Metrological Conditions
WG	Working Group