

**United Nations  
Peacekeeping Missions  
Military Logistics Unit  
Manual**

**Second Edition  
2022**



**DEPARTMENT OF PEACE OPERATIONS**



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## Forward

*We are delighted to introduce the second edition of the United Nations Military Unit Manual (UNMUM) on the Military Logistics Unit - 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 (UN) Headquarters.*

*UN peacekeeping continues to evolve in its complexity. The spectrum of multi-dimensional UN peacekeeping includes evermore challenging tasks such as restoring state authority, protecting civilians, and disarming, demobilizing, and reintegrating ex-combatants. In today's peacekeeping operations, Missions are deploying into environments where they can expect to confront asymmetric threats and contend with armed groups over larger areas and, consequently, the capabilities required for successful peacekeeping Missions demand ever-greater improvement. Their success relies heavily on the support the Mission receives from its Military Logistics Units.*

*UN peacekeeping units are rarely limited to one type of activity and the tasks assigned to the UN Military Logistics Unit demonstrate this point. To meet complex peacekeeping challenges, military components constantly balance a wide variety of security and specialty tasks, in an effort to mitigate the risks. The UN continues its efforts to formalize capability and performance standards to ensure effective interoperability between our UN military units. As this revised Manual was developed together with the support of military experts from numerous Member States and the Department of Operational Support, the Department of Peace Operations would like to express its sincere gratitude for the time, energy and expertise of all involved. The result is an updated document that advances and consolidates the relevant dimensions of the UN Military Logistics Unit into a single, convenient reference.*

A handwritten signature in blue ink, which appears to read "Jean-Pierre Lacroix".

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

## Preface

*I am very pleased to introduce the United Nations Peacekeeping Missions Military Logistics Unit Manual, a practical guide for troop contributing countries, commanders of logistics units, subordinate commanders, UN Headquarters planners and other decision makers involved in the planning, employment, functions and capabilities of the UN Military Logistics Unit.*

*I would like to express my sincere gratitude to the Member States' Working Group, field Missions, other peacekeeping practitioners and stakeholders as well as colleagues from the Department of Operational Support for the dedicated support and substantial contribution they have provided in the revision of this Manual. We have every expectation that this document, will contribute immensely to improving and enhancing our collective performance in the pursuit of peace.*



General Birame Diop  
Assistant Secretary-General for  
Military Affairs, Military Adviser  
Department of Peace Operations



Some of the Military Logistic Experts of the UN Peacekeeping Missions Military Logistics Unit Manual Working Group, at a Hybrid Workshop in Pakistan 2020.

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## Purpose and Scope

This manual describes the United Nations (UN) Military Logistics Unit (MLU), a unique entity that comes into existence only when peacekeeping contingencies require a military capability due to time constraints, security, logistical shortfalls, redeployment needs, budgetary constraints, difficult terrain, environment, or weather. Under these conditions, the UN MLU offers an alternative capability to accomplish the needed tasks. For example, if the UN's logistics system needs reinforcement, the MLU can be tasked to deploy its additional capacity in scalable and modular elements. Moreover, if the Mission's civilian (i.e., private contractor) transportation capacity is unable to reach certain areas due to difficult terrain or a volatile security situation, the UN MLU can be tasked to supplement the existing civilian transportation capability with assets capable of reaching those otherwise inaccessible or dangerous locations.

This Manual provides commanders of MLUs and their subordinate leaders the guidance they need to support planning, preparing, and executing their assigned UN peacekeeping tasks. Moreover, this manual provides advice and information to United Nations Headquarter (UNHQ) planners and field Missions on the employment of MLU capabilities and functions. Troop Contributing Countries (TCCs) and their deploying contingents, national military staff, schools, and units will benefit from this manual as they become better able to support the reorientation of Military Logistics Units from national tasks to more fully integrated operations in UN peacekeeping.

This manual intends not to override the national military doctrine of individual Member States or TCCs, nor is it intended to impose requirements on national training, operations, or structures. This manual does *not* address any military tactics, techniques, and procedures that remain the prerogative of individual Member States. Nor is it the intent of this manual to serve as an instrument for MLU selection. Indeed, MLU structures will be adapted, ultimately, in accordance with any Memorandum of Understanding negotiated between the UN and the TCC. Instead, this manual serves as a complement to existing or emerging TCCs' military capability and prepares for the *enhanced performance achieved through interoperability* with other TCCs.

This manual is primarily written for 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 MLU peacekeeping operations. Workshops/writing seminars conducted by interested Member States and TCCs with extensive consultation with field Missions, DOS, and DPO produced the first edition of this manual in 2015. It was designed to assist contingents in re-orientating their MLUs from a national military element to an integral part of a unified UN peacekeeping operation.

The second edition is a result of deliberations undertaken by another working group in 2020 to identify the areas in this manual that need to be modified based on considerations of recent UN doctrinal development, feedback from field mission, and UN MLUs. The result is

a more comprehensive body of thought on UN MLUs that promotes operational efficiency.

This Manual covers the concept of employing UN MLUs within the integrated UN logistics system. **This manual does not cover the entire UN logistics system, only the portion directly related to UN military units operating in field Missions.** This manual's description of the UN's integrated civilian and military logistics system will be informative for military personnel unfamiliar with UN operations. In the UN system, enabling units, like the MLU, function as part of a Mission-wide, fully integrated logistics support network within a system controlled and managed by the civilian, not military, component.

UN planners will find the Chapters on detailed capabilities/tasks and organization of a UN MLU helpful as they tailor the unit according to Mission requirements and the generic standards described in Chapters 2 and 3. MLU commanders and staff can plan and manage their support requirements based on the guidance provided in Chapter 4, while Chapters 5 and 6 provide the training and evaluation guidance by which a UN MLU can achieve and maintain top operational performance.

This manual should be read in conjunction with other UN manuals, especially the UN Infantry Battalion Manual, for a comprehensive understanding of UN standards, policies, and procedures related to peacekeeping operations.

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# CHAPTER 1

## Employment Concept for the UN Military Logistics Unit

### 1.1 Rationale for the UN Military Logistics Unit

This Chapter explains the employment concept of the UN MLU. The UN MLU is usually not deployed as part of a UN Mission. Instead, it is deployed only as needed to meet *contingency* logistics requirements when military capability is additionally required, such as when sufficient UN or contractor support cannot be obtained because security is less permissive. UN MLUs can also be more appropriate to meet short-notice requirements when UN life support contracts for rations, fuel, and transport are not yet in place, or when the necessary infrastructure for contracted support is being developed in particularly remote and difficult terrain. Once the civilian logistics structure is established, the Mission's MLU's functions may be reduced or re-tasked to other logistics work, given the inherent flexibility of its structure and capability. Significantly, this Chapter clarifies the MLU's command and control arrangement between the Force Commander and the Mission's Service Delivery structure and key leaders.

### 1.2 UN Logistics Support Concept

**1.2.1** At the United Nations Headquarters (UNHQ), the Department of Management Strategy, Policy, and Compliance (DMSPC) is responsible for managing an efficient budgeting process with effective guidance to UN peace operations on the formulation of their budget proposals and performance reports<sup>1</sup>. The Department of Operational Support (DOS) is responsible for delivering dedicated support to UN field Missions, including personnel, field procurement, logistics support, communications, information technology, reimbursements to TCC, and other administrative and general management functions.

**1.2.2** At the Mission level, the UN logistics support concept is based on the integration of UN-owned, contracted, and contingent-provided resources. All Mission support or service functions, regardless of their origin, are considered common to the Mission as a whole and fall under the responsibility of the Director or Chief of Mission Support (D/CMS).

### 1.3 Command and Control, Tasking Authority and Administrative Control

**1.3.1** UN MLUs are under the UN operational command and control of the Force Commander/Head of Military Component (FC/HOMC). In accordance with the DPO/DOS

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<sup>1</sup> DPO/DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (2019); Page 7/29.



Policy on Authority, Command and Control, UN operational command and control includes the authority to assign separate tasks to subordinate units of a contingent as required by the Mission's operational environment. The FC is authorized to assign military units under UN tactical control of a designated commander for specific purposes and periods. UN tactical control includes the detailed and local direction and control of movement or maneuvers necessary to accomplish an assigned mission or specific tasks<sup>2</sup>. The military chain of command for operations is issued as the "Field Command Framework" which includes chain of command succession arrangements at all levels of command, including Force HQ, Sector/Brigade and Battalion HQs including MLU (considering internal national contingent procedures for the succession of command<sup>3</sup>).

**1.3.2** Military enabling resources such as the UN MLU fall under the tasking authority of the D/CMS and/or his/her duly designated subordinates. Daily tasking priorities are routinely determined by the Chief of Service Delivery under the delegated tasking authority of the D/CMS<sup>4</sup> in consultation with the FHQ. The FC/HOMC is responsible for tasking the MLU and ensuring task compliance with overall Mission Logistics priorities. Adequate force protection for the security of non-combat logistics elements must be factored into the planning process of the tasking authority.

**1.3.3** The TCC/Contributing Member State (CMS) retains "administrative control" over non-operational administrative issues (such as benefits and salaries) of deployed uniformed contingent personnel and units. A National Contingent Commander (NCC) exercises administrative control over uniformed contingents and units deployed within the Mission area. This authority is limited to administrative matters and must not adversely influence the management and conduct of UN operations within a Mission area<sup>5</sup>.

**1.3.4** The management of logistical support is integrated under the D/CMS and based on three pillars: Operations and Resources Management, Service Delivery Management, and Supply Chain Management. The purpose of this arrangement is to provide efficient administrative and logistics support to the Mission through the optimization of Mission resources<sup>6</sup>. The D/CMS reports directly to the Head of Mission/Special Representative of the Secretary-General (see Chart 1). Mission resources are distributed to all Mission components based on functional needs and assessed priorities. The majority of UN Mission military and civilian logistics support personnel and equipment are combined under the civilian authority of the Chief of Operations and Resources Management, the Chief of Service Delivery Management, and the Chief of Supply Chain Management, who report directly to the D/CMS.

**1.3.5** First-line self-sustainment support is the transportation of said items from battalion level to company level and below; second-line is from sector level to battalion level; third-line

<sup>2</sup> 2020 UN Military Engineer Unit & CET Search and Detect Manual; Page 9.

<sup>3</sup> DPO/DOS Policy on Authority, Command and Control in UN Peacekeeping Operations (2019); Pages 13, 14/29, Para 43.

<sup>4</sup> 2020 UN Military Engineer Unit & CET Search and Detect Manual Page 10.

<sup>5</sup> DPO/DOS Policy on Authority, Command and Control in UN Peacekeeping Operations (2019); Page 15/29; Para 57.

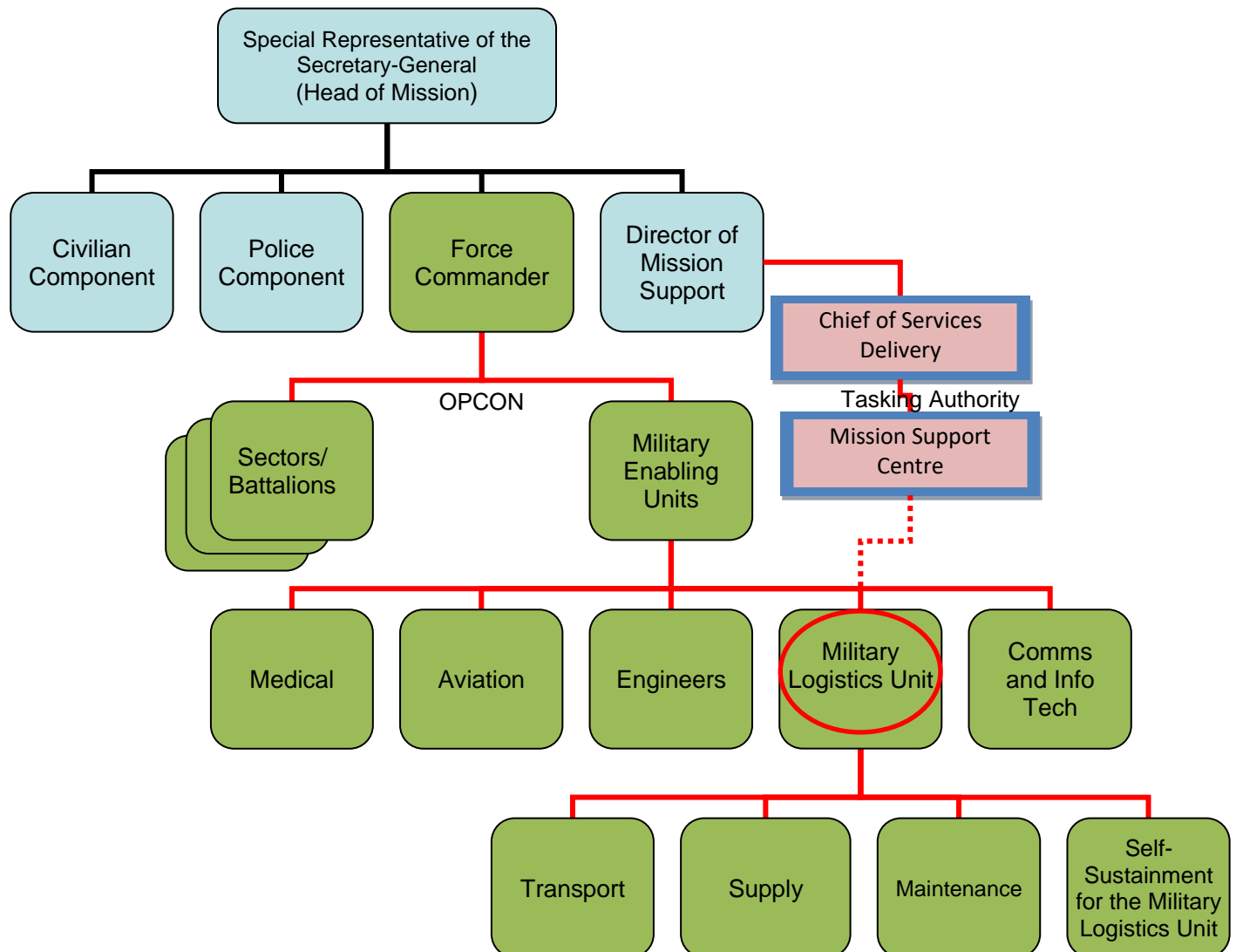
<sup>6</sup> DPO/DOS Policy on Authority, Command and Control in UN Peacekeeping Operations (2019); Page 17/29; Para 57.



is from Mission level to sector; and fourth-line support is from sources outside the Mission to the Mission area. First-line self-sustainment UN military logistics resources are controlled and maintained by the respective military contingent commanders. The DMS's oversight does not include first-line self-sustainment, for which TCCs/contingents are responsible but dependent on the individual Memorandum of Understanding (MOU). The D/CMS coordinates second and third-line support to all components and segments of the Mission<sup>7</sup>.

**1.3.6** As illustrated in Chart 1 below, the MLU functions within the Mission's support structure that is coordinated by the D/CMS. The UN MLU is under the Operational Control (OPCON) of the FC, but day-to-day logistics tasking of the MLU, in coordination with FHQ, is the responsibility of the D/CMS.

**Chart 1: Military Logistics Unit in the UN Mission Structure**



<sup>7</sup> 2015 UN Military Logistics Unit Manual (First Edition); Page 8, Para 1.2.1.



## **1.4 Support Delivery Models**

### **1.4.1 Lead Nation Support to UN Operations**

The lead nation concept involves one or more nations taking the lead in providing logistical support to a UN Mission. Such arrangements usually extend across the operational and tactical levels, but normally not necessarily all levels of the Mission's Service Delivery. The existence of lead nation support does not circumvent the role and responsibilities of the D/CMS, or that of the Chief of Service Delivery. Their roles remain the Mission-level prioritization and orchestration of support delivery. Moreover, lead nation support is not confined to those situations in which a new Mission is being established. However, when a lead nation or nations undertake the initial provision of logistics support, the UN, following Security Council approval, may (but not necessarily) assume responsibility for the logistical support once the operation is deemed a formal UN-mandated Mission. Due to unique Service Delivery systems and equipment, some elements of support will inevitably remain national and operate in parallel to lead nation arrangements. Lead nation support may take the following forms:

- A single nation may provide the human resources (military and/or civilian) and equipment necessary to deliver all Service Delivery required by all Mission elements. That lead nation would be responsible for command and control of the delivery of such support.
- A single nation may be responsible for command and control of the delivery of support while other nations contribute resources according to agreement. Such division of effort, while making integration complex, eases the resource load on the lead nation.

### **1.4.2 Host Nation Support to UN Missions**

Host Nation support consists of civil and military assistance provided to a Mission that is located in, or transiting, the host nation's territory and is not normally part of a Status-of-Forces Agreement or Status of Mission Agreement. The Mission's support component is responsible for sourcing all goods and services required and take the lead in negotiating with the host nation for the provision of services, including:

- Government agency support such as telecommunications, railways, airlines, utilities, police, and fire services.
- Civilian labor.
- Facilities for port operations, air transport operations, warehousing and services such as air traffic control and harbor pilots.



### **1.4.3 Standard, Civilian-Led UN Support Delivery Model**

Overall Mission-level support priorities are determined by the Senior Management Team including the HOM, D/CMS and the FC. Under the delegated authority of the D/CMS, the Chief of Service Delivery determines specific support priorities in compliance with the Senior Management Team's decisions. The Chief of Service Delivery then orchestrates the Mission's full array of support resources including contractors, host nation, and TCC-provided military enabling units to obtain the support required. For support provided by military enabling units, the Chief of Service Delivery works in cooperation with the FHQ to task military enabling units. This tasking is done through the appropriate staff element at FHQ and does not apply to military enabling units in direct support of military operations.

## **1.5 Responsibilities of key Mission leaders and sections to the Military Logistics Unit.**

### **1.5.1 The Mission Level**

#### **1.5.1.1 Head of Mission**

Under the framework established in ST/SGB/2019/2, the HOM in a peacekeeping operation is the Mission's senior UN representative. The HOM reports to the Secretary-General through the Under-Secretary-General of the Department of Peace Operations (DPO). The HOM has overall authority over the activities of the UN in the Mission area and is typically designated as Special Representative of the Secretary-General (SRSG), leading UN political engagement and speaking on behalf of the UN within the Mission area. The HOM leads and directs the heads of all Mission components and ensures unity of effort and coherence among UN entities in the Mission area. The HOM provides political guidance for mandate implementation and sets Mission-wide operational direction, including taking decisions on resource allocation in the event of competing priorities. The HOM delegates the operational and technical aspects of mandate implementation to the heads of Mission components. Resource management shall be supported at Mission level by a resource allocation structure comprising the Mission Leadership Team (MLT). To allow decisions to be taken closer to the point of delivery, the HOM may sub-delegate the authority to subordinate UN personnel on a functional basis, who may further sub-delegate as appropriate. UN personnel who sub-delegate authority remain accountable for decisions taken under sub-delegated authority<sup>8</sup>.

#### **1.5.1.2 Head of Military Component**

The HOMC reports to the HOM, exercises "UN operational command and control over all UN military personnel and units in the Mission including the MLUs and establishes the military operational chain of command. The HOMC places military units and individually

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<sup>8</sup> DPO/DOS Policy on Authority, Command and Control in UN Peacekeeping Operations (2019); Page 9/29; Para 22.



deployed experts under the command of subordinate Commanders, which allows subordinate Commanders to assign tasks to forces under their command.

The HOMC maintains a technical reporting and communication link with the DPO Military Adviser at UNHQ. This technical reporting link must not circumvent or substitute for the direct command chain between the USG/DPO, the HOM and the HOMC; nor should it interfere with decisions taken by the HOM or the HOMC<sup>9</sup>.

### **1.5.1.3 Director or Chief of Mission Support**

The D/CMS reports to the HOM and is responsible to the HOM for the effective provision of support to all Mission organizational units in the areas of supply chain, service delivery and operational resource management, in accordance with their delegated authority. The D/CMS advises and represents the HOM on the management of financial, human and physical resources of the Mission in support of the Mission's mandate. The D/CMS exercises authority sub-delegated by the HOM<sup>10</sup>.

The D/CMS is supported by the Chief for Operations and Resource Management, the Chief for Service Delivery Management, and the Chief for Supply Chain Management<sup>11</sup>.

Prioritization of resource allocation should be made based on decisions of the MLT and informed by an integrated Mission Support Plan. The Mission Support Plan is based on the Mission Concept and aligned with the Military and/or Police Concept of Operations. The Mission Support Plan is elaborated by the D/CMS, in consultation with all Mission organizational units, and includes the Mission planning assumptions, demand plan in terms of goods and services requirements, as well as sourcing and delivery options to meet the Mission's timelines for mandate delivery<sup>12</sup>.

The Deputy Chief Service Delivery is usually a seconded military or police officer on a UN letter of appointment. The Deputy Chief Service Delivery reports to the Chief Service Delivery and deputizes for the Chief Service Delivery in their absence<sup>13</sup>.

## **1.6 The Military Logistics Unit and Service Delivery Planning**

**1.6.1** The Service Delivery is a joint uniformed/civilian organization under a civilian Chief Service Delivery management supervision. Under the direction of the D/CMS, the Chief Service Delivery is responsible to meet as effectively and efficiently as possible all of the operational support requirements of the uniformed and civilian components of the Mission while ensuring fully accountable and optimal use of mission resources. The Chief Service

<sup>9</sup> DPO/DOS Policy on Authority, Command and Control in UN Peacekeeping Operations (2019); Page 11/29, Paras 30, 32.

<sup>10</sup> Ibid.; Page 12/29; Para 35.

<sup>11</sup> Ibid.; Page 17/29; Para 57.

<sup>12</sup> Ibid.; Page 17/29; Para 58.

<sup>13</sup> Ibid.; Page 17/29; Para 59.





Delivery provides management supervision to all UN peacekeeping operations; civilian, commercial, and military logistics support resources, except those committed solely to military operations. The Chief Service Delivery is responsible for the overall management of technical and logistical support services to all mission components through planning, coordinating and delivering integrated technical and logistical services, such as **engineering, medical, fuel, rations, general supply, aviation, vehicle fleet management**, including management of staff, assets and budgetary resources. Prioritization of resource allocation should be made based on decisions of the MLT and based on an agreed mission plan and logistics support plan.

**1.6.2** UN Missions generally establish standard operating procedures for consultative coordination mechanisms governing the use of enabling units, such as MLUs, to “ensure the achievement of Mission operational priorities in support of the Mission plan.” For example, UN Missions hold regular coordination meetings between the FC and D/CMS to discuss and establish logistics priorities consistent with the HOM’s guidance for mandate implementation. The FC and D/CMS are assisted in these coordination meetings by their respective principal staff officers, including, but not limited to, the U-4 (Logistics), U-5 (Plans), Chief of Service Delivery, Chief of Mission Support Centre, and, as appropriate, interested UN civilian and humanitarian agencies such as the UN Office for the Coordination of Humanitarian Affairs, Civil Affairs, UN Development Program, UN High Commissioner for Refugees, etc. **(For more details see Annex A for Tasking Coordination Mechanism between Civilian and Military Components)<sup>14</sup>.**

**1.6.3** Service Delivery plans and operations support military peacekeeping plans and operations. They bring to task the Mission’s full logistical capability to support commanders in the accomplishment of their various Missions according to the priorities set by the Mission’s senior management team. UN MLU commanders, working with the benefit of support from Service Delivery, can better assess those resources and capabilities available in theatre and tailor replacement resources and follow-on capabilities accordingly.

**1.6.4** The Mission’s Service Delivery planners determine the quantities of supplies and services needed to support an operation. Before deployment begins, planners identify lines of communication capable of accommodating the types of transport available, the nature of supplies to be delivered and force elements to be sustained. Some commodities, such as fuel and ammunition (a TCC responsibility) require special handling.

**1.6.5** The UN MLU commander bases his or her Service Delivery plan (which is a subset of the Mission Support Centre plan) on the overall FC’s operations plans and orders. The concepts of operations and support are developed concurrently in coordination with Service Delivery, the UN MLU Commander, and other service component commanders. They and their staff consider the many support factors that affect the ability of forces to conduct military operations and activities.

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<sup>14</sup> 2020 UN Military Engineer Unit & CET Search and Detect Manual; Page 45.





**1.6.6** Orders issued by the FHQ include a Logistics concept of operations that the UN MLU must use to inform their own planning process<sup>15</sup>.

**1.6.7** All logistic support requests must be addressed to Mission Support Center (MSC), which will prioritize and coordinate the corresponding tasks in accordance with TCC's MOU. In integrated Missions, MSC should have seconded military and police personnel embedded in the structure and operations to facilitate strong linkages and coordination with the Military and Police components in the Mission.

## **1.7 Logistics Operations Planning and Implementation Principles**

UN MLU planning, accomplished within the Service Delivery planning structure, should be centralized, comprehensive, tailorable (modular), flexible (scalable) and continuous. The requirements for mobility and the interoperability of multinational efforts are common to all aspects of UN Missions logistics operations for all Missions and have common principles for planning and implementation:

### **1.7.1 Integration in Support of Combined Operations**

Combined operations involve military forces of two or more nations acting together for a common purpose. In UN Military Logistics Unit/Service Delivery operations, integrating logistics in support of combined operations is complicated by differences in logistical capabilities, doctrine, and equipment. A mix of national logistics systems operating within a land area of operations has the potential to cause duplication in logistical efforts, confusion in command and control, and wasted resources. Careful integration of logistical support is intended to minimize, if not eliminate, duplication, confusion, and waste.

### **1.7.2 Foresight**

The administrative planning for any Mission begins well before the commencement of an operation. This includes first identifying resources within or close to the deployment area and obtaining information regarding the infrastructure of the sites concerned. Consideration must be given to any special on-site requirements such as clothing, munitions, accommodation, and mobility. Contingency planning for strategic movement should begin at the earliest opportunity.

### **1.7.3 Flexibility**

Flexibility in logistics means the ability to adjust operational and logistics plans that will almost inevitably be subject to frequent changes, particularly in the early stages of an operation. In conditions where lines of communication are subject to disruption, it may be

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<sup>15</sup> 2020 UN Military Engineer Unit & CET Search and Detect Manual; Page 14.



necessary to deviate from pre-set methods and modify standard operating procedures to meet unexpected events.

### **1.7.4 Sufficiency**

The levels and distribution of logistical resources must be sufficient to meet the sustainability and mobility needs of the operational plan. Stock levels should take into account the expected nature and duration of the Mission, consumption pattern, and lead time for resupply shipments to ensure uninterrupted logistics support.

### **1.7.5 Economy**

In any Mission, resources are rarely plentiful and must be used effectively, efficiently, and economically. Early integration of all available assets provided by the contributing Member States should be the main goal. When possible, this integration must be planned prior to deployment to avoid duplication of resources at the Mission site.

### **1.7.6 Simplicity**

The simpler the logistics plan, the easier it is to understand. The greater the understanding of the plan, the more effective cooperation will be between contributing nations, enhancing the speed with which an original plan can be adapted to meet changing circumstances.

### **1.7.7 Cooperation**

Combined operations involve the military forces of two or more nations operating together for a common purpose. With a variety of nationalities involved, there are different languages, cultural requirements, and capabilities. At the level of logistic units, coordination of the logistics functional domains is necessary for the efficient use of infrastructure, facilities, and material assets. Therefore, cooperation will always be the key to a successful UN Mission logistics structure.

As cooperation is essential for all echelons it is a prerequisite in order to achieve sufficient logistics solutions or, in other words, to achieve interoperability. Without cooperation, there will not be any interoperability. More advanced logistics cooperation requires a wider range of communication links, as well as operational doctrine, procedures and protocol.



### 1.7.8 Accountability

An accurate account must be kept for all assets that are purchased and/or issued to contingents for the support of a Mission. This includes any equipment classified as Contingent-Owned Equipment. It is important that a full audit trail be maintained for all assets dispatched to, in or from the Mission site to maintain the requisite visibility and accountability.

### 1.7.9 Interoperability

From a commander's perspective, the UN MLU's employment concept must take into account not only the command and control and planning processes but also the numerous external and internal logistics stakeholders affecting the Mission. Constant coordination with each of these stakeholders is essential.

Interoperability is the capacity to cooperate and function together successfully with units from other TCCs. For UN MLUs, logistics interoperability can be achieved in various ways to obtain further cooperation and mutual reinforcement levels. At its lowest level, a degree of interoperability is achieved by developing a shared understanding of doctrine and procedures, supplemented by effective communication links between commanders and staffs so that separate taskings can be coordinated.

A prerequisite for better interoperability and cooperation are common or compatible systems and platforms, shared logistics capabilities, and at the highest level, completely integrated forces sharing compatible equipment, communications, and practices.

### 1.7.10 Responsibility

The UN and TCCs have a collective responsibility to ensure that forces deployed on any UN operation are fully equipped and supported. This may be achieved through national or cooperative arrangements and must be clearly agreed upon prior to the deployment. Member states and the UN each share responsibility for the care, custody, and safeguarding of UN personnel and equipment.

### 1.7.11 Visibility

Logistics assets are vital to any operation and represent a large monetary investment. It is important that a full audit trail be maintained for all assets dispatched to, in, and from the Mission site. In the UN, this audit trail is achieved using a number of methods ranging from barcode, electronic chips and satellite tracking to basic card systems.



# CHAPTER 2

## Capabilities and Tasks of the UN Military Logistics Unit

### 2.1 Operational Environment

#### 2.1.1 Logistic Planning Process in the Mission Area

Each Mission Area has its own unique operational environment. With multiple stakeholders having conflicting goals, the environment is likely to be volatile with hostile entities against UN presence. The UN is witnessing a transformation in the threat dimension, where terrorist activities, including the IED / VBIED threat are on the rise which necessitates adequate Protection Capability to counter the prevailing threats. At places, the religious, ethnic, and cultural sensitivities add complexity to the environment. Diversity of terrain i.e. rain forests, deserts, mountains, marshes etcetera makes provision of logistics support difficult. The absence of local support infrastructure further stretches the resources required for sustained logistics support. The operational environment and resulting logistic challenges must be carefully studied while preparing the Terms of Reference (TOR) for deployment of the Logistics Units in UN Missions. The units must have the core and specific capabilities with an attachment of modular units so that it is able to perform its assigned tasks in that specific Mission environment. For further reference, see the Military Peacekeeping-Intelligence (MPKI) Handbook.<sup>16</sup>

#### 2.1.2 Terms of Reference for the Logistics Unit

It is the prerogative of the UN Security Council, acting in its capacity as the organ with primary responsibility for the maintenance of international peace and security, to determine when and where a UN peacekeeping operation should be deployed. The Security Council responds to crises on a case-by-case basis, and it has a wide range of options at its disposal.

Within this context, logistics planning at the strategic level (DPO and DOS at UN HQs) will capture and analyse logistic reference information (further discussed in section 2.1.5) to build situational awareness. This will be a continuous process throughout this initial planning phase. The information collected during this phase will serve as the baseline for future planning. The logistics planner will submit requests for information and continue to update the baseline data as new information becomes available. The main logistic outputs from this phase are encyclopaedic information about the area of interest, essential understanding of potential risks and threats, and the identification of critical information requirements.

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<sup>16</sup> 2019 MKPI Handbook, Chapter 9.



In this process, the logistics planner will review and update, if necessary, existing Logistics Reference Information, pertaining to the Mission Area in order to begin development of the initial Logistics Estimate needed for further planning. This information will include, but is not limited to:

- Civil logistic infrastructure and capabilities.
- Effect of seasonal climatic variations.
- Environmental health threats.
- Existing in-transit agreements.
- Existing Host-nation Agreements - to determine if Standing host nation support MOU exists.
- Existing UN Missions and logistic planning activities of other international organisations (i.e. EU, AU etc.) in the country/region.
- Available Strategic Lift (STRATLIFT).

### 2.1.3 Statement of Unit Requirement for Military Logistic Unit

A Statement of Unit Requirement (SUR) entails a generic employment concept with required capabilities, capability standards, organization, strength, list of major equipment, level of self-sustainment and tasks for the unit. It provides information that supplements or supersedes the guidance provided in this Manual. Typically, it should be read in conjunction with the mission specific Military Concept of Operations (CONOPS) and any future revisions, which may entail additional and more specific requirements. Each logistic unit SUR is tailored according to the specific needs of the Mission. Changes in operational requirements, TCC guidelines, or the 2020 COE manual (changes to the capabilities or capability standards required) will be reflected as an update/addendum to the SUR and may require a review of the MOU to be facilitated by the COE/MOU Management Review Boards (CMMRB)<sup>17</sup>. Proposed variations will be considered against the ability to efficiently provide the defined operational capabilities to the standards detailed and the continued commitment to undertake the standard tasks defined. Any agreed variations and adjustments to the SUR requirements will be recorded and filled by the MOU. If any discrepancy or disagreement in the interpretation of SUR arises, interpretation of DPO/OMA and or DOS will be deemed valid.

### 2.1.4 Logistic Planning Considerations

The UN has adopted an Integrated Assessment and Planning (IAP) to facilitate the planning of multi-dimensional UN peacekeeping operations. The IAP process replaced the Integrated Mission Planning Process (IMPP)<sup>18</sup>. The IAP aims to ensure coherence and a unity of purpose in planning and managing peacekeeping operations. The IAP process operates on

<sup>17</sup> CMMRBs are a "consultative advisory and decision mechanism" at the Mission level. They are comprised of senior mission representatives from military, police and mission support, which monitors implementation of the Mission's COE program ensuring that the MOU remains aligned with Mission requirements. CMMRB reports are received by DPO/DOS for further action. (<https://peacekeeping.un.org/en/deployment-and-reimbursement>).

<sup>18</sup> 2016 DPKO/DFS Policy on Planning and Review of Peacekeeping Operations.



the principles of inclusivity, form follows function, comparative advantages, flexibility to context, national ownership, clear UN role in relation to other peace consolidation actors, recognition of the diversity of UN mandates and principles, upfront analysis of risks and benefits, and mainstreaming. It helps ensure that the right people are at the planning table, that the right issues are being discussed, and that the appropriate authorities and accountabilities are in place to motivate integrated thinking and planning. When planning an MLU, planners must take into consideration every aspect of the UN Mission to be supported, and the unique characteristics of the Mission area itself as this can greatly affect the size and composition of the unit. The core assets and the standard features of any MLU are from a planning perspective the starting point for any unit design.

### **2.1.5 Preparation of Logistic Plan at UNHQ Level**

At the UNHQ level, DOS is responsible for delivering dedicated support to United Nations field Missions, including reimbursements to TCCs and other administrative and general management functions. In the field, the support component of a UN peacekeeping operation provides administrative and logistic support services that enable the Mission to carry out its core functions in an effective, coordinated and timely manner, consistent with the regulations and procedures prescribed by the UN. The DPO and DOS at UNHQ perform extensive logistics planning prior to deployment, with the composition of the MLU confirmed well before pre-deployment training. Such planning ensures a suitable logistics capability is employed in a cost-effective manner. TCC have to be identified as early as possible, including their likely roles and tasks, permitting them to commence their own planning and preparation.

### **2.1.6 Preparation of Logistic Plan at Mission HQ Level**

The fundamental role of the FHQ is the command and control of the Mission's military operations in support of the Mission's mandate implementation. Planning is a good way to realize the purpose. Planning at Mission/FHQ is a need-driven undertaking, i.e., operational needs generate the logistic planning requirements. UN Mission Logistic Section will also be planning replenishment and logistic redeployment. The tasking will be undertaken by UN Mission HQ.

The logistics section (U4/G4) would plan and provide inputs for the planning section (U5/G5) for mid/long-term planning. The MSC and/or MOVCON may plan daily logistic support operations in coordination with the FHQ which in turn tasks the MLU to undertake the operations. Factors that can be considered for planning at UN Mission HQ level are as follows:

- Changed situations, including security situation, climate situation, deployment and redeployment of the UN peacekeeping forces, which affect logistic support needs and/or patterns.
- Forecasting deployment and budgetary requirements of the units.
- Foreseeable acquisition, distribution, sustainment and dispositioning of Logistics.



- Changes in the modes of transportation i.e. sea, air, and ground.
- National caveats if any.
- Personnel administration.
- Modes of transportation i.e. sea, air and ground.

### 2.1.7 Preparation of Logistic Plan at UN Unit Level

The MLU must be fully integrated into the Mission support concept and framework. The MLU has its own unique characteristics that add a critical dimension to the accomplishment of the Mission's mandate. It is important to understand that the MLU is not always deployed as part of a UN Mission. Instead, it may be deployed only when needed to meet contingency logistics requirements. On occasion, this may occur when a military capability is uniquely required, and an example of such is when contractor support cannot be obtained because the security situation is less permissive. MLUs can also be employed to meet specific requirements when UN life support contracts for rations, fuel and transport are not yet in place, or when the necessary infrastructure for contracted support is being developed in a particularly remote and difficult area. Once the civilian logistics structure is established, the Mission's MLU may be reduced or re-tasked to other logistics work, given the inherent flexibility of its structure and capability.

The Logistic Plan at unit level should entail, depending on the demands:

- Planning of Convoys (route, number, frequency, distance, duration, discipline and protection arrangements etc).
- Measures to be undertaken for Receipt, Delivery and Warehousing requirements at Unit Level.
- Repair and recovery arrangements taking due consideration of traffic, road and operational environment.
- Self-Sustainment and health support measures to be adopted.
- Any modular capabilities required to address the intrinsic deficiencies of the Military Logistic Unit (ie Use of Counter IED devices and Surveillance assets).
- Logistics provision (food, water, POL).
- Communication means.
- Command and Control considerations.

## 2.2 Core and Scalable Capabilities and Tasks

The UN MLU is a purpose-built unit with capabilities tailored to a specific Mission requirement. The generic capability includes core assets providing the Mission a wide range of transportation; supply (including warehouse storage operations; petroleum, oils and lubricants; aviation fuel handling; and firefighters); vehicle recovery, maintenance, and repair; as well as its own self-sustainment and self-protection capability. Additional UN MLU capabilities include those associated with increased quantities of the core asset capabilities (known as





scalable assets) and unique, specialist capabilities (known as modular assets). This occurs because UN has a variable multidimensional environment of operation. Thus, the scalable and modular capabilities serve this purpose. Core capabilities, by its turn, represent the majority of scenarios that can be expected. See the organization charts in Chapter 3. Specialist/modular logistics requirements are considered in the Mission planning phase and specialist units with those capabilities may be requested from TCC.

### 2.2.1 Transportation

Transportation is one of the five core capabilities of an MLU. Transportation has a focus on the movement of stores, equipment, and personnel throughout the area of operations. Flexibility is the key to any logistics unit, and all forms of transport must be considered when designing logistics support to ensure the supported unit is not limited by logistics shortfalls in capability. The Life Support & Transport Section of the Logistics Division (LD) in the Office of Supply Chain Management is responsible for vehicle sourcing and oversees surface transport operations in field Missions. The United Nations Global Service Centre stores and maintains equipment and materials from UN Reserve, Strategic Deployment Stock, and Trans-shipment inventories and deploys the same, as requested, to Missions in start-up phase or the ones in expansion or for other emergencies. The exact structure of a field Surface Transport Section will be dictated by a variety of factors such as structure and scale of the Mission (e.g. large, medium or small scale), staffing, composition of the vehicle fleet (e.g. types, number and ownership of the vehicles and related equipment), the role and function of the Section, and the specific needs of the Mission.<sup>19</sup> Further elaboration of transportation capabilities will be found in Section 2.3.

### 2.2.2 Supply

Supply support requires obtaining needed goods and materials and continuing to supply them throughout the Mission. These include food provisions, furniture, office supplies, cleaning materials, clothing, military equipment, recreational materials, and whatever else is required for a particular Mission. Supply capabilities and tasks must be prepared to remain flexible and support surge periods in operational tempo. Supply includes:

- The reception, warehousing and distribution of goods and material for forward operational units.
- The management of general and technical supplies utilizing appropriately qualified staff.
- Storage, safety testing, and accounting of rations (perishable, non-perishable and emergency as well as strategic stock reserves).
- Managing petroleum, oils, and lubricants including fuel supply management and “Fuel Farm” operations. If supporting air operations, aviation fuel handling and fire response (firefighters).

<sup>19</sup> 2016 UN Military/Combat Transport Unit Manual.





**Supply capabilities and tasks include:**

- i. Reception.** This task assumes the acquisition was made upstream by a higher hierarchical service and involves the following capabilities:
  - Have the contract, market (contractual document) or purchase order for the procurement of goods, food and items duly approved by the competent authority to serve as a basis for comparison.
  - To be able to convene a reception committee to examine the quantitative and qualitative aspect of the delivery.
  - Report the progress of the operation, the quantities accepted and any items returned to be changed by the supplier.
  - Document the operations relating to reception operations on the appropriate accounting documents.
- ii. Warehousing**
  - Have a type of fixed stores or tents adapted to house goods received according to their nature.
  - Have a structure of positive and negative temperature-controlled rooms infrastructure or in the form of refrigerated trucks.
  - Hold physical inventory accounts and conduct periodic inventory reviews.
  - Apply the 'First-In First-Out' principle.
  - Ensure hygiene and fire safety by installing smoke detectors and alarm signals.
  - Ascertain the security of the warehouses either electronically or by security personnel or physical measures.
- iii. Managing general and technical supplies.** This task assumes stores and premises suitable to:
  - Account for items upon entry and exit.
  - Observe the rules of safety, security and particularly occupational safety and fire.
  - Thwart theft and hijacking.
- iv. Storage, safety testing and accounting of rations (perishable, non-perishable and emergency as well as strategic stock reserves)**
  - Have stores suitable for dry food.
  - Have storage capacities in positive and negative temperatures.
  - Regularly monitor the results of food analysis, distinguishing between food available for consumption and food for which analyses are in progress.
  - Isolate emergency stocks and strategic reserve stocks.



- Hold/maintain physical accounts.
  - Watch over hygiene, work safety, fire, theft and hijacking.
  - Ensure warehouses security.
  - Storage, safety and accounting of Ammunition.
- v. **Managing petroleum, oils and lubricants following the UN/DOS Ref 2019.12 Guideline on Fuel Management.** Have premises and trained personnel to monitor:
- Supplies.
  - Delivery.
  - Consumption/ Accountability.
  - Fuel Supply Management and “Fuel Farm” Operations including spill contingency.
  - Aviation fuel handling, including the fuelling, defueling and fuel quality testing procedures to avoid tank contamination.
- vi. **Aviation fuel handling.** The main functions in handling jet fuel are:
- Storage, which includes all reception, analysis and quality control operations.
  - Distribution via an underground network of pipelines to the various aircraft parking locations at airports.
  - Loading of tankers for aircraft refuelling at other airports.
  - Fire response (fire fighters), restricted only in the area of responsibility to preserve and save the rest of stock in case of local fire event.
  - Aviation fuel handling, including the fuelling, defueling and fuel quality testing procedures to avoid tank contamination.
- vii. **Fire response (fire fighters).** This activity involves:
- Well-trained staff.
  - Firefighter vehicles and equipment.
  - Lifting platforms and aerial ladders.
  - Support for removable equipment.
  - Fire hydrants around risk areas.
  - Disposal of unserviceable stores.

### 2.2.3 Maintenance

Maintenance support activities include material maintenance, maintenance engineering, recovery, and configuration management to ensure that equipment within the UN force is in optimum operating condition. Maintenance capabilities and tasks must also be prepared to remain flexible and support surge periods in operational tempo. The operating area



and environmental conditions can also significantly increase the maintenance requirements of equipment and will have to be constantly reviewed throughout the deployment period. Maintenance capabilities and tasks include:

- Vehicle recovery, including military recovery of heavy military vehicles.
- Vehicle emergency maintenance service, including storage of maintenance and repair spare parts.
- On-site vehicle repair.
- General mechanics workshop.
- Sheet metal workshop.
- Electricity workshop.
- Technical documentation on the supported vehicle fleet.
- Means of recovering used oil and recycling parts, sub-assemblies and assemblies declared out of service to comply with UN environmental standards.

#### **2.2.4 Self-Sustainment**

The Self-Sustainment Company also known as the Support Company consists of all those functions that enable the MLU to function properly. These include maintenance, personnel admin, unit administration, communications/information technology, and supply/catering. This support is primarily limited to the MLU and to lesser extent forward elements, but it is not specifically designed to support the entire UN Mission. UN MLU self-sustainment capabilities and tasks include:

- Catering services.
- Accommodation.
- Laundry and cleaning services.
- Personnel/Administrative services.
- Communications and Information Technology services.
- Preventive maintenance and serviceability awareness.
- Health support.
- Maintaining internal logistic capacity in an operational state.
- On-site repair and maintenance of self-sustainment equipment.
- Office, welfare and morale.

#### **2.2.5 Self-Protection**

Self-Protection is an existential dimension of the MLU and other types of military units as well. In circumstances where the SUR or MOU do not provide support from UN infantry units or the drastic conditions for the deployment of the Unit will necessitate the requirement for self-protection, the MLU has to be able to provide self-protection. Under such situations, MLUs should be able to provide their own security and observe the guidelines for the use of force by military components in UN Peace Operations. For MLU, Self-Protection function



includes:

- i. Camp Protection and Defence,
- ii. Convoy Protection.

The use of force is a command responsibility and must be exercised in a manner consistent with the mandate. It may be used in self-defence as well as in situations in which the Mission is specifically mandated to use force as listed in the mission specific Rules of Engagement (ROE). The ROE provides the authority for the use of force as well as directions to operational commanders delineating the parameters within which force may be used.

In case of a high threat level, the Battalion size UN MLU must have its own Force Protection Unit, augmented, as required, by additional modular and scalable elements, e.g., with EOD team included. If adequately resourced, the UN MLU can also provide its own road search and clearance capability by adding combat engineers, counter-mine and improvised explosive device search and detection, and explosive ordnance disposal assets.

The size of the security element within the UN MLU will depend upon the threat matrix. This has to be specified in the SUR of the MLU. It is recommended to select a security element from the same nation (as it will reduce the logistic footprint due to the same dietary requirements).

UN MLU Self-Protection functions include capabilities and tasks such as:

- i. **Camp Protection and Defence** against attacks / raids recommends
  - an integrated Camp Defence Plan, which is
  - based on an adequate threat assessment and analysis of the key terrain<sup>20</sup>,
  - coordinated among all elements within the Operating Base, and
  - periodically checked / rehearsed by implemented contingency drills.
- ii. **Protection of Convoys** along the route and against ambushes and protection of bivouac site recommends
  - an adequate, common Convoy Order, which is
    - based on thoroughly threat assessment and analysis of other influencing factors (e.g. terrain, weather, road conditions...),
    - coordinated with all subordinated elements (FP, medics, EOD team...), and
    - known and understood by each individual / convoy member.
  - joint contingency drills in the convoy run-up phase and prior to mission start.

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<sup>20</sup> 2020 UNIBAM; Para 2.6.6.3.



- iii. **Counter Improvised Explosive Device (C-IED) Capability** recommends either:
- the deployment / integration of a professional EOD team (if applicable).
  - the provision of C-IED equipment / engineering assets.
  - adequate C-IED training before and during deployment.

## 2.3 Movements

Movement Control may be defined as the processes of planning, coordinating, organizing, executing, and controlling the transportation of personnel and cargo from a point of origin to a destination as well as selection of the mode to be used, including the allocation and/or commitment of transportation assets, over lines of communication, within a given timeframe, whilst maintaining visibility in-transit and utilizing the most cost-effective means of meeting the operational requirement.<sup>21</sup>

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

Tactical (Mission-Level) Movement is the movement of personnel and/or their equipment from major Mission points of entry (i.e. air and seaports) to destinations within a UN Mission AO. Mission-level movement control sections are responsible for organizing and executing intra-mission movements. Occasionally, Mission-level MOVCON will arrange the inter-Mission movement of personnel and equipment, in co-ordination with MCS UNHQ.<sup>22</sup>

### 2.3.1 Road Transportation

Road transport is flexible and not tied to highly developed terminal facilities. However, logistics vehicles generally have limited cross-country mobility, thus requiring an adequate road system, the construction and maintenance of which may require engineering effort. When large scale, continuous road movement operations are undertaken, a system of one-way routes should be employed to maximize throughput. Vulnerability to air or ground attack can be reduced by concealment, escort and dispersion techniques. Road transport is well-suited to link other transport modes, but it has a relatively low payload in proportion to the personnel required for its operation. Additionally, driver and vehicle endurance is limited, and staging facilities with recovery and repair support will be necessary.

The main characteristic of road transportation is flexibility. Generally, for the operational level, few destinations cannot be reached by road. Road transport is seldom suitable

<sup>21</sup> 2014.21 Movement Control Manual; Page 11.

<sup>22</sup> Ibid., Page 13.



to cover the strategic leg and is not normally a viable alternative to sea or rail transport for sustained operations over long distances. It is primarily a distribution means and, as an inter-modal leg, plays a vital part in the overall Movement and Transport (M&T) system. Road transport is most practical at the initial and final leg of a movement. Road transport is limited by poor carrying capacity over long distances in relation to the work force required to operate and support it, as well as the extensive logistic and administrative facilities and effort needed to support a road transport operation. The following factors will influence the suitability of road transport and should be considered when planning the use of road transport:

- Availability of secured routes and convoy protection, C2 system and IED reconnaissance for non-secured routes.
- Availability, classification, surface, capacity, state of repair or damage of the road network, will determine size, number, density and speed of vehicle movement.
- Climatic and weather conditions, such as heavy rain, fog, frost and snow, can make movements dangerous and slow on routes that are normally adequate.
- Time allowance depends on the distance to be covered, number and type of vehicles to be moved, routes, speed and density.
- Availability and suitability of waiting areas along the routes will be influenced by factors such as vehicle/driver endurance, traffic and road conditions.
- The speed of road movement will be influenced by the types of vehicles (wheeled or tracked), their size and state of repair.
- The density of civilian traffic could affect road movement and may require extra measures.
- The type and amount of cargo to be delivered, especially dangerous goods and flammable materials that need dedicated care to avoid accidents.

### **2.3.2 Civil Transport Infrastructure**

Optimum use should be made of civil transport contractors and the distribution infrastructure, including road, rail, and inland waterway networks and terminal facilities in both the UN area of operations and the host nation. However, it may be necessary to provide military personnel to assist civil agencies with the coordination and control of both transport and terminal operations in support of the Mission.

### **2.3.3 Rail Transport**

In many theatres where UN peacekeeping operations are deployed, rail infrastructure can be very limited, if non-existent. Where rail lines are established, rail transport is the most efficient means of transporting large numbers of troops and tonnage over long distances. It requires relatively few personnel for the payload carried, is suitable for the bulk movement of ammunition and heavy equipment forward, and is particularly suitable for the evacuation of casualties to the rear. Rail transport is usually able to operate in weather conditions that severely



limit other transport modes. However, rail is relatively inflexible as it is restricted to fixed routes and depends on other modes of transport (like road transport) to operate between railheads and deployed troops. Rail transport is also vulnerable to sabotage, ground and air attack.

#### **2.3.4 Sea Transport**

Sea transport can move large tonnages economically over long distances with few personnel for the payload carried. It can move a tactically loaded and balanced force of considerable size and then hold it close to an area until it is required. However, movement by sea and inland waterways can be slow, and concentrations of shipping are vulnerable to air and sea attacks unless well protected. Terminal facilities are required for loading and unloading, and shipping operations are affected by weather. If shipping is a key element of support into UN area of operations, the UN MLU will need to factor in the distance vehicles will need to travel, route security and the ability to receive stock at a port operation.

#### **2.3.5 Port Operations**

Since port capacity can determine the flow of materiel into a UN area of operations, they are key nodal points in the distribution network that provide the initial support to the UN Mission including the MLU. Ports may be categorized as an:

- **Established Port.** An established port contains the facilities necessary for basic shipping operations, including berths, material handling equipment, and cargo handling areas for dispersion or assembly of cargo.
- **Expedient Port.** An expedient port is one that has no existing facilities and may be a beach or other suitable coastal area that allows landing of personnel and materiel.

#### **2.3.6 Logistics over the Shore (LOTS)**

If a UN area of operations does not contain suitable secure, established ports, using an expedient port involving a LOTS operation may be necessary. The UN Mission is responsible for selecting suitable beaches for LOTS operations. The UN naval or contracted shipping services provide advice on seaward approaches and beach profile below the high watermark, either from a beach reconnaissance team or from relevant beach survey reports. Special considerations in LOTS operations include:

- Ships at the anchorage or beach will be more susceptible to the vagaries of weather, sea state, tide, and navigational hazards than in an established port.
- A suitable area will be required, adjacent to the beach, for the establishment of a transit area, transshipment points, traffic circuits, and the operation of inter-modal transport.





- Sustainability engineering will invariably be necessary for the preparation of beaches and exits to withstand the volume and weight of vehicles and cargo discharged from vessels.
- Depending on the capacity of beaches and available exits, traffic congestion may restrict the flow of materiel into the UN Mission area of operations.
- Although LOTS operations are conducted as unopposed landings, security should not be taken for granted.

### 2.3.7 Port Operations in support of a UN Mission

Port Operations in support of a UN Maritime Task Force (MTF):

- Maritime Contributing Countries will logistically support their vessels if there are Designated Maritime Ports of Call (DMPCs) for resupply of food, fuel, and water. Available DMPCs should be confirmed during the Technical Assessment before the start-up of a peacekeeping Mission. Logistic capability, military, legal and political considerations need to be taken into account in the selection of DMPCs. In addition, Maritime Contributing Countries logistically support their vessels if the UN and Maritime Contributing Country determine that (1) adequate DMPCs are close to the UN area of maritime operations to reduce time off-Mission and, (2) the DMPCs possess the capacity to meet all vessel support requirements.
- If a port does not possess all the required logistical facilities, the UN Mission may provide the required logistical support to the UN MTF by means of commercial contracting, or other as appropriate. Alternatively, the UN may coordinate for the needed logistical support by arrangement with Maritime Contributing Countries. If no commercial contractors are available, or their service levels are not accepted by Maritime Contributing Countries, the provision of food, fuel, and water (or other required support) might also be sourced directly from the Mission's shore-based stores through appropriate land and sea transportation. Ships of the MTF will then be replenished at sea while at anchor or underway. Logistical support to a MTF is a complex undertaking and requires additional specialist skills within the Mission support structure.

### 2.3.8 Air Transport

Air transport permits the rapid deployment and movement of personnel and cargo to, from, and within a UN area of operations and provides tactical mobility for all mission elements. Air transport is fast and can cover great distances. However, aircraft payloads restrict troops to light scales of equipment that require careful preparation for air movement. Aircraft need intensive maintenance, and air transportation assets are usually a limited resource. Aircraft use may also be constrained by the tactical air situation, weather, and facilities available. Even helicopters, which provide greater flexibility in the movement of personnel and





cargo (particularly in the evacuation of casualties), are limited by low payload and high fuel consumption. Transport aircraft are divided into strategic and tactical categories.

### **2.3.8.1 Strategic Air Transport**

Strategic transport aircraft are designed primarily for the carriage of personnel and cargo over long distances, generally from the nation state base into the UN theatre. Strategic air transport operations involve carrying passengers and cargo into and out of a UN area of operations and usually require airports with longer runways. Strategic air transport encompasses scheduled services, special missions, air logistics support, and CASEVAC/MEDEVAC conducted by military and civilian strategic transport aircraft.

### **2.3.8.2 Tactical Air Transport**

Tactical transport aircraft are designed to provide air transport within a UN area of operations. They comprise medium and short-range transport. The latter may be either fixed- or rotary-wing aircraft. Tactical air transport operations are conducted within a UN area of operations and encompass operations including:

- Air landing operations.
- Airdrop operations.
- Helicopter underslung or internal carriage.
- CASEVAC/MEDEVAC operations.

### **2.3.9 Water Transport**

Water transport is slow and restricted to navigable inland and coastal waters. Although it can carry large tonnages and items that are too bulky for other modes, water transport is vulnerable to interception, and providing protection may prove prohibitive. Pilots may be required on some waterways, and seasonal variations such as flood or drought can seriously affect capacities.

### **2.3.10 Transport Terminals**

The efficiency and effectiveness of a transport system depend not only on the various transport modes but also on the transport terminals at which cargo or personnel are loaded, unloaded or cross-loaded. Terminals must be efficiently managed as they are choke points that can significantly reduce the flow of personnel and materiel through the distribution network. Mission specialists provide terminal management for ports, inland waterways, and beaches, as well as at transport nodes along road and rail networks. In this way customs skills, area reconnaissance activity, loading, unloading and cross-docking available equipment must be taken into account as possible constraints.



## 2.4 Specialist Capabilities and Tasks of Modular Assets

### 2.4.1 Modular Assets

In contrast to scalable assets, that are primarily additional capacity of the same core capabilities, modular assets provide specialist capabilities that are not otherwise present in the UN MLU. Specialist modular capabilities can be provided by military, the host nation or contractor sources, which must adhere to the respective instructions given to them to perform their assigned duties in line with the UN mandate. The modular capabilities may include, but are not limited to, the capacities and tasks provided by:

- Health support unit including Surgical health support specialists, Hospital technicians and Preventative medicine experts.
- Legal specialists.
- Financial/commercial/contracting specialists.
- Air/Rail/Ground terminal unit specialists.
- Port Operations support specialists (Air and Sea).
- Air dispatch elements.
- Movement specialists.
- Bulk fuel handling specialists.
- Mail specialist.
- Engineer sustainability support specialists.
- Specialized bridging, water and construction engineering personnel and equipment.
- Water transport personnel and equipment.
- Maintenance advisory services.
- Specialized recovery personnel and equipment.
- Specialized maintenance support personnel and equipment for armoured vehicles, aircraft, ships and plant equipment.
- Improvised explosive device detection and countering experts.
- Unmanned aerial vehicles surveillance experts.
- EOD handling and disposal.

### 2.4.2 Support to Stability Operations

While all elements of the Mission have a mandated responsibility to protect civilians in the Mission area, the UN MLU has special capabilities to provide transport, supply (rations, potable water), maintenance, quick impact projects etc. The purpose of the support to stability capability, under the Tasking Authority of the D/CMS, includes support to the UN Country Team, local government; international Aid Agencies and Non-Governmental Organizations to



facilitate these partner activities and contribute to Host Nation stabilization and security<sup>23</sup>. Similarly, as part of the assistance provided to the Armed Forces of the host nation, a training program on logistics could be jointly envisaged with the Mission.

Stability operations range from long-term Service Delivery-focused operations in humanitarian and civic assistance Missions to major short-notice peace enforcement Missions. Inescapably, some UN stability operations may encounter armed conflict and under these circumstances, the support provided by the MLU is particularly valuable. Tailoring an MLU and Service Delivery to the requirements of a stability operation is pivotal to the success of the overall Mission as small, task-organized Service Delivery (including MLU personnel) teams may operate far from UN sources of logistical and other support. In such cases, arrangements must be made during the Service Delivery team's Mission planning process to ensure that these teams receive the support they require. These sustainment arrangements may include contracted services and support that may significantly augment MLU and Service Delivery capabilities in major stability operations.

## **2.5 Environmental Performance**

The UN is committed to achieving the highest standards of environmental performance, preventing pollution and minimizing the impact of its services and activities on the environment by means of continual improvement on behalf of the UN. Environmental management involves measures taken to prevent or reduce pollution, or any other ill effects to the surroundings in which an organization operates. This includes air, water, land, natural resources, flora, fauna, humans and their interrelation. Since the MLU deals with a lot of commodities, its activities could have a negative effect on the environment. Therefore commanders, unit-commanders, and the relevant authorities from cooperating host nations have to take responsibility for environmental management, as required by key UN environmental doctrine for peace operations. UN environmental doctrine includes the Environmental Policy for UN Field Operations, the Waste Management Policy for UN Field Operations, the DOS Environmental Strategy for Peace Operations, and the UN Environmental Management Handbook for Military Commanders in UN Peace Operations. During UN Missions, there could be an apparent conflict between operational imperatives and environmental protection principles, and Mission success will rely heavily upon how the Commanders deal with these two concerns. However, with proper planning and sound risk management practices, responsible environmental management can be achieved while meeting operational objectives.

Commanders should make sure that all necessary measures have been taken to prevent and minimize pollution as a result of their activities, whether within their camp or on the route of operation. Special attention should be paid to the handling of fuel, lubricants, and hazardous

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<sup>23</sup> 2020.03 UN Military Engineer Unit & CET Search and Detect Manual.



material, the generation of wastewater and solid waste, and the production and use of energy and the consumption of water. Nations and UN authorities are encouraged to seek bilateral and/or multinational solutions in order to manage environmental protection concerns. One of the mainstays for providing a safer environment is the demilitarization of munitions, weapons and equipment that are no longer required in national inventories. Obsolete military equipment such as vehicles, ships, and aircraft contain harmful elements such as asbestos, PCBs (Polychlorinated biphenyls), lead, chromates etc. UN MLUs are engaged in the environmentally responsible disposal of such systems.

Specifically, the UN MLU is expected to integrate sound environmental management practices in all aspects of its operations, to be an active contributor to the UN and the Mission's environmental management system, and to take the following measures:

- Comply with COE Manual provisions pertaining to spill containment, pollution prevention and energy production, and other minor engineering requirements.
- Implement renewable and hybrid energy solutions when possible, thereby reducing greenhouse gas emissions, reliance on diesel generators and security risks related to the fuel supply logistical chain.
- When relying on diesel generators for power generation, optimize energy production, through the use of generators at optimal load, the rightsizing of generators, the synchronization of generators and the proper preventive maintenance of generators.
- Minimize freshwater abstraction while increasing the use of alternative water sources (e.g. treated wastewater, rainwater, runoff and snow melt).
- Rationalize energy and water consumption through responsible behavior, conservation practices and preventative maintenance.
- Minimize solid waste generation, properly segregate waste streams and actively participate in the Mission waste recycling, reuse, valorization and composting initiatives.
- Plan and manage the consumption of fuel, lubricants and other hazardous material in order to prevent expiration and generation of hazardous waste.
- Promptly respond to environmental emergencies (e.g. fuel and hazardous material spills, wastewater leaks or overflows), to minimize impact on the environment and human health, and notify the relevant Mission authorities.
- Actively participate in Mission environmental improvement plans such as the Mission Energy Infrastructure Plan (EIMP) and the Mission Waste Management Plan (WMP).
- Implement safe solid waste and wastewater management practices while deployed off-base, including in temporary operating bases.
- Collect and share environmental performance data as required by the Mission environmental performance reporting process.



- Provide environmental awareness training to military personnel or ensure that military component personnel participate in Mission environmental induction training.
- Act as responsible environmental stewards during interactions with the host community and CIMIC activities.

The implementation of the UN Environment Strategy for Peace Operations has established a performance and risk management framework that includes site-level risk assessments that are supported by UN staff, working closely with TCCs. These site assessments take place in the Mission and are based on resource consumption and power generation, waste and wastewater management, among other indicators. In order to accomplish the above-mentioned requirements, it is suggested to have an environmental focal point in the Logistic Battalion/ Unit, as in any military unit.



# CHAPTER 3

## Organization of the UN Military Logistics Unit

### 3.1 Introduction

**3.1.1** MLUs taking part in peacekeeping operations are usually working in a challenging operational environment as described in Chapter 2. The organizational architecture of the MLU is tailored to the expected capabilities and tasks for this Unit. The organization of the MLU will be based upon the specific environment and requirements within a particular UN Mission. It will be a combination of the basic elements, with scalable and modular capabilities modified as required. An MLU may consist of five basic elements: Transport Company, Supply Company, Maintenance Platoon, Self-Protection Platoon and a Self-Sustainment Company as per the SUR.

**3.1.2** The MLU may be called upon to support other entities either as a grouped unit (all elements) or as an individual basic element. The MLU organization is adaptable in its force composition and equipment profile to meet specific Mission requirements and should be flexible to adjust its structure by plugging-in or plugging-off modules. The necessary amount of equipment and weapons can be tailored and will be finalized by the TCC and the UN in the respective MOU.

**3.1.3** The format and capabilities of the MLU are always specified in the mission planning guidelines, SUR and MOU before deployment to the theater. This is to enable the MLU adapt and be properly equipped for logistics support.

### 3.2 Purpose

The purpose of this chapter is to lay down a generic organizational structure for a UN MLU that is adaptable and modifiable in accordance with mission specific requirements. It will provide guidance and assistance to TCCs, Force/Sector Commanders and headquarters staff, Unit Commanders, and personnel at UNHQ in planning, structuring, equipping and employing the MLU in various peacekeeping operations.

### 3.3 Determinants of the structure of the Military Logistics Unit

This section describes the composition of a generic organogram of the MLU. Planners are to tailor it to the mission's mandate and tasks. To generate the most efficient, capable, and cost-effective UN MLU responding to the aforementioned considerations, its structure is



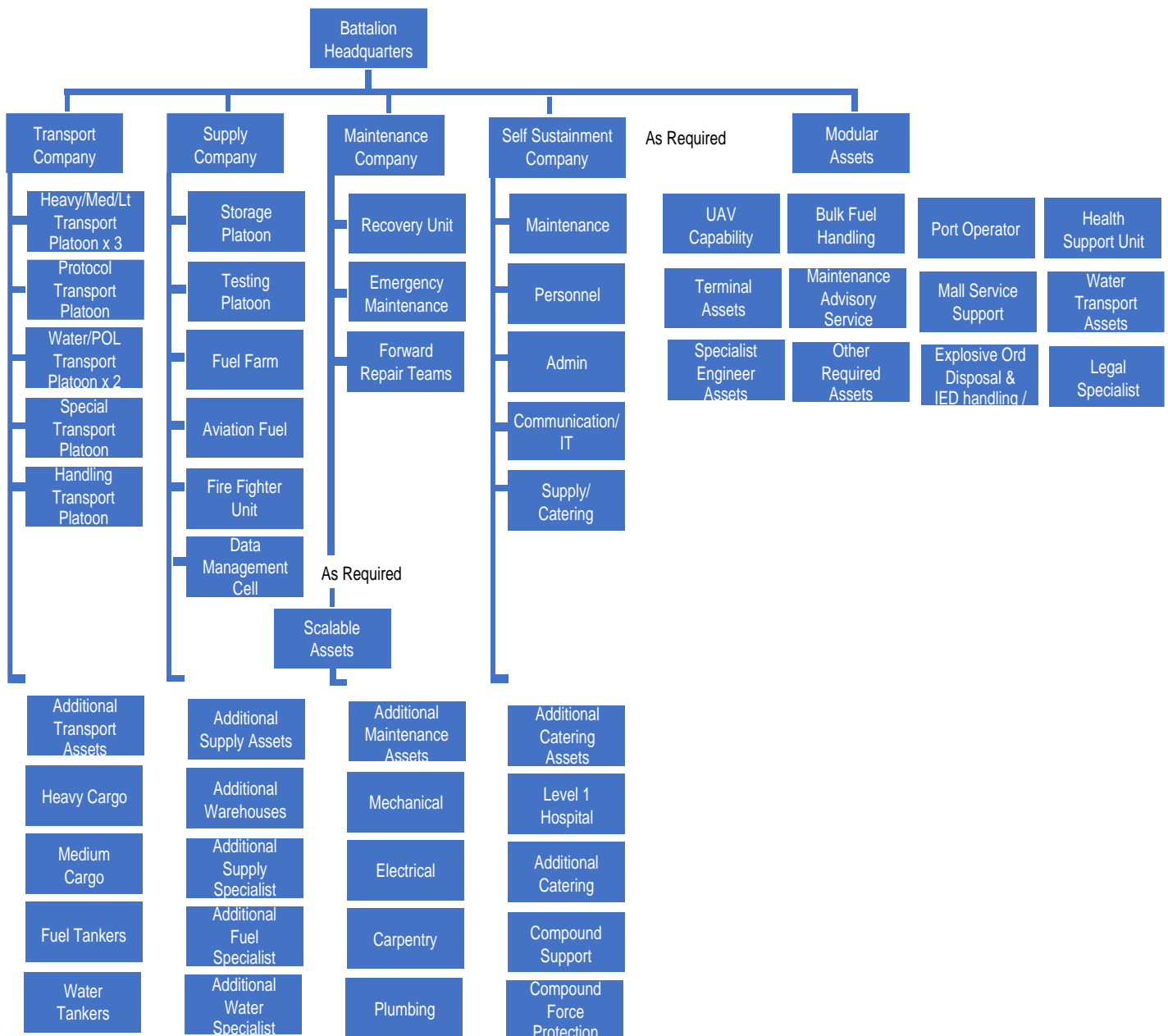
organized around three fundamental elements: core, scalable and modular assets. The UN MLU comes into existence only when contingency requires such military capability and the deployed organization is always mission-tailored, scalable in size, modular in function, depending on the size and composition of the UN Mission to be supported and the unique characteristics of the Mission area. Generally, UN MLUs are formed under the following mission considerations:

- Nature of the logistics equipment to be deployed as well as the skills required to operate them.
- Extent and objective constraints (climate, topography, security and safety, business environment, etc.) of the Area of Responsibility.
- Specificities of the units to be supported (armored vehicles, infantry, etc.).
- Expected number of tasks to be implemented simultaneously.
- Lines of support assigned to the MLU (as a reminder the third line provides support from Mission to sector, while the second renders support from sector to units).
- Level of participation of other contingents in the field, and the type of MOU concluded with the UN (**Wet lease** or **Dry lease**).
- Required urgency of deployment.
- Security situation in the Mission area.
- Tasks and capabilities required.
- Available budget.
- Availability (or not) of commercial capability.



### 3.4 Combined Organizational Structure: Core, Scalable and Modular assets (Plug in, Plug off Capability)

The following chart illustrates the combined structure of a generic MLU consisting of core, scalable and modular assets. Scalable and modular assets are not standardized as their size and function are dependent on mission specific requirements. Each of these organizational elements will be explained in subsequent paragraphs.



**Chart 2: Generic Structure of Military Logistics Unit**





### 3.5 Core Assets of the UN Military Logistics Unit

The UN MLU is designed using a modular structure with independent operational capability, self-sustainment, and self-protection capability. It is designed to be capable of performing multifaceted tasks unique to Mission-specific environments. Various technical and skilled personnel and specialized equipment enhancements in core capabilities may be included in the organization for optimal performance in the Mission area. The UN MLU may be deployed as an entity or sub-entity (up to section level) to provide composite logistic support to the Mission while maintaining centralized control with decentralized execution.

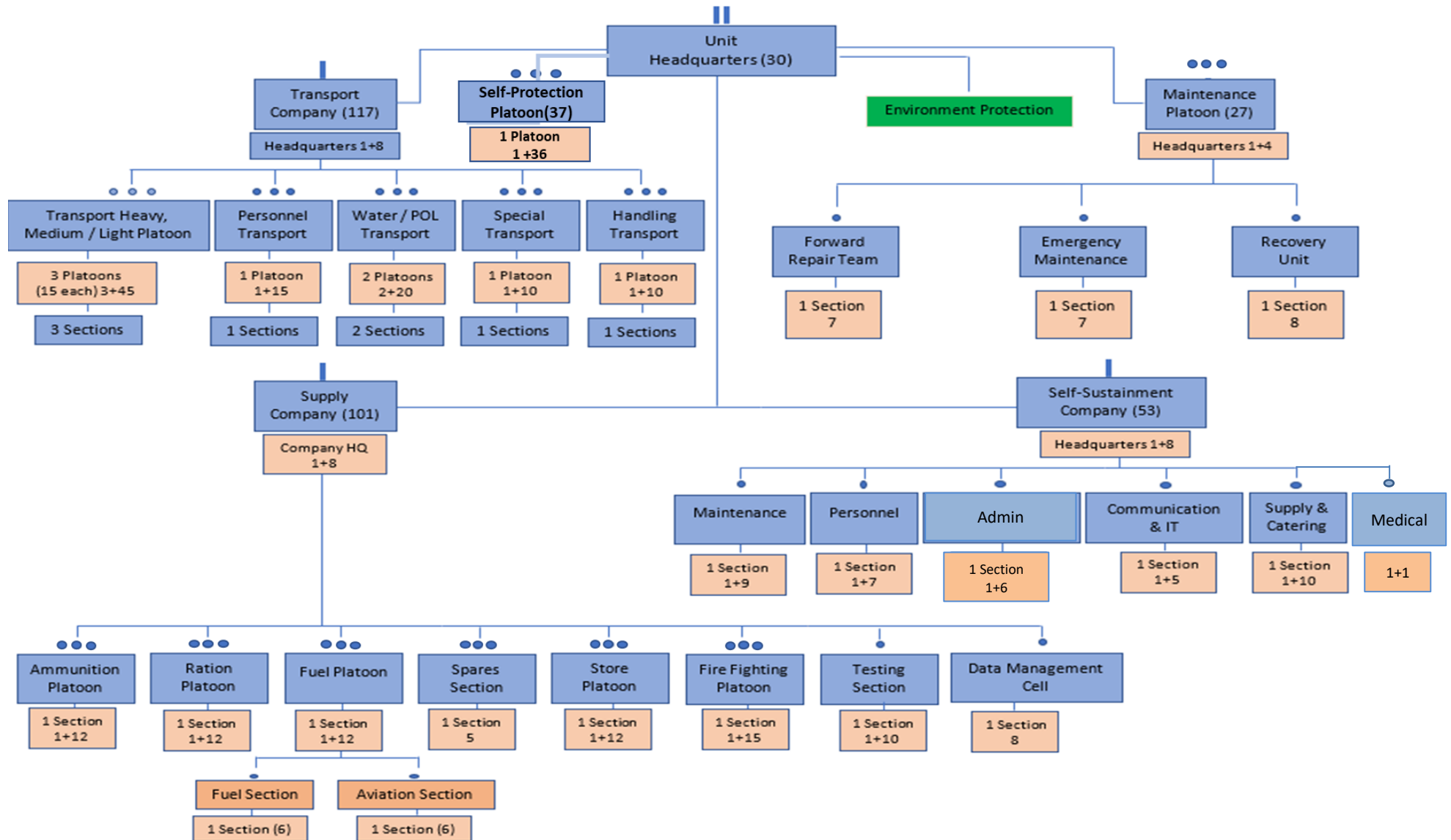
#### 3.5.1 Expected Tasks

Standard tasks for the unit include, but are not limited to the following:

- Plan, coordinate and provide transportation for personnel, cargo, ammunition, POL, ration & water.
- Provide recovery of heavy recovery vehicles.
- Maintain internal logistic capacity.
- Provide storage, safety and accounting of all commodities including water.
- Conduct receipt, warehousing and distribution/ delivery of goods and material.
- Provide maintenance, repair & recovery and emergency maintenance services.
- Ensure material management activities (acquisition, storage, distribution, quality check, disposal) are compatible with international standards governing fuels, lubricants and handling equipment.
- Provide contingency based logistic support as per Mission requirement.
- Ensure environmental management and minimize the Mission's environmental footprint.
- The core assets of the UN MLU may include the basic elements of contingency logistics support, transportation, supply, maintenance, self-protection and self-sustainment. The strength figures in the table below are a baseline for a typical UN MLU. Actual strength figures may be modified according to unique Mission requirements, the area of operations and TCC negotiations with the UN. A brief description of each company follows.



Chart 3: Organizational Structure of Core Capabilities





UNIT	COMPLEMENT		TOTAL
	Officers	Soldiers	
<b>Military Logistics Unit (Core Assets)</b>			
Headquarters	5	25	30
Transport Company	9	108	117
Supply Company	7	94	101
Maintenance Platoon	1	26	27
Self-Sustainment Company	7	46	53
Self -Protection Platoon	1	36	37
<b>TOTAL</b>	<b>30</b>	<b>335</b>	<b>365</b>

**Table 1: Generic Strength for an MLU**

#### Notes

- Personnel strength are only a suggested figure for planning and preparations.
  - MLU configuration will be based on Mission operational requirements, TCC capabilities and MOU negotiations.
  - Proper selection of unit leadership and personnel is vital for effective performance.
- Makeup of the MLU should ensure adequate gender representation

### 3.5.2 Equipment Profile and Self Sustainment Requirements

The details of weapons, ammunition, instruments, equipment, and stores for the UN MLU are discussed depending upon Mission specific requirement and tasks. The items and quantities will be finalized in the MOU between the TCC and the UN. Detailed information about equipment profile and self-sustainment requirements is contained in the COE Manual<sup>24</sup>.

### 3.5.3 Transport Company

The Transport Company is responsible for the movement of stores, equipment, and personnel. **Transport company elements enable** the other Service Delivery providers to deliver their support and operate throughout the Mission area.

### 3.5.4 Supply Company

The Supply Company conducts acquisition, provisioning, warehousing, salvage, disposal, and supply control activities concerned with the distribution of food, field rations, bottled water, fuel, UN equipment, spare parts, and related services required to equip, operate and sustain the UN Mission.

<sup>24</sup> Please refer to the most current COE Manual (as of publication, 2020 COE Manual (A/75/121)).



### 3.5.5 Maintenance Platoon

Maintenance support activities includes materiel maintenance, maintenance engineering, recovery and configuration management to ensure that equipment within the UN force is in top operating condition.

### 3.5.6 Self-Sustainment Company

The Self-Sustainment company or unit, consists of maintenance, personnel, administration, medical, communications/information technology, and supply/catering to provide its support to the UN MLU, not to the entire UN Mission.

### 3.5.7 Self- Protection Platoon

Self-Protection Platoon will be responsible to undertake following tasks:

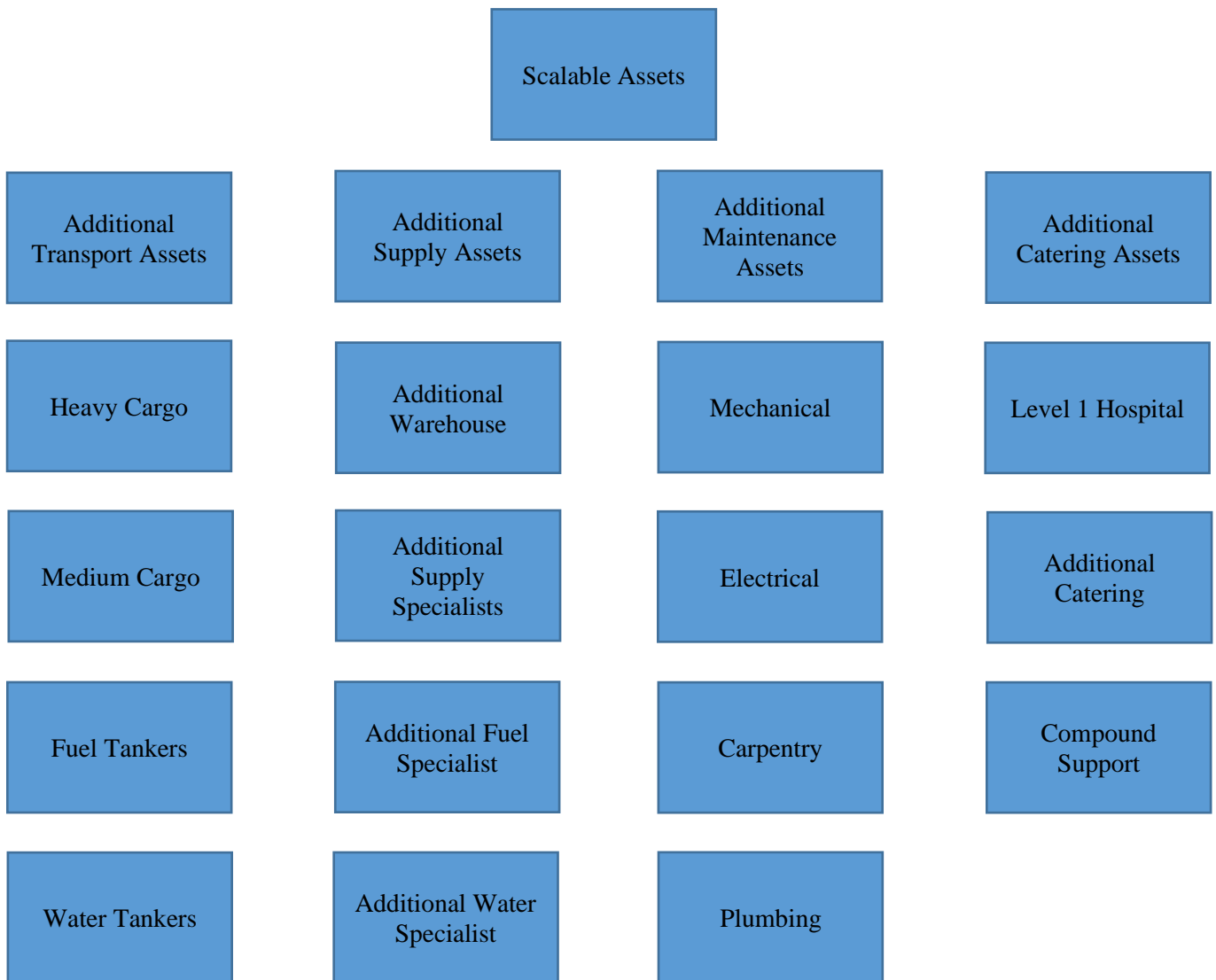
- Providing individual and camp protection to MLU, from direct and indirect threats by carrying out protection of camps against raids/attacks.
- Provide limited protection to convoys against ambushes in low threat areas. Force protection (Modular Capability) will be sought for high threat Mission areas.
- Sensitization of all personnel to deliver measured and calibrated responses without collateral damage in line with peacekeeping operational norms.

## 3.6 Scalable Assets of Military Logistics Unit

The size of core UN MLU assets is referred to as the “scale” of logistics assets. Scalability will depend on the size of the Mission being supported, size and characteristics of the area of operations, availability and suitability of non-military service providers, and the required specialization of the logistics elements in the UN Mission. Each of these operational factors will influence the logistics organization and scale of resources required. Chart 4 illustrates the scalable assets that may be considered. The asset list under each category is by no means exhaustive.



**Chart 4: UN Military Logistics Unit – Scalable Assets**





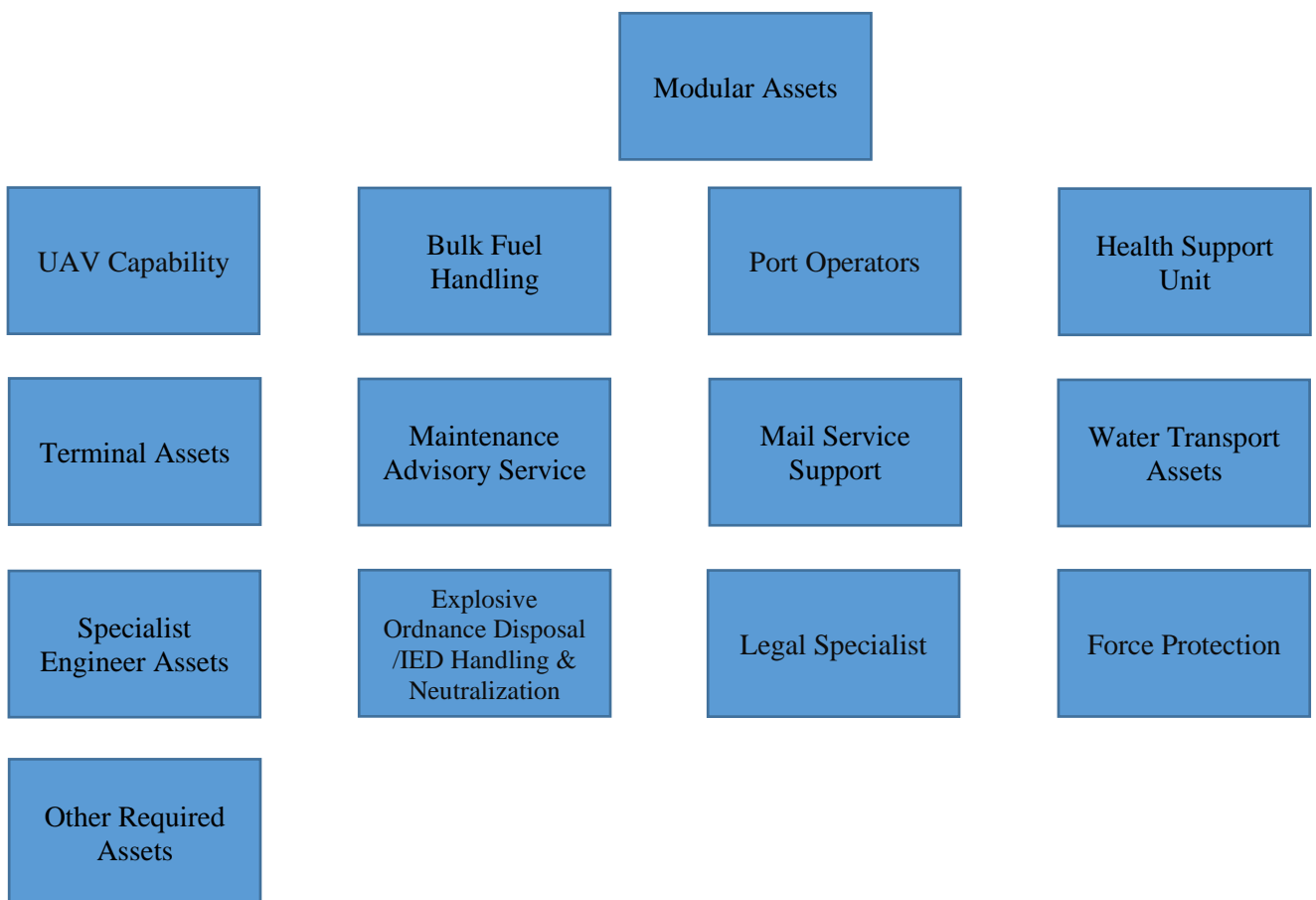
### 3.7 Modular Assets of the Military Logistics Unit

**3.7.1** Beyond core and scalable UN MLU assets, modular assets provide additional functionality. During the planning process, the extent and nature of additional modular support capability must be accurately assessed so that the UN MLUs are properly scoped to support the required Mission mandate, operations and activities.

**3.7.2** Modular assets frequently require specialists to operate and maintain, are resource-heavy and are expensive to acquire, maintain and sustain, however modularity provides planners the flexibility to add capability, if required.

**3.7.3** Specialist modules can be military, host nation or contractor provided. Modular assets, therefore, require careful planning considerations to ensure availability when needed. Typical modular assets are listed in Chapter 5. This list is not exhaustive but provides examples of most common modular assets.

**Chart 5. UN Military Logistics Unit – Modular Assets**





# CHAPTER 4

## Support for the UN Military Logistics Unit

### 4.1 Introduction.

The MLU needs sustained, unwavering and uninterrupted support throughout the deployment period of its secondment in the field to carry out its assigned mission. The actors and interveners in this support are of three types:

- The UNHQ.
- The Mission.
- The MLU Unit.

The role of each stakeholder is mentioned in the ensuing paragraphs.

### 4.2 UN Headquarters Staff Support to the UN Military Logistics Unit

The Department of Operational Support at UNHQ provides dedicated support to UN peacekeeping operations in the areas of financial reimbursements to troop and police contributing countries, logistical support services, communications and information technology, human resources, and general administration to support field Missions. Support is delivered to field Missions and TCC contingents through DOS and the Mission D/CMS and their staff.

Equipment for communication between the Mission, F/SHQ, and the UN MLU may be provided as UN-Owned Equipment (UNOE). UNOE ensures that the UN MLU has integral, secure, military-grade communications within the Force or Mission's communications network. The UN MLU's internal communications and information systems are provided by the respective TCC as Contingent-Owned Equipment (COE) and are used for communications within the unit.

The determination of financial reimbursement to Member States for COE is established through the COE Working Group and UN legislative bodies. The details of this reimbursement at the specific level are included in the respective MOU, which is the primary reference for contingent logistics support (including support for the UN MLU) for each specific peacekeeping Mission. Major equipment (if not in the COE Manual) will be treated as a "special case" if the situation requires it. Maintenance of this special case equipment is a TCC responsibility if the equipment is under "wet lease" (see paragraph 4.2.2 below for further explanation of wet and dry leases). In accordance with the COE Manual, any special minor equipment or consumables not covered by the standard self-sustainment rates may be categorized as "unique equipment." These items will be reimbursed according to bilateral special case arrangements between the TCC and the UN.





The DOS logistics plan is the basis for identifying resources that may be re-deployed from other locations to support Mission deployment. Additionally, the DOS logistics plan forms the basis for negotiations with potential TCCs on the provision of COE that each individual troop contributor is required to bring to the Mission along with applicable self-sustainment services.

#### **4.2.1 Force Generation and Logistics Planning**

It is essential to coordinate logistics planning during the force generation process. This coordination begins once troop contributors have been identified. Challenges that troop contributors may face in equipping or supporting their contingents are identified and staffed for resolution at UNHQ. These challenges/limitations are assessed through a combination of the data provided by the TCCs and inspections carried out by DPO/DOS's logistics personnel. DOS recognizes that many Member States may not possess all of the equipment needed for a particular UN Mission and have, therefore, put in place mitigating arrangements.

#### **4.2.2 Wet and Dry Lease**

In order to ensure that units being offered by Member States come with the required capability, there are a number of options for the provision of major equipment and its support. These options come under the headings of “wet lease” and “dry lease” and the option chosen is directly linked to the rate of reimbursement. For details refer to Chapter 2, Annex B of the 2020 COE manual (A/75/121).

**4.2.2.1 Wet Lease.** Reimbursement system whereby the troop/police contributor provides and assumes responsibility for maintaining and supporting deployed major items of equipment, together with the associated minor equipment. The troop contributor is entitled to reimbursement for providing this support.

**4.2.2.2 Dry Lease.** Reimbursement system whereby the troop contributor provides equipment to the Mission and the UN assumes responsibility for maintaining the equipment

#### **4.2.3 Letter of Assist**

A Letter of Assist (LOA) is a legally binding contractual document between the UN and a Member State. Certain requirements/ circumstances can justify the use of an LOA for the acquisition of goods/services in lieu of commercial procurement, if so authorized by the respective DOS authority (Assistant Secretary General for Office of Supply Chain Management awards above \$1 million and Director of Procurement Division for awards up to \$1 million). An LOA also specifies how the reimbursement will be made. Detailed information about LOA can be found in the UN Procurement Manual and Supply Chain Operational Guidance “SR3: Acquire through Letters of Assist”. (See Annex B for contents of the LOA).

LOAs can only be considered if a commercial sourcing solution cannot meet requirements and cover the following aspects:

- Goods with associated services of a strictly uniformed capability nature or use.
- Goods and/or services not strictly of uniformed capability nature or use but are



unavailable through commercial solutions, existing stock.

- Transportation services for the movement of uniformed personnel and/or goods to or from a Mission area which are provided by the respective Troop Contributing Countries at the Member States prerogative, subject to compliance with the operational requirements, including timeline and deployment location, and at a rate not to exceed what it would cost the Organization to conduct through commercial, or other competitive means.
- Dietary or other requirements unique to a contingent that are available only from the country of the individual contingent, and procurement of which is facilitated or expedited by procurement through the government of the contingent, provided that the cost to the UN of such procurement is not higher than the cost of the same items if procured through commercial sources.
- Ammunition, if a commercial solution is not available or feasible.

The UN may satisfy specific support requirements not already included under an MOU or available through commercial contract. These support requirements may be met by a contracting method, the LOA, by which the UN acquires special supplies or services from a Member State. LOAs are used when:

- A TCC deploys, rotates, or repatriates its personnel and equipment using its own capacities.
- A special need arises for essential equipment or services that are not available through normal sources of supply.
- The items or services required by the Mission are not covered by an MOU.
- A TCC contributes aircraft or vessels to a Mission.

#### **4.2.4 Pre-Deployment Visits**

In view of the financial and operational significance of ensuring that contingents are correctly equipped and prepared, DPO arranges to conduct joint Pre-Deployment Visits (PDVs)/inspections before deployment. Going beyond the assessment of major equipment and self-sustainment capabilities, PDVs also cover assessments of training and proficiency in the administration of first aid, knowledge of personal and environmental hygiene, disease threats, and environmental protection. PDVs are usually conducted once the troop contributor and UNHQ reach an MOU agreement. This MOU covers personnel, major equipment, self-sustainment, and Mission factors and is a contractual statement of what each of the respective parties will provide.

#### **4.2.5 Status of Forces Agreement**

From a logistical perspective, the Status-of-Forces Agreement (SOFA) specifies the terms of support provided by the host state to the UN Mission, as well as the legal rights of the UN Mission's personnel and operations. DPO, in coordination with DOS, is responsible for negotiating SOFAs with the host state.

SOFAs also codify relations between the UN Mission and host state describing "the rights, privileges, and immunities of the Mission and its personnel and the Mission's obligations to the



host government.”<sup>25</sup> SOFAs govern the legal status of troops and civilian personnel deployed to the Mission in the host state and specify the legal immunity for UN personnel with regard to the settlement of claims, the modalities for the exercise of civil and criminal jurisdiction over military and civilian Mission members, as well as provisions relating to freedom of movement, taxes, customs, immigration controls, radio frequencies, flight clearances and permission to wear uniforms and carry weapons. Under the typical terms of a SOFA, “military personnel are immune from criminal prosecution by the host state for crimes committed on its territory but may still be subject to the criminal jurisdiction of their national authorities.”<sup>26</sup>

#### 4.2.6 National Support Elements

With prior UN approval, TCCs providing military personnel to UN Missions may augment those personnel with a National Support Element. TCCs may choose to organize National Support Elements to provide their deployed contingents administrative and logistical services with national standards of support that may exceed or differ from the stated UN requirement. A National Support Element includes personnel and equipment *in addition* to those agreed to by the UN and TCC under the terms of the applicable MOU, and/or as described in the SUR or Force Requirement for the specific field Mission.

As this augmentation is over and above UN requirements, the UN offers no reimbursement or financial liability for national support element costs, rotation, or self-sustainment. Any cost associated with national support elements personnel and capabilities are not subject to recovery. Nonetheless, for purposes of legal status, national support element personnel are considered part of the TCC military unit contingent.

#### 4.3 Sustainment Support for the UN Military Logistics Unit at Mission Level

Sustainment support for UN MLUs is coordinated through FHQ (or SHQ if the UN MLU is allotted to a Sector). The UN MLU must, therefore, liaise with the FHQ logistics structure (DCOS Operations Support, U-4 logistics, U-1 personnel administration), the Office of the Chief of Service Delivery, and the MSC Operational planning will determines the specific logistics requirements and associated logistics command and control structures for each operation when the UN MLU is committed. Following the initial period of self-sufficiency and in addition to TCC support obligations to their deployed contingent, all other UN MLU life support and operational requirements are satisfied by the Mission’s D/CMS through the Office of the Chief of Service Delivery.

The UN provides the following items and services:

- Food rations (storage, cooking and sometimes transportation remain a contingent responsibility).
- Bulk raw water (or access to bulk raw water). TCCs are responsible for purification, storage and transport.

<sup>25</sup> 2003 Handbook on United Nations Multidimensional Peacekeeping Operations, page.13.

<sup>26</sup> 2002 OCHA Glossary of Humanitarian Terms.



- End user and Bulk fuel.
- Strategic movement of COE and personnel from the home country to the Mission area of operations.
- Main supply route, road/ other infrastructure upkeep and mine clearing. Minor engineering and routine upkeep is a TCC responsibility.
- Blood and blood products.
- Casualty Evacuation/Medical Evacuation (CASEVAC/MEDEVAC)<sup>27</sup> and support for movement of sick or wounded personnel to appropriate medical facilities<sup>28</sup>.

#### 4.3.1 Major Engineering Support

Before deployment, UN-TCC negotiations should include any UN MLU requirements for major military engineering such as secure construction of tracks, parking spaces, and physical barriers for force protection. Early identification of major engineer requirements is essential to reach full operational capability as soon as possible, especially when UN MLU are establishing facilities in new locations. Major military engineering tasks are a Mission responsibility and should be included in the Mission's Master Engineer Plan.

#### 4.3.2 Medical Capacity and CASEVAC/MEDEVAC Support

CASEVAC/MEDEVAC is a fundamental component of medical support, which involves not only the transportation of the sick or injured to the nearest medical facility, but also the entire continuum of medical treatment and rehabilitation.

##### 4.3.2.1 Medical Capability

Depending on Mission requirements, a UN MLU may or may not be deployed with its own integral Level 1 medical facility. In case of deployment without a Level 1 medical capability, then that level of medical support will be provided by another Mission unit. Higher levels of medical support are a Mission responsibility provided through CASEVAC/ MEDEVAC. Each UN MLU (battalion equivalent) may deploy elements within the Mission area with an attached medical element subject to availability, if required. The ability to evacuate UN MLU casualties to Level 1, 2, or 3 hospitals must be pre-arranged and verified before each UN MLU operation.

##### 4.3.2.2 CASEVAC/ MEDEVAC Planning and Training

During planning phase of each operation, special attention must be given to available CASEVAC/MEDEVAC capabilities, procedures<sup>29</sup> and timing with the appropriate staff at

<sup>27</sup> CASEVAC is the emergency transportation of any injured or sick person, whose condition is life-threatening, to Initial or Medical Treatment Facilities. Rapid evacuation of casualties is vital to operational effectiveness. MEDEVAC is the movement and en route care by medical personnel of wounded, injured or ill persons, whose condition is not life-threatening, from the area of operations or other locations to a medical treatment facility.

<sup>28</sup> 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 Peacekeeping Operations, which will be available at: [http://ppdb.un.org/Nav%20Pages/PolicyFramework\\_Default.aspx](http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx)

<sup>29</sup> All planned aviation-related activities, such as transportation by air (including medical and casualty evacuation), reconnaissance, selection of temporary helicopter landing sites, etc., must be coordinated with the Mission Aviation and Movement Control elements in order to meet specific requirements stipulated in the respective Aviation, Movement Control and Aviation Safety policies, manuals and SOPs. See also the DPO



F/SHQ. UN Force/ Mission MEDEVAC/CASEVAC assets and Level 1/2/3 medical facilities will provide medical support and should train with the Mission's MLU. The training is aimed at interoperability with enablers, such as air assets and other force elements e.g Quick Reaction Force (QRF). When aerial CASEVAC/MEDEVAC assets are not available or appropriate, alternate CASEVAC/MEDEVAC will be arranged using Force or Mission assets and procedures. UN MLU CASEVAC/MEDEVAC typically involves UN MLUs making use of all available sector, force and Mission capabilities.

## **4.4 Military Logistic Unit Deployment**

### **4.4.1 Support Expectations**

The UN MLU is expected to meet standards of self-sustainment according to the terms of the SUR, MOU and COE Manual. The deploying UN MLU will maintain all necessary resources and personnel to support itself administratively and logistically for the duration of the Mission (apart from where supplemented by the UN). In order to avoid troops arriving 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 organically for themselves. The SUR at Annex C to this manual may be consulted as an example of typical and specific initial provisioning and self-sufficiency support requirements. It cannot be over-emphasized that special attention must be given to the detailed requirements for rations, water, shelter, medical support and supplies.

### **4.4.2 The UN Military Logistics Unit Commander's Role**

Before deployment in a UN Mission's operational theater, the UN MLU Commander must ensure that:

- Force can be deployed, sustained and regenerated.
- Implications of casualties, consumption, material losses and resupply lead time be considered. Resources allocated and balanced, subsequently.
- Risks to, and security of the Unit's sustainment equipment & capabilities, communication nodes and links evaluated.
- Planning is adapted to reduce the impact of unavoidable constraints on the resources readily available.
- UN and TCC guidelines for determining further sustainment requirements are carefully considered and understood.

### **4.4.3 Self-Sustainment of the UN Military Logistics Unit**

When the UN MLU arrives in the Mission area, it is responsible for meeting 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 deployment, and troop rotations

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2021.04 UN Peacekeeping Missions Military Aviation Unit Manual and the DOS 2018.21 Aviation Manual for specific requirements to transport weapons on board UN-chartered aircraft.



occur every 12 months, if the MLU is required for a period more than 12 months. Subject to MOU negotiations, the UN MLU may be required to self-sustain, including but not limited to the following areas:

- Catering.
- Communications<sup>30</sup>.
- Office space and supplies.
- Electrical & Minor engineering.
- Explosive ordnance disposal<sup>31</sup>.
- Laundry and cleaning.
- Tentage (see 'Initial Accommodation' section and sample SUR at Annex A).
- Accommodation, etc.

**4.4.3.1 Initial Accommodation:** The UN Mission will prepare green field sites under austere conditions at the deployment location, provide Field Defense Stores (FDS) with additional FDS kits for use in mobile operations and will also arrange water sources. Whereas, the contingent will be responsible for deployment with sufficient tentage for all accommodation, storage, offices, ablutions and workshops, etc. and will also arrange sufficient water purification units to produce/ consume own purified water.

**4.4.3.2 Permanent Accommodation:** The UN Mission will strive to provide long term accommodation after the initial six-month period in COE tentage; failing which the UN Mission will pay a penalty rate of reimbursement until prefabricated accommodation is provided.

- **Deployable Accommodation:** The contingent must deploy with a sufficient quantity of tentage necessary for short-term operational and tactical deployments.
- **Tentage Structure:** Tentage must include flooring, ability to heat and cool as appropriate, door netting, windows and the inner/outer fly of tents. Double-layered tents with metal pipe frames are recommended due to conditions in the field. In order to ensure stability, tents should be mounted on cement or wooden foundations.
- **Other Accommodation Requirements:**
  - Basic fire-fighting equipment.
  - Fire detection and alarms.
  - Medical observation and treatment identification.
  - Defense against Chemical, Biological, Radiological and Nuclear Weapons<sup>32</sup>.

<sup>30</sup> Internal communications within a contingent are a TCC responsibility. Contingents should come with suitable equipment for their internal communications establishing contact from their highest contingent headquarters to their respective countries and each of their subordinate Sections, Teams, Detachments, Companies and Battalions. TCCs are also responsible for providing email and Internet access for personal or welfare purposes. The UN provides only strategic communications support between the Mission, Force and Sector Headquarters; and subordinate units of the Sector that are not organic to that Sector Headquarters, such as Battalions provided by another TCC and independently deployed units.

<sup>31</sup> For the UN military unit camp's internal area only, does not apply to mine clearance activities.

<sup>32</sup> 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 of and protection from chemical weapons. –United Nations Peacekeeping Training



- Field defense stores.
- Miscellaneous general stores.
- Internet access.
- Unique equipment.
- Health and Welfare items.





# CHAPTER 5

## Training for the UN Military Logistics Unit

### 5.1 Intent

This chapter is intended to assist UN MLU commanders and leaders in their professional obligation in achieving the training and operational readiness of personnel under their supervision. The following paragraphs contain brief explanations of UN training responsibilities and expectations, training requirements, and professional military training recommended for emphasis. 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 upon which the UN MLU can then add and adapt to the UN peacekeeping context. The training requirements mentioned in this chapter are task-oriented and not necessarily unique to UN peacekeeping operations. The intent is to provide contingent commanders and subordinate leaders a consolidated list of important key topics as they prepare their units for UN deployment and post-deployment. Commanders and subordinate leaders should develop these training topics in greater detail to suit the needs of their units. To support the need for greater detail in a UN Mission, the Integrated Training Service (ITS), part of the Policy, Evaluation and Training Division (DPET) of DPO has developed Specialized Training Materials (STMs) to provide peacekeeping training for TCCs participating in UN operations. The details of the logistics STM will be covered in the subsequent part of the chapter.

### 5.2 Training Responsibilities and Expectations

Peacekeeping training is defined as any training activity which aims to enhance mandate implementation by equipping UN military, police or civilian personnel, both individually and collectively, with the knowledge, skills and attitudes to enable them to:

- a) Meet the evolving challenges of peace operations in accordance with principles, policies and guidelines, as well as lessons learnt from the field,
- b) Perform their specialist functions in an effective, professional and integrated manner, and
- c) Demonstrate the core values and competencies of the UN.

Training and capacity building are a shared responsibility between Member States and the UN Secretariat that relies on many different types of partnerships as highlighted in the Action for Peacekeeping initiative (A4P) and the 25 September 2018 A4P Declaration. On the one side, it is the responsibility of Member States to provide well-trained and equipped peacekeepers, which in turn requires resources some TCCs do not readily have available but which may be supported by other Member States can help them with. TCCs are also responsible for delivering training prior to deployment-including through context-specific and scenario-based training at required UN standards for all personnel provided to UN peace operations. On the other side, the UN Secretariat





is responsible to provide policies, standards, and training materials (including the UN Military Unit Manuals, Core Pre-Deployment Training Materials, Comprehensive Protection of Civilians course, and STMs amongst others). These are regularly reviewed to adapt and reflect evolutions in operational environments, requirements, and mandates. These materials are provided to Member States through Permanent Missions and DPO online resource hubs. The Peacekeeping Resource Hub website<sup>33</sup>, contains important training resources and training-related documents for the planning, design, delivery, and monitoring of peace operations training according to UN standards.

### **5.3 Performance Improvement Cycle**

The UN Operational Readiness Assurance (ORA) policy provides directions for strengthening the operational readiness of military units deployed in UN peace operations. The ORA performance improvement cycle is divided into four distinct phases: Shaping, Preparation, Delivery, and Learning.

#### **5.3.1 Shaping Phase**

This phase begins well before a UN MLU is designated for UN peace operations. Shaping is conducted by TCCs and involves in-depth training and preparation of a unit in the conventional military role. This phase includes basic individual and collective military skills training to ensure that a unit can perform as a UN MLU. This foundational training must ensure that the unit is prepared to deliver all its tasks. Peacekeeping competencies are then added to prepare this unit for deployment on UN peace operations.

#### **5.3.2 Preparation Phase**

Pre-deployment training usually takes place three to six months before deployment to a UN Mission. In this phase, peacekeeping competencies are added to the basic skills which were established during the ‘Shaping’ phase. Training on basic military skills should also continue to maintain and improve basic individual and collective capabilities.

During the preparation phase, TCCs must augment conventional UN MLU skills with specialized UN-specific military skills. It is a TCC responsibility to train its MLU to execute all its mandated tasks, in addition to all tasks outlined in this manual. Training during this phase should reflect the operational requirements of the Mission and the unique operating environment to which the UN MLU will deploy.

#### **5.3.3 Delivery Phase**

This phase relates to the delivery of mandated tasks while assigned to the Mission. Force Commanders have primary responsibility for operational delivery. After arriving in the Mission area, personnel and units receive Mission-specific in-Mission training based on programs developed by FHQ and delivered by the Integrated-Mission Training Center (IMTC).

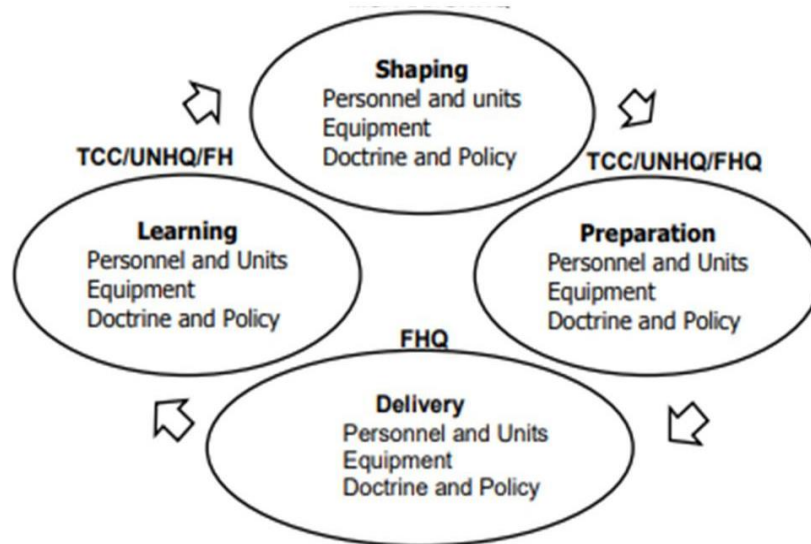
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<sup>33</sup> Website: <http://research.un.org/en/peacekeeping-community>.



### 5.3.4 Learning Phase

This phase of the Performance Improvement Cycle relates to the learning process. Lessons learned should be identified and recorded by the UN MLU and should cover all domains related to personnel, organization, training, equipment, doctrine, and policy. The purpose is to enhance future training, rotations and to assist other TCCs.



**Figure 1: Performance Improvement Cycle**

## 5.4 Training Requirements

**5.4.1** UN MLU are normally composed of personnel from a single TCC but may occasionally include elements from other TCCs. National military training is ideally within the parameters set by the UN as articulated in this Manual (to promote effectiveness and interoperability), and therefore may only require a deploying unit to undergo familiarization training on UN peacekeeping and the specific requirements of a particular Mission. Planners should take training requirements into consideration as they develop timelines for deployment and troop rotation so that units can receive the necessary training before deployment. Upon arrival in the Mission area, the FHQ is responsible for producing training-of-trainers courses for induction training conducted under contingent arrangements. Individual but especially collective UN MLU training should also focus on interaction with different Mission elements, partners, and other actors present in the area of operations.

**5.4.2** UN MLU training should be based on Mission requirements contained in the SUR. The **UN Infantry Battalion Manual (UNIBAM)** discusses common UN military unit training at length and should be studied by all units deploying for peace operations. Key professional qualities worthy of 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 mind-set, cultural awareness and sensitivity, first aid skills, language skills, ability to use the UN communications and information technology system as well as familiarity with the UN logistics system. Descriptions of generic UN



peacekeeping training, including the various training 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 UN Infantry Battalion Manual. The overarching principles of UN peacekeeping described therein are applicable to all military units regardless of specialty.

**5.4.3** 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 peace operation Mission. Common Training requirements for all individuals in the UN MLU include:

- Mission-specific Rules of Engagement.
- The Legal Framework of UN Peacekeeping Operations.
- UN Core Values: Integrity, Professionalism, Respect for Diversity.
- Gender.
- The Women, Peace and Security Agenda, UNSCR 1325 and its follow-on resolutions.
- Protection of Civilians.
- Protection and Promotion of Human Rights and the Human Rights Due Diligence Policy.
- Child Protection.
- Protection against conflict-related sexual violence.
- UN Conduct and Discipline.
- Prevention of Sexual Exploitation and Abuse.
- Environment and Natural Resources protection.
- Personal Safety and Security in the Field.
- Information and Communication Technology.
- Mission-specific equipment and SOPs.
- Mission-specific geographic and environmental conditions whose unique physical and operational characteristics present certain operating challenges.
- Mission-specific guidance obtained from documents issued by DPO's Office of Military Affairs, such as the Statement of Unit Requirement and Guidelines to TCCs; the Integrated Training Service's Pre-Deployment Information Packages; and field Mission documents such as the Force Commander's Training Directive.
- Observations resulting from reconnaissance by the incoming UN Military Logistics Unit commander and staff to the Mission area.
- Awareness training on asymmetric threats, particularly counter-IED training.
- Force Protection for military components.
- Basic First aid knowledge and skills.

## **5.5 Specific Training Recommended for Military Logistic Units**

There are a number of professional military training subjects TCCs should emphasize as they prepare their logistic units for UN peace operations. Some are listed below.



**5.5.1** Knowledge of the UN command and control and logistics systems (particularly as explained in Chapter 1 of this Manual) is essential for contingents to operate effectively within an integrated UN field Mission.

**5.5.2** TCCs are encouraged to develop leaders who are capable of working within a civilian-managed Mission support structure while remaining responsive to supported military units and the Force's chain of command. Beyond mastering specific technical subjects, UN MLU leaders should be capable of orchestrating all military unit functions to achieve a coordinated application of unit assets.

**5.5.3** The ability to work with other nationalities is a fundamental requirement in UN peace operations. 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. Since English and French are the two languages most frequently required in UN Missions, it is highly desirable for UN MLU personnel to be proficient in English and/or French languages for at least basic communications needs. Preparing key contingent members to communicate in English and/or French languages allows them to better integrate their unit into the overall Mission.

**5.5.4** TCCs should train their personnel through developed classroom instructions, practical demonstrations, and scenario-based exercises. It is important to be aware of the lessons learned from outgoing UN Military Logistics Units.

**5.5.5** Training for transportation: the following areas should be included in the training module but are not limited to:

- Types of vehicles: trucks, vans, pick-ups, utility vehicles for transporting personnel, tankers for transporting water and fuel.
- Local Mission specific terrain: desert, mountains, jungle and specific techniques.
- Traffic Laws in the Mission area.
- Minor vehicle fault identification /repair.
- Movement planning – coordinates and controls the flow of personal and cargo.
- Concealment, escort and dispersion techniques.

**5.5.6** Training for supply chain management: the following areas should be included in the training module but are not limited to:

- Basic supply procedures and documentation.
- Ammunition Storage and Safety Procedure – mission and country specific.
- Managing petroleum, oils and lubricants including fuel supply management.
- Storage, safety testing and accounting of rations (perishable, non-perishable, and emergency as well as strategic stock reserves).
- Warehouse Training – Receiving, inspection and transaction - Methods & procedures.
- Basic Fire Fighting and Fire safety techniques methods.



**5.5.7** Training for maintenance: In accordance with the principles of wet and dry lease, most TCCs are responsible for all their maintenance. A wide variety of skills is usually needed to maintain the fleet and training should be focused on but not limited to the following aspects:

- Orientation with Inspection methods (COE and internal equipment preventive maintenance) and procedures as per Mission specific requirements.
- Orientation with the Maintenance, Repair and Recovery cycle of all weapons and ammunition as per Mission dictates.
- On the job/refresher training for all tradesmen owing to diverse inventory of vehicles and equipment held in an international environment.
- Orientation and maintenance of all kinds of vehicles, arms and equipment held on inventory of the UN MLU itself and mission specific UNOE.
- Undertaking repair of all types of vehicles and equipment held with TCCs.
- Undertaking recovery of vehicles.
- Maintenance engineering and configuration management to ensure that equipment within the UN force is in top operating condition.
- Forecasting new equipment/spares requirements for enhancing the performance on operational or administrative levels.

**5.5.8** Training for self-sustainment: should be focused but not limited to the following aspects:

- Administration of personnel to be employed with the UN MLU in line with UN Guidelines and Mission requirements.
- Storage, handling, and preservation of internal logistic and sustenance capability (Rations, POL, Ammunition, Spares etc.).
- Maintaining internal communications/information technology facilities as per COE manual (Dry / Wet Lease).
- Filtration, care, and preservation of water for the UN MLU as per standards outlined by UN.
- Re-supply of material in support of operations and catering support to both the UN MLU and supported units.
- Use of Manual Handling Equipment (MHE).
- Medical care in line with the UN Guidelines and Mission Requirements<sup>34</sup>.
- Environmental protection arrangements as per UN guideline (to include proper waste disposal).

**5.5.9** The MLU Commander must ensure that troops are aware of the legal basis for the use of force by peacekeepers that resides in the mandate of the respective peacekeeping Mission and reflected in the relevant resolution(s) adopted by the Security Council. Troops must be well conversed with the Mission-specific ROE. Therefore, the focus on training for the use of force must always be consistent with the following principles:

- Gradation
- Necessity
- Proportionality

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<sup>34</sup> Medical Support Manual for United Nations Field Missions (3rd edition, 2015), Chapter 16 Annex.



- Legality
- Distinction
- Precaution
- Humanity
- Accountability

**5.5.10** Training for modular capabilities: In contrast to core capabilities that are scalable by design, modular assets provide specialist capabilities that are not otherwise present in the UN MLU. Therefore, UN MLU commanders must be aware of which training will need to be conducted in accordance with the specialist modular capabilities that can be provided by the military, the host nation or through contractor sources and may include, but are not limited to, the capacities and functions provided by:

- Health support unit and surgical health support specialists.
- Hospital technicians and preventative medicine experts.
- Legal specialists.
- Financial / commercial / contracting specialists.
- Air / Rail / Ground terminal unit specialists.
- Port Operators.
- Air dispatch elements.
- Movement specialists.
- UAV Capability.
- Explosive Ordnance Disposal /IED Handling & Neutralization.
- Bulk fuel handling specialists.
- Mail specialists.
- Engineer sustainability support specialists.
- Specialized bridging, water, construction engineering.
- Water transport personnel and equipment.
- Maintenance advisory services.
- Specialized recovery personnel and equipment.
- Specialized maintenance personnel / equipment for armored vehicles, aircraft and plant equipment.

**5.5.11** Training for Support to Stability Operations: UN MLUs may be tasked to assist in implementing the mandate. However, requests for military assets during a complex emergency or during humanitarian assistance must be made by the Humanitarian/Resident Coordinator on the ground and based solely on humanitarian criteria<sup>35</sup>. Therefore, training should be focused but not limited to following areas:

- Delivering shelter material for UNHCR.
- Transportation of former combatants to DDR cantonment areas.
- Pursuant to disarmament programs, may be called upon to transport weapons and ammunition.

<sup>35</sup>Guidelines On The Use of Military and Civil Defense Assets (MCDA) to Support United Nations Humanitarian Activities in Complex Emergencies, (2006).



- Deliver election materials, both pre and post-election.
- Assigned to carry refugees or IDPs.
- Unit's assets may be utilized to support humanitarian emergencies during a Peace Operation. In this case the key element must include coordination between the humanitarian and military actors.

### **5.6. The Light Coordination Mechanism (LCM)**

Established in 2019, the LCM was created by the Secretary-General to improve the coordination of training and capacity building to further enhance the outcome of strategic force generation efforts and improve the operational readiness of troop and police forces deployed in peacekeeping Missions. The LCM helps communicates training gaps, identifies training opportunities and facilitates training partnerships to improve the coordination of training and capacity-building efforts, including through financial, logistical and equipment support. It matches troop and police-contributing countries deployed and registered in the Peacekeeping Capability Readiness System (PCRS) with Member States willing to provide support for further bilateral or, where relevant, multilateral engagement.

Therefore, the UN MLU commanders should identify areas where additional training or capacity-building support is needed and communicate such information to national authorities responsible for managing their country's contribution to UN peacekeeping operations. This information can then be shared with the LCM for appropriate follow-up with training and capacity-building providers.





# CHAPTER 6

## Evaluation of the UN Military Logistics Unit

### 6.1 Purpose

The purpose of formal evaluations is to assist TCCs and military contingents in meeting UN standards of performance and interoperability. This chapter is designed to describe UN MLU evaluations before deployment and in Mission assessments using UN military performance standards.

It is important to note that this chapter aligns with the UN 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 MLUs provided by TCCs in accordance with SURs, the COE Manual, and other UN Military Unit Manuals (UNMUMs).

### 6.2 Responsibilities

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

For TCC contingents deploying to UN Missions, the use of detailed tasks, standards and indicators, focusing on peacekeeping and UN Military Logistics preparedness, will yield great 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 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.





## 6.3 Evaluation Criteria

A military contingent's operational readiness is evaluated based on distinct criteria such as Mission requirements, organizational structure, operational standards, the capability to perform Mission essential tasks, standards achieved in training, as well as administrative and logistics standards.

UN military performance standards for the UN MLUs has been developed by the working group tasked with the revision of this manual in close coordination with DPO/OMA/MPET. The performance standards (Annex D) include generic peacekeeping evaluation criteria, as well as specific UN MLU standards and indicators. In the future, all UN performance standards will be available in the Operational Performance Readiness (OPR) system being developed by DPO/OMA/MPET.

## 6.4 Conducting Evaluations

### 6.4.1 Self-certification

Unit performance evaluations are conducted during mission-oriented simulation exercises during the pre-deployment training. In addition to national training standards, further guidance on conducting evaluations is available as well as performance standards (Annex D), through the references provided throughout this manual regarding UN policies, directives, SOPs and guidelines.

During pre-deployment training, a well-prepared UN MLU is recommended to have undertaken the following activities:

- Training in accordance with standard UN MLU tasks and operational demands in accordance with the Mission-specific UN Statement of Unit Requirement. See Chapter 2 of this manual for a detailed discussion of required UN MLU capabilities and tasks.
- Developing mission-specific, task-oriented drills and procedures to provide the skill set for the individual soldier, collective expertise and capabilities of the entire unit.
- Identifying shortcomings and taking remedial action to improve capabilities.
- Making timely adjustments and mid-course corrections to meet UN military performance standards and requirements.
- Utilizing experienced trainers from other MLUs and national experts to train the new MLU awaiting deployment.
- Conducting self-certification to evaluate the unit's capabilities using UN military performance standards (Annex D).
- Final pre-deployment inspection and rehearsal of the MLU by national peacekeeping experts under TCC arrangements.

### 6.4.2 Pre-Deployment Evaluations

A UN MLU is expected to be equipped, well trained and qualified in basic military skills and conventional defensive tactics, techniques and procedures according to UN standards. DPO-



organized PDVs offer a level of independent evaluation prior to an MLU's deployment to the Mission area.

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

- Ensure timely assembly, grouping, and equipping of the MLU in accordance with the SUR and MOU.
- Conduct mission-specific, task-oriented drills and exercises to validate individual and collective capabilities of the MLU through a Military Skill Validation (MSV). MSV is conducted by DPO/OMA in order to assess the unit's operational readiness and performance. MSVs consist of two parts, individual skill validation and collective skill validation tailored to the specific unit, the SUR and mission situation and threats.

### **6.4.3 In mission evaluation**

UN F/SHQ 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. The first in-mission evaluation is recommended in the second month of deployment to validate standards developed prior to deployment. This may be followed by quarterly/bi-annual evaluations tailored to the Mission and operational environment. If performance shortfalls are identified, the Mission is responsible for developing an improvement plan for the specific MLU. 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 MLU performance.

Subsequent corrective actions should be taken by the MLU, TCC, and F/SHQ (in-mission) in order 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 the TCC to ensure that future deployed forces incorporate lessons learned and are able to better prepare their units.

### **6.5 PDV Evaluation Process**

During PDVs an appropriate Mission-specific scenario will be used by the TCC for the evaluation exercise. The MLU is evaluated based on organizational structure, operational standards, the capability to perform Mission essential tasks, standards achieved during training as well as administrative and logistic standards.



## 6.6 UN Assistance

UN leadership play a key role in guiding and supporting TCCs in meeting UN standards and operational readiness. The nature of UN assistance is described below:

### 6.6.1 DPO/DOS Assistance

DPO/DOS promotes evaluation, operational readiness and commitment to UN standards with a flexible and accommodative approach by:

- Guiding and supporting TCC efforts during performance evaluation.
- Giving actionable recommendations to improve identified performance shortfalls.
- Providing training assistance through the Integrated Training Service.
- Providing the Mission and TCC strategic guidance and oversight by:
  - Conducting a pre-deployment visit (for initial deployments only) to verify that provisions of the SUR/MOU are met and the MLU meets UN military performance standards.
  - Guiding and assisting emerging TCCs (and other TCCs on request), focussing on basic military training and technology-related issues.
- Providing an Operational Advisory Team from DPO/DOS to guide and assist emerging TCCs (assistance to other TCCs).

### 6.6.2 Mission Leadership Assistance

Mission leadership supports performance and evaluation by coordinating and providing the following assistance:

- Coordinates pre-deployment reconnaissance, organizes in-Mission induction training, provides training of trainer courses (a Force Headquarters and Sector Headquarters responsibility), provides Mission Military Logistics support and defines unambiguous operational tasks, roles and responsibilities for the MLU that provide a basis for evaluation.
- Carries out in-mission operational performance and capability evaluation of the contingent. Provides and coordinates the required resources and staff to conduct evaluations and centralized, technical on-the-job training to strengthen evaluated shortfalls.
- Guides and supports TCCs and Military Logistics Units to improve shortfalls, adopt midcourse corrections and take action with the Mission command and staff on evaluation findings. Develops a Mission Training Plan and oversees the required training to improve the evaluated operational readiness.
- Delivers results of performance evaluation with recommendations to TCC and MLU commanders.

**Tasking Coordination Mechanism for Mission- and Force-Level Military Logistics Unit<sup>36</sup>**

Stage 1: Mission Logistics priorities are established by the Mission's senior management, through submission by the FC and DMS/CMS, consistent with the Head of Mission's guidance on mandate implementation.

Stage 2: Based on these Mission-level priorities, Logistics tasks are developed for specific Logistics units by the Chief of Service Delivery.

Stage 3: Logistics tasks developed for military Logistics units are coordinated through the U4/FHQ.

Stage 4: The U4/FHQ is the focal point for preparing UN Military Logistics Unit Task Orders. Preliminary Task Orders are prepared consistent with Mission priorities, developed as described above, and include the details of the logistics work to be done, material requirements, administrative aspects.

Stage 5: The Preliminary Task Orders are coordinated with the Mission's Chief of Service Delivery for review and finalization.

Stage 6: The Preliminary Task Orders are returned to U4/FHQ by the Mission's Chief of Service Delivery for UN Military Logistics Unit comment. The UN Military Logistics Unit's comments and concerns are then taken into account in the finalization of the Task Orders.

Stage 7: The finalized Task Orders are signed by both U4/FHQ and Mission Chief Logistics and are then submitted to the Deputy Chief and Chief of Service Delivery for final approval.

Stage 8: Once approved, the Chief of Service Delivery sends the Task Order to the UN Military Logistics Unit for action through the U4/FHQ. The U4/FHQ will coordinate unit tasks with the Force and Sector HQ to ensure that operations and security are synchronized.

**Additional Note:**

In the case of urgent, Mission-directed tasks to offset shortfalls in civilian contracting and hasten Mission establishment tasking may come directly to the UN Military Logistics Unit.

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<sup>36</sup> UN Military Engineer Unit & CET Search and Detect Manual (2020), Page 45.

**Annex B****Contents of a Letter of Assist (LOA)**

A letter of assist consists of a cover letter and the general terms and conditions:

- (a) The cover letter may include, but is not limited to, the following elements:
  - (i) Letter of assist number.
  - (ii) Country/United Nations Mission/year/letter of assist number for the specific Mission.
  - (iii) Purpose of the letter of assist.
  - (iv) Requirements.
  - (v) Type of service or equipment.
  - (vi) Reimbursement.
  - (vii) Overall regulations for reimbursement.
- (b) The general terms and conditions may include, but are not limited to, the following elements:
  - (i) Services.
  - (ii) Itemized reimbursement for services provided in categories to be negotiated, without prejudice to the total amount of the letter of assist.
  - (iii) Detailed regulations regarding the time frame for payment, invoices, receipts and the relevant division/department at United Nations Headquarters.
  - (iv) Aircraft call signs (in the case of air transportation).
  - (v) Facilities provided by the United Nations.
  - (vi) Reporting accidents or incidents.
  - (vii) Safety.
  - (viii) Claims and insurance.
  - (ix) Tax exemption.
  - (x) Circumstances for changes by the Government or by the United Nations.
  - (xi) Termination.
  - (xii) Future commitments.
  - (xiii) Modifications.
  - (xiv) Settlement of disputes.
  - (xv) Privileges and immunities.
  - (xvi) Force majeure.



**Annex C**

**Redacted Extract of a Sample Statement of Unit Requirement**

**Important Note:**

This extract of an actual Statement of Unit Requirement (SUR) is provided for illustrative purposes only.

The unit composition and strength described in this SUR are unique to the Mission for which it was created. Generic planning strength figures and organizational structure for a UN Military Logistics Unit in other Missions should be based on Mission requirements and the guidance in this manual, not necessarily the SUR in this annex.

In this particular case, the Force Commander is also the Head of Mission. This does not alter the roles and responsibilities of the UN Military Logistics Unit.



**Redacted Extract of a Sample  
Statement of Unit Requirement  
for a UN Military Logistics Unit  
DETAILED FORCE REQUIREMENTS  
(Strength: Redacted)**

*These Force Requirements enumerate the capabilities that are required for optimizing the unit's efficiency in the conduct of operations as mandated for the Mission. The Concepts of Operations [CONOPs] and any future adjustments to the CONOPs may place additional and more specific requirements on the unit. This should be noted in relations to the MOUs that will be negotiated based on the capabilities provided in this document. The provisions in such MOUs shall by no means supersede the capabilities sought in this document.*

**References:**

- A. UNSC Resolution (Redacted).
- B. UNSC Resolution (Redacted).
- C. UNSC Resolution (Redacted).
- D. Agreement on Disengagement of Forces between (Redacted).
- E. Statement by the Chairman as agreed by the Parties, (Redacted).
- F. Letter of Understanding between (Redacted).
- G. Standard Directive for Special Representatives of the Secretary General, dated 12 April 2007.
- H. (Redacted) Military Strategic Concept of Operations (CONOPS), dated (Redacted).
- I. Generic Guidelines for Troop Contributing Countries Deploying Military Units to United Nations Peacekeeping Missions, dated March 2008.
- J. UN HQ SOP - Authority, Command and Control in UN Peacekeeping Operations, dated 25 October 2019.
- K. UN HQ SOP – Integrated Support Services in United Nations Peace Operation, dated 01 September 2009.
- L. The United Nations Manual for Contingent Owned Equipment 2020.
- M. Report of the Secretary General to the Security Council, dated (Redacted).
- N. UNSC Resolution (Redacted).
- O. (Redacted) Mission Support Plan, dated (Redacted).
- P. (Redacted) Operational Order (OPORD), (Redacted).
- Q. (Redacted) Deployment Map ((Redacted)).



## 1. SITUATION

For background of the conflict and an update on the present operational and geo-political situation, including the (Redacted) mandate and threat assessment, refer to (Redacted) Military-Strategic CONOPS, dated (Redacted), (Redacted) OPORD, dated July 2011, and the Report of the Secretary General to the Security Council, dated (Redacted)

## 2. GENERAL CONCEPT

a. (Redacted) under United Nations Security Council Resolution (Redacted) will use its best efforts to maintain the ceasefire and supervise the Agreement and Protocol to the Agreement with respect to the Area of Separation (AOS), and Area of Limitation (AOL). (Redacted), directly supported by the (Redacted) of the United Nations (Redacted), will achieve its Mission through a combination of static observation and mobile patrolling operations, by day and night (24/7) to provide continuous surveillance across its Area of Operations (AO). (Redacted) will also conduct inspections in the AOL and undertake investigations into allegations of either party violating the (Redacted) Agreement on the Disengagement of Forces. (Redacted) will cooperate and/or liaise closely with other UN and regional stakeholders to maintain situational awareness in the region while also assisting the parties to move forward, to the extent possible, with the peace process. (Redacted) will, within capabilities, facilitate humanitarian activities and assist other UN activities in the region.

b. The overall purpose of the establishment of [UN Military Logistics Unit] is to ensure smooth running of logistic matters in all (Redacted) operations. The [UN Military Logistics Unit] will be expected to provide (1) first-line support of its own activity upon delivery of supplies by (Redacted), and (2) provide second-line support to (Redacted) and (Redacted), as directed by the Chief Integrated Support Service.

## 3. REQUIREMENTS

a. The [UN Military Logistics Unit] shall have a total strength of (Redacted) personnel (all ranks); it shall be organized in a Force Level and be capable of exercising command and control of all assigned capabilities: an Operations Branch, a Camp Services [Unit], an Engineer [Unit], a Maintenance [Unit], a Signals [Unit], a Supply [Unit], a Level 1 Medical [Unit], a Transport [Unit], a Detachment [Unit], and a Military Police [Unit]. All ranks must meet the following requirements:

1. Deploy with personal weapons.
2. Maintain situational awareness throughout of activities in the AO at all times.
3. Meet the standards established by the United Nations for service with (Redacted), inter-alia, with respect to rank, experience, physical fitness, specialization, and knowledge of languages.

b. The [UN Military Logistics Unit] must be able to provide “self-protection” while performing logistics or other operational duties. Additionally, the unit must have sufficient expeditionary capability to be able to deploy elements for extended periods and to support teams operating temporarily from other camps.

c. In emergencies, the [UN Military Logistics Unit] catering capability should be prepared to collaborate with other elements to cater for up to 500 personnel, including UN civilian personnel temporarily seeking refuge.





d. English is the official working language within (Redacted). All officers of [UN Military Logistics Unit] must be competent in both written and verbal communication in the English language. Notwithstanding, it would be desirable to have some personnel conversant with the (Redacted) language to allow for better interaction with the local community.

#### **4. ORGANIZATION**

The Organizational Chart of the [UN Military Logistics Unit] is attached at **Annex A (Redacted)**. The [UN Military Logistics Unit] will be expected to function within the Integrated Mission Support Services Concept.

#### **5. AREA OF OPERATIONS (AO)**

The [UN Military Logistics Unit] will operate in the entire (Redacted) AO.

#### **6. MISSION SUPPORT CONCEPT**

a. The (Redacted) logistic support concept is based on UN-provided (UNOE) and Contingent Owned Equipment (UNCOE) resources. The administrative and logistic support to (Redacted) will be provided through the existing Mission Support and Integrated Services Support Work Plan.

b. The Office of the Chief of MSC has overall responsibility for managing first, second, third and fourth-line resources present in the Mission area; however, first-line (once issued) and self-sustainment resources shall be controlled and maintained by the Contingent Commander. The MSC is responsible for providing logistics support to all Mission components according to the priorities established by senior Mission management. The office of the MSC is therefore responsible for translating UN HQ and Mission level directed strategic goals, objectives and priorities into actionable plans for implementation according to the specified priorities. Logistics personnel in MSC coordinate implementation of these plans and are responsible for translating these plans into actions, carrying out resource allocation and integrating tasking of the enabling assets.

c. Logistics tasks may be accomplished by UN civilian staff, military enabling assets, or by contractors or by any combination thereof, however, tasking orders shall be tailored according to the type(s) of logistics entity being employed.

#### **7. MAIN TASKS**

The [UN Military Logistics Unit] tasks represent a continuous operational necessity in order to facilitate contingents' rotations and support other logistic needs. The [UN Military Logistics Unit] must obtain the capability to conduct operational transport of personnel and cargo, and will be expected to perform the following non-exhaustive list of tasks within the aforementioned Integrated Mission Services Support Concept:

- Planning and coordination of transports.
- Transport of personnel and cargo.
- Military recovery of (Redacted) heavy military vehicles.
- Maintain internal logistic capacity operational.
- Transportation of goods and material from airports/seaports of entry to (Redacted) HQ.



- Provide storage, safety and accounting of rations in (Redacted) HQ including strategic stock reserves.
- Assist the General Supply Section in receipt, warehousing and distribution/delivery of goods and material.
- Maintenance, repair and recovery of vehicles and provide emergency maintenance service.
- Management and accountability of the fuel.

**Note:** More specific tasks could be assigned by the FC within the military OPORD.

## **8. ADMINISTRATION AND SUPPORT**

### **a. Administration**

- Administration and discipline remain national responsibilities.
- Once the deployment of a TCC is confirmed, an advanced team should be deployed.

### **b. Major equipment**

- The actual quantity, composition and deployment locations of the COE are subject to TCCs negotiations with DPO.
- The performance standards of the COE offered by a TCC should meet the requirements specified in Chapter 3, Annex A of the COE Manual.
- All containers, including for general storage, refrigeration, ammunition, medical, workshops, etc., are to be no larger than the standard of International Organization for Standardization (ISO) 20 ft container.
- All minor equipment, spare parts and consumables (less fuel) are supplied by the TCCs under wet lease arrangements, including sufficient casing, screen piping, flow meters, valves, fittings, fluids and all other necessary materials and capabilities.

### **c. Self-Sustainment**

Subject to MOU negotiations, the following self sustainment tasks will be shared between the Mission and the TCC:

- Catering: TCC provides.
- Communications: TCC provides.
- Office: UN to provide.
- Electrical: TCC provides.
- Minor Engineering: TCC provides.
- Laundry & Cleaning: TCC provides.
- Accommodations: TCC provides.
- Medical:
  - Basic - 1 level: TCC provides.
  - Level 2 - 4: UN to provide.
- Field Defence Stores: UN to provide.
- Miscellaneous General Stores: TCC provides.



- The personnel of the MLU shall be suitably equipped to operate in the Mission environment. The list of recommended items forming individual Soldier's Kit is detailed in the attached table at (Redacted).
- The distribution of responsibilities of the self-sustainment services is detailed in the attached table at (Redacted).
- The Contingent Owned Equipment for the Logistic Unit is detailed at in the attached table (Redacted).
- The Contingent Owned Equipment for the Transport Unit is detailed at in the attached table (Redacted).

**d. Self sufficiency**

- Drinking water: UN to provide.
- Fuel: UN to provide. End User accountable.
- Rations: As long as a liaison officer will be deployed in advance, fresh rations can be provided from day 1. Pack rations will be consumed until kitchen is fully operational.
- Supply: The [UN Military Logistics Unit] is to be fully self-sufficient for all supply categories, except fuel and water.

## **9. COMMAND AND CONTROL**

a. The UN Security Council has vested with the UN Secretary-General (SG), 'Operational Authority' over Member States' troops provided to (Redacted). The SG has delegated UN HQ supervisory responsibility for all UN peacekeeping operations to the Under Secretary General for Peace Operations (USG PO). With approval from the Security Council, the SG has appointed the Force Commander as the 'Head of Mission' who exercises 'UN operational authority in the field' on behalf of the SG and 'UN OPCON' over all members of the Military component. UN OPCON includes the authority to assign separate tasks to subunits of a contingent, as required by the operational necessities within the Mission AOR, in consultation with the Contingent Commander and as approved by USG PO but does not include responsibility for personnel administration. The FC is responsible for implementing the Mission's mandate and has authority over all its components and reports to the SG through the USG DPO.

b. The FC is required to establish and maintain a military chain of command for all military contingents/units in the Mission, making use of the Chief of Staff (COS), National Contingent/Unit Commanders and Force HQ staff. The FC is authorized to further assign units under UN Tactical Control (TACCON) of a designated Commander for specific purposes and periods. UN TACCON includes the detailed and local direction and control of movement or manoeuvres necessary to accomplish an assigned Mission or specific tasks.

c. The C/DMS has tasking authority of military enabling units; tasking authority includes the authority to deploy, redeploy and employ all or part of an enabling unit to achieve the Mission's mandate. Tasking authority is applicable for the routine day-to-day employment of the Logistics Unit and does not extend to Operational Control (OPCON), Tactical Command (TACCOM) or Tactical Control (TACCON) of assigned Military Forces, which is a responsibility of the Force Commander (FC). The SDM/CSCM tasks the activities of the their respective enabling units, through the coordination of MSC.



d. In the absence of the Force Commander, the DFC or FCOS shall assume command of the military component, and the Chief of Mission Support shall undertake Head of Mission and (Redacted) Designated Official responsibilities.

**Annexes (Redacted):**

A - ORGANIZATION AND STRENGTH

B - (Redacted) DEPLOYMENT

C - SOLDIER'S KIT – MISSION SPECIFIC REQUIREMENT

D - SELF SUSTAINMENT SERVICES DISTRIBUTION OF RESPONSIBILITY

E - CONTINGENT OWNED EQUIPMENT TABLE FOR THE LOGISTIC UNIT

F - CONTINGENT OWNED EQUIPMENT TABLE FOR THE TRANSPORT UNIT

(Redacted).

Chief Military Planning Service

Date (Redacted).



## Annex D

### **Functions and UN Military Performance Standards (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>.”*

#### **Please Note the following:**

- 1) only core tasks of MLU as listed in Chapter Two are covered for the purpose of evaluation, and
- 2) evaluation of modular capabilities are based on the respective TSI of military units, e.g, the evaluation of an EOD team capability will be based on evaluation criteria included in the TSIs found in the UNMUM-EOD Unit Manual.

#### **Function 1: Command and Control**

**DESCRIPTION:** The way the Military Logistic Unit and commanders at all levels lead, direct, and control their staff and subordinate units/convoy.

**CONDITIONS:** Assessed throughout all operational phases from planning through to execution for all tasks of logistic operation support.

<b>UN Military Logistic Unit Function 1 – Command and Control</b>				
<b>Sub-function</b>	<b>Standard Number</b>	<b>Standards</b>	<b>Indicators</b>	<b>Score</b>
<b>F 1.1</b>				
<b>Planning</b>	<b>F 1.1.1</b>	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 own operations.	
			2. The unit has the understanding of political and security aspects and how these impact/affect own operations.	
			3. The unit has identified all limitations (constraints/restraints).	
			4. The unit has determined the assets available to the unit to implement the Mission/mandate.	
			5. The unit establishes a support concept for its own force.	
			6. The unit has clarity on operational deployment of units to be supported and any impending operations.	
	<b>F 1.1.2</b>	The Commander has	1. The plan has a clear purpose and	



		developed a plan to effectively implement the Mission/mandate	addresses all aspects of the Mission/mandate, higher HQs guidance and tasks. (Completeness).	
			2. The plan describes the tasks that the Military Logistic Unit, its subordinate and supporting units will execute.	
			3. The plan quantifies the future logistic requirements based on past logistic activities and the 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 contingency plan is rehearsed.	
			9. The plan is developed according to UN Military Component Planning Process (MCP) and relevant policies/guidelines.	
F 1.2				
Command and Control	F.1.2.1	Commander exercises effective command and control.	1. Sound and timely decision making.	
			2. Guidance and orders are clear, simple, concise, and based on developed plans and/or situation development.	
			3. Ensures that all operations of the unit are coordinated and integrated with other UN and Host Nation actors whenever advantageous for Mission/mandate implementation.	
			4. Seeks responsibility and is willing to take the initiative.	
			5. Ensures unity of command by establishing clear responsibilities	



			and tasks for subordinate units.	
			6. Ensuring assigned tasks are understood, supervised, and accomplished (conducts briefing, debriefing and operational rehearsals).	
			7. The employment of subordinate units/ elements in accordance with their capabilities	
<b>F 1.2.2</b>	Commander organizes command and control of all subordinate and attached elements		1. Establishing command hierarchies that clearly assign responsibility and accountability for all subordinate elements.	
			2. Ensuring ROEs are understood and applied correctly by all unit personnel.	
			3. Assigning clear tasks and conveying objectives to subordinate units.	
			4. Establishing a clear chain of command for the successful accomplishment of all operations.	
			5. Keeping unit members with situation awareness.	
			6. 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	
<b>F 1.2.3</b>	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. Unit's operations room is set up to monitor unit's daily operational activities.	
			4. Mobile operations of the unit (e.g.	



			Convoys) are tracked (waypoints/reporting lines) 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.	
<b>F 1.3</b>				
<b>Logistic Situational Awareness and Planning</b>	<b>F 1.3.1</b>	The logistic section developed logistics support plan and outlines the logistic support requirements in the order.	1. The logistic support plan of the MLU is aligned with the Mission support plan (key requirements of UN and national responsibility are considered in the own plan).	
			2. Tasks and responsibilities for the provision of logistic support to logistic elements are identified and outlined in the order.	
			3. The requirement to maintain adequate stock levels is outlined in the order (including POL, water, rations, ammunition, Recovery & Maintenance, Material and Equipment, Transportation, Medical Support).	
			4. The logistic section of the MLU maintains an overview on storage levels of all subordinated units (esp. if temporarily deployed) and identifies logistic support requirements.	
			5. Supply points and routes are outlined in the order.	





			6. Logistic report requirements are outlined in the order.	
	<b>F 1.3.2</b>	The MLU's own logistic situation awareness is properly established, updated and maintained.	1. A logistic situational report system is established.	
			2. All logistical situational reports from subordinated units are collected and analyzed to create logistic situational awareness (common logistic picture) of the MLU.	
			3. The self-sustainment company of the unit regularly updates the MLU commander on the logistic situation of the unit.	
			4. The self-sustainment company of the unit provides recommendations on improvement of the logistic situation to the commander.	
<b>F 1.4</b>				
<b>Communication</b>	<b>F 1.4.1</b>	The unit has established and maintained effective 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 communication architecture is designed to cater for all operational tasks (convoy etc.) and contingencies.	
			3. The communication 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 order.	
			5. 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.)	
			6. Signal instructions are issued clearly to include details of code words, radio net diagrams and frequency management issues during operations and static duties.	
			7. Communication channels are operational at all times (24/7) within the unit.	
			8. There is continuous, timely and accurate passage of information between subordinate units and HQ.	
<b>UN Military Logistic Unit Function 1 – Command and Control</b>				
<b>Observation &amp; Recommendations:</b>				

## Function 2: Self-Sustainment

**DESCRIPTION:** Self-Sustainment is a must-be function for each and every military unit deployed in the field. A self-sustainment company enables the MLU to function properly. These include personnel/administration, communications/information technology, maintenance, welfare and catering, etc.

**CONDITIONS:** The self-sustainment support is primarily limited to the MLU and to lesser extent forward elements, but it is not specifically designed to support the entire UN Mission.

<b>Function 2: Self-Sustainment</b>				
<b>Sub-function</b>	<b>Standard Number</b>	<b>Standards</b>	<b>Indicators</b>	<b>Score</b>
<b>F 2.1</b>				
<b>Personnel/Administration</b>	<b>F 2.1.1</b>	Personnel administration of the unit is guided by Mission SOPs.	1. UN MLU's SOPs are written in the mother tongue and in English.	
			2. Personnel reporting procedures as covered in UN MLU SOPs are being followed.	
			3. Conduct and discipline procedures as covered in UN MLU SOPs are being adhered to.	



			4. Contingent leave policy as covered in UN MLU SOPs is being followed.	
			5. Job descriptions are available for all functions in the unit. (Comment: Are the Job Descriptions in 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/Sector signed a personal copy of their job description?)	
	<b>F 2.1.2</b>	UN MLU maintains, reports and records operational strength status of the unit. records 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 daily strength status of all soldiers.	
			4. 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 UN MLU.	
			7. Repatriations/rotations of personnel before the end or at the end of the normal tour of duty are correctly recorded and documented.	
	<b>F 2.1.3</b>	The UN MLU meets UN	1. Female soldiers are employed and operating in the	



		specific gender strategy requirements.	unit as per their assigned function. (Comment: Question for female soldiers.)	
			2. Female soldiers have been assigned mentors in the contingent. (Comment: Question for female soldiers.)	
			3. The Unit has a trained Gender Focal Point /Adviser.	
			4. Commanders are aware of the FC's Gender responsive document and conforming to its intent.	
			5. Unit leadership ensures gender training and awareness is being conducted in regular intervals. (Comment: Question for gender advisor/Focal point)	
	<b>F 2.1.4</b>	Physical requirements are in place according to UN gender strategy. requirements are	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.	
	<b>F 2.1.5</b>	Contingent personnel meet UN specific requirements. Ref.: COE Manual Chapter 9 Annex A	1. Contingent has no personnel under 18 years of age.	
			2. 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 in specialized functions is trained. (Comment: Check with S1 for duty record/training records of maintenance, medical, kitchen, operators of engineer equipment, specialists and interview one from each group to verify.)	
<b>F 2.2</b>				
<b>Conduct &amp; Discipline and SEA prevention</b>	<b>F 2.2.1</b>	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 unit’s mother tongue.	



			6. There are visible awareness-raising messages (e.g. posters, regular townhalls) regarding SEA prevention and UN Code of Conduct present in the Unit.	
	<b>F 2.2.2</b>	The UN MLU 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. Unit commander and sub-unit commanders have a clear understanding about 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 2.2.3	UN MLU 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 UN MLU Commander and personnel cooperated during investigations. (Comment: N/A if no investigations).	
			4. The unit commander conducts 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	UN MLU personnel adheres to UN standards of safe driving. Ref.: UNMIM para. 2.17	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).	
<b>F 2.3.2</b>		The UN MLU has implemented a Road Safety Program Ref.: 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.	
<b>F 2.4</b>				
<b>Welfare</b>	<b>F 2.4.1</b>	The UN MLU has the required equipment, infrastructure and processes to provide effective welfare for its members. Ref.: UNMIM Chapter 8	1. Welfare measures as covered in UN MLUs SOPs are being taken.	
			1. NO shortfalls regarding the Self Sustainment category of Catering as per COE inspection.	
			2. NO shortfalls regarding the Self Sustainment category of Welfare (sports facilities, phone facilities etc.)	
			3. NO shortfalls regarding the Self Sustainment category of Internet Access as per COE inspection.	
			4. Recreational space/ facility is available.	
			5. 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.)	
	<b>F 2.4.2</b>	The UN MLU 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 counsellor for contingent members to raise problems and concerns.	
<b>F 2.5</b>				
<b>Medical support</b>	<b>F 2.5.1</b>	The MLU has the required	1. 100% of unit personnel deployed with a first aid kit. (Comment: Conduct spot	



		levels of equipment and supplies to ensure medical support Ref.: COE manual Chapter 3 Annex C	checks) 2. 100% of tourniquets available in all first aid kits. (Comment: Conduct spot checks) 3. 60 days of medical supplies and consumables are available. (Comment: Needs to be checked by Medical professional of the Sector/ Force) 4. Proper stores for consumables and for medical equipment are available. (Comment: Is there an AC unit and registration for the temperature of drug store?) 5. Medical equipment for assigned task is enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations)		
	<b>F 2.5.2</b>	Level 1 of the UN MLU can provide standard medical services at a static location. Ref.: COE manual Chapter 3 Annex C	1. Level 1 has a treatment capacity as per MLU's SUR and MOU. 2. Level 1 has enough personnel as per MLU's SUR. 3. Level 1 maintains records of treated personnel and provides referrals (recorded) for treatment of personnel at Level 2/3. 4. The level 1 conducts routine sick calls and the manages minor sicknesses and injuries among personnel for immediate return to duty. 5. The Level 1 provides advice to the contingent personnel on disease prevention. 7. The level 1 provides medical risk assessments and contributes to determine force protection measures within the area of responsibility (AOR) of the MLU. 8. The Level 1 has a designated isolation possibility for infectious patients. (Comment: Isolation facilities can be in the level 1 or in the camp)		
<b>F 2.6</b>					



Other Logistic Support	F 2.6.1	Weapons, ammunition and Personal Protective equipment are available and serviceable.	1. All soldiers are equipped with personal weapons, combat helmet (with blue cover) and basic flak jacket (fragmentation vest). (Comment: Conduct spot checks)	
			2. Based on the last COE verification inspection 90% or more of Armaments (as per DOS KPI categories) are available and serviceable. Ref.: COE Manual 2020, Chapter 8	
			3. All crew served weapons and main weapons systems of vehicles are sighted (zeroed-in), calibrated and periodic test firing has been conducted. Ref.: COE Manual 2020, Chapter 3, Annex A, para 28 and para 42 (Comment: Assessment needs to be based on documentation provided by unit weapons officers)	
			4. Individual and crew served weapons and weapons related equipment is enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations).	
			5. Armaments are enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations).	
			6. Ammunition stored and accounted for as per specified storage conditions. Ammunition batch/lot record is being maintained properly.	



	<b>F 2.6.2</b>	Food and water are properly stored and maintained.	1. The MLU 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. Ref.: UNMIM 9.9.7	
			3. The rations stored in date order to allow for stock rotation.	
			4. Food items are separated and segregated appropriately in store.	
			5. The unit keep 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 water per person.	
			7. Each person of the UN MLU receives a minimum of 4.5 l of drinking water per day and has access to treated bulk water for cleaning, shower, ablutions and other uses (80 l/ 3 days). Ref.: UNMIM 9.4.3 (Comment: Check Mission specific standards in the Mission Support plan).	
	<b>F 2.6.3</b>	The Catering procedures are maintained properly.	1. Stock book is kept, and contents are accurate.	
			2. Catering Officer understand 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 requirement in a timely manner.	
<b>Function 2: Self-Sustainment (Overall Assessment):</b>				
<b>Observation &amp; Recommendations</b>				

### Function 3: Self-Protection

**DESCRIPTION:** Self-protection is an existential dimension of the MLU and other type of military units as well. For MLU, self-protection function includes the camp defence/protection and convoy protection.

**CONDITIONS:** Military Logistic Units will not always have the support of Infantry Units to provide security during their employment. Sometimes, the drastic conditions for the deployment of the Unit will necessitate the requirement for self-protection. In case of a high threat level, the Battalion size UN Logistics Unit must have its own Force Protection Unit, augmented, as required, by additional modular and scalable elements, e.g., with EOD team included.

<b>UN Military Logistic Unit Function 3: Self-Protection</b>				
<b>Sub-Function</b>	<b>Standard Number</b>	<b>Standards</b>	<b>Indicators</b>	<b>Score</b>
<b>F 3.1</b>				
<b>Camp defence</b>	<b>F 3.1.1</b>	The MLU has full capacities for the defence of its own camp.	1. The MLU must have camp defence capability especially when it has a separate camp aloof from other UN military units' camp.	
			2. The unit is equipped with force protection manpower and weaponry as per SUR and MOU.	
			3. Obstacles to deter or canalize the threat actors attack are installed.	
			4.. The unit has camp alarm system in order to make unit personnel respond quickly to indirect fire attack or direct attack against the camp.	
	<b>F 3.1.2</b>	Camp Defense measures are based on an effective analysis of the threat actors and the key	1. Covered and concealed avenues are denied to threat groups.	
			2. Local key terrain is dominated.	
			3. The unit has camp defence plan for indirect fire attack, car bomb attack, small arms attack or	



		terrain. Ref.: UNIBAM 2.6.6.3	complex attack as the situation in the Mission requests.	
			4. The unit determined the number of Ops and Main gates of the camp and they are manned for 24/7.	
			5. Timings, patterns and areas of patrolling, changing of guards, static locations (forward observation points, checkpoints) and other routine activities are changed to avoid predictability.	
			6. A system for defence-in-depth with checkpoints, forward observation posts, perimeter patrols (to cover areas that cannot be observed from the perimeter) are established.	
			7. A system of contact points, passage points, and passage routes for elements operating outside the boundary of the perimeter is established.	
	<b>F 3.1.3</b>	The camp defence plan is integrated and coordinated among all elements within the Operating Base.	1. Sectors of responsibility of all the OPs are established. Covered primary and alternative firing positions are established. Range cards are available at all firing positions.	
			2. A QRF/element specifically assigned for the camp protection is established.	
			3. All available weapon systems are integrated in the base defence plan and fire is concentrated on defined Engagement areas. Crew-serve weapons are placed at crucial positions and sectors of fire are overlapping.	
			4. Points for secured resupply and CASEVAC are designated.	
			5. Base defence measures are rehearsed periodically with all personnel deployed in the base.	
			6. The unit should conduct AAR	



			and keep Lessons Identified (LIs) and Lessons Learned (LLs) if the unit camp suffered any attack.	
<b>F 3.2</b>				
Protection of convoys	<b>F.3.2.1</b>	The MLU has full capacities for the protection of its own convoys.	1. The unit commander provides guidance to prepare the convoy escort task through relevant orders. (OPORD, Warning Order etc)	
			2. The commander of MLU and escort commander conduct operational analysis including security situation, and identify terrain condition and weather etc.	
			3. The unit makes contingency plans for its convoys. Drills including reaction to ambush, CASEVAC procedures, IED/explosive threat procedures are included in the plan.	
			4. Convoy escort commanders ensure every individual knows the plan and his/her assigned tasks.	
			5. The plan is rehearsed regularly.	
			6. The unit has C-IED equipment and receives training before and during deployment to Missions with an IED threat. Accordingly, the unit is able to conduct search and detection. If the unit is augmented with EOD team for the convoy operation, then the team is well trained.	
	<b>F 3.2.2</b>	The escort leader exercises effective Command and Control during the convoy escort operation.	1. The escort leader maintains all-round security (360 degree) and adjusts the formation based on terrain (open, restricted, urban), and for high-low threat situations.	
			2. The escort leader maintains communication (regular/irregular intervals) with all elements during the move.	
			3. The escort leader receives and provides situation updates to all the elements.	





			4. The escort leader reports situational developments to higher HQs.	
			5. The escort leader reacts quickly to situation developments.	
			6. The escort provides clear tasking to all the elements (during changes of the situation).	
	<b>F 3.2.3</b>	Force Protection (FP) measures are implemented during the conduct of the task.	1. The advance guard reconnoiters the convoy route for threats such as ambush or obstacles and provides the convoy commander with warning before arrival of the convoy and avoid halts. (Comment: Consider deploying C-IED and engineering assets with this element.)	
			2. The close protection group provides immediate security for the vehicle column with escort vehicles positioned either in the column or on the flanks.	
			3. Convoy/escort avoids unnecessary stops.	
			4. Vehicle overwatch positions are established to provide fire support to dismounted troops.	
			5. Escort members are ready to react at all times.	
<b>UN Military Logistic Unit Function 3: Self-Protection</b>				
<b>Observation &amp; Recommendations:</b>				



## Task 1: Transportation

**DESCRIPTION:** Transportation is the act of moving supplies, equipment, and personnel from one place to another in a MLU's area of operations, and it is one of core capabilities of a MLU. The transportation task undertaken by a MLU is a tactical one, second line of transportation, and it normally means the road (surface) transportation. **Water/sea transportation and air transportation is covered in Riverine unit and Aviation unit manual.**

**CONDITIONS:** The unit may dispatch one or two trucks transporting goods, water, fuel or sewage as per daily task order issued by MOVCON; and may dispatch a convoy consisting of more trucks and other vehicles. Logistic convoys are vital to the support of Mission mandate implementation and therefore the core of evaluation.

UN Military Logistic Unit Task 1 – Transportation				
Sub-Task	Standard Number	Standards	Indicators	Score
<b>T.1</b>				
<b>Planning and preparation</b>	<b>T.1.1</b>	The convoy analyses relevant factors and conduct necessary coordination during planning process	1. The unit has acquired enough detailed information about the route and terrain including weather condition and civil resources along the route.	
			2. The unit convoy leader acquired enough detailed security information along the route. (Any recent and significant activity in the area such as ambush, attack, carjacking, and IED etc.)	
			3. The unit analyses threat actor(s) most likely and most dangerous courses of action against UN convoys, including safe transportation of dangerous goods like ammunition and POL.	
			4. The unit considers the type of vehicles being escorted, including their ability to move through terrain, their level of force protection.	
			5. The unit closely coordinates with protection task force (escort team) for the security arrangement for the transportation task. If not escorted, the unit (convoy	



			commander) coordinates with the protection about SP (start point), RP (reporting points), RA (rest areas) and RP (release point).	
			6. The unit rehearses its contingency plan and coordinates for required actions e.g. what will the team (e.g. drivers) do on entry/exit of friendly lines; what will the team do at a short/long halt; what will the team do in the event of a breakdown; how will the team react to contact – left, right, front, and rear; CASEVAC procedures etc.	
	<b>T 1.1.2</b>	The unit meets the transportation capability as per SUR.	1. The unit provides enough number of vehicles as requested by MOVCON as per SUR and MOU.	
			2. The unit has enough number of qualified drivers and operators for the transportation task.	
			3. The unit should maintain the serviceability status of vehicles on a daily basis.	
	<b>T.1.1.3</b>	Unit ensures the preparation for the transportation task and commander issues an order.	1. The unit ensures bivouac equipment for field camping overnight.	
			2. The unit ensures the convoy members prepared themselves and their personal equipment and rehearses various emergency responding actions.	
			3. The unit ensures the readiness of the vehicles, enough number of spare parts and mechanics for field repair and road rescue.	
			4. The unit make a sustainment plan and take along with them enough ration, water and POL to self-sustain for the entire transportation operation.	
			5. A communications plan is developed and coordinated for the	



			convoy team and escort team.	
			6. Support arrangements are coordinated with the higher HQ and escort team and other entities. (CASEVAC, security, recovery, aviation etc.)	
			7. The commander conducts spot checks on the readiness of convoy detachment and equipment (individual equipment and major equipment incl. weapons, radio check).	
	<b>T.1.1.4</b>	Unit Commander issues the order for transportation task.	1. Order describes a clear and concise statement of what the unit must accomplish.	
			2. Order describes the specific activity of the convoy team (drivers, mechanics).	
			3. Requirement of resources (spare parts, recovery etc.).	
			4. The order describes command and control measures including reporting instructions and communication methods.	
<b>T.1.2</b>				
<b>Conduct of Task</b>	<b>T.1.2.1</b>	Conduct of convoy operation.	1. Convoy operation is carried out according to the general procedure as ordered.	
			2. The unit conducts the operation during the daylight hours. The convoy goes along established routes.	
			3. Each vehicle of the convoy should keep vehicle behind in sight. Protection force (APCs) should be placed reasonably in the convoy.	
			4. Every convoy should be equipped with sufficient number of communication and navigation equipment.	
			5. Convoy commander maintain radio contact with other vehicles as well as escort team.	



			6. The convoy team follows the specific procedures for unexpected events (incidents, such as breakdown, accident, ambush, and IED attack, as well as CASEVAC/MEDEVAC incurred) to deal with them professionally.	
	<b>T 1.2.2</b>	At the convoy destination:	1. The logistic convoy hand over and/or handle the cargo/goods properly.	
			2. The convoy commander gives orders/instructions for further activities and ensures safety and security.	
			3. The convoy commander ensures the convoy return to the own camp safely. The unit completes the tasks as required satisfyingly.	
<b>T 1.3</b>				
<b>After Action</b>	<b>T 1.3.1</b>	The unit reports result of the task after convoy team returning to MLU HQ.	1. Convoy commanders deliver a debriefing (a summary of what happened on the convoy).	
			2. Best practices and lessons learned are identified, recorded and documented.	
			3. All reports to higher HQ must be accomplished on time.	
			4. Refueling and maintaining vehicles after returning from duty to be prepared for next task(s).	
<b>UN Military Logistic Unit Task 1 – Transportation.</b>				
<b>Observation &amp; Recommendations:</b>				



## Task 2: Supply

**DESCRIPTION:** Supply support requires obtaining needed goods and materials and continuing to supply them throughout the Mission. The task of supply support includes the reception, warehousing and distribution of goods and material for forward operation units. This may involve storage, safety testing and accounting of rations, and POL management.

**CONDITIONS:** The MLU with supply task should be equipped with qualified and skilled staff to do the complicated supply work as required. For example, if supporting air operations, the unit should be able to do aviation fuel handling and fire response (fire fighters).

UN Military Logistic Unit Task 2 – Supply				
Sub-Task	Standard Number	Standards	Indicators	Score
T2.1				
Reception:	T. 2.1.1	Reception assumes that the acquisition was made upstream by a higher hierarchical service.	1. The unit convenes a reception committee to examine the quantitative and qualitative aspect of the delivery.	
			2. The unit draws up a report (or reports) noting the progress of the operation, the quantities accepted and possibly the items to be returned to or changed by the supplier.	
			3. The unit documents and files all the appropriate accounting relating to reception operations.	
			4. The unit has kept and filed the delivery notes both from suppliers and to the units supported.	
			5. The unit conducts verification on reception and keep a record, including delivery notes and verification reports with signatures.	
			6. The unit should maintain good data management and prepare acquisition/ replenishment requests on time.	
T 2.2				
Warehousing	T. 2.2.1	The unit has capability to carry out warehousing.	1. The unit has suitable accommodation to house goods received according to their nature,	



			as well as specified handling equipment and work clothes.	
			2. The unit has a structure of positive and negative temperature-controlled rooms infrastructure or in the form of refrigerated trucks.	
			3. The unit keeps physical inventory accounts.	
			4. The unit carries out turnover of stores and applies “first expires, first out” (FEFO) principle for the storing goods.	
			5. The unit takes measures to ensure hygiene by cleaning, placing rat prevention equipment, and window and door screens.	
			6. The unit takes measures to ensure fire safety by installing smoke detectors and alarm signals.	
			7. The unit takes measures to ascertain the security of the warehouses either electronically or by security personnel or with physical measures.	
T.2.3				
General and technical supplies management	T 2.3.1	The unit carries out the task in suitable stores and premises.	1. The unit holds an account of the items on entry and exit.	
			2. The unit observes the rules of safety, security and particularly occupational safety and fire.	
			3. The unit takes measures to thwart theft and hijacking.	
			4. A status quo report should be prepared on regular basis to get replenishment on time from home or UN.	
T 2.4				
Storage, safety testing and accounting of rations	T.2.4.1	This task includes keeping perishable, non-perishable and emergency as well as strategic stock	1. The unit has stores suitable for dry food.	
			2. The unit has storage capacities for providing cool and frozen temperatures.	
			3. The unit regularly monitor the	



		reserves.	results of food storage analysis, distinguishing between food available for consumption and food delivery in progress.	
			4. The unit isolates emergency stocks and strategic reserve stocks?	
			5. The unit holds physical accounts of ration incoming, outgoing, replenishing and rotten.	
			6. The unit watches over hygiene, and take the quality control measures, including lab testing for suspected food.	
			7. The unit takes measures to ensure the security of warehouses, including theft and robbery.	
T.2.5				
POL management	T.2.5.1	The unit should have premises and trained personnel to carry out the task as per UN guideline while managing petroleum, oils and lubricants. Ref: UN DOS Guideline on Fuel Management 2019.12	1. The unit monitors supplies, delivery, and consumption/accounting of POL.	
			2. The unit manages fuel supply and conducts “Fuel Farm” Operations including spill contingency.	
			3. The unit has qualified staff with the necessary knowledge, storage resources and distribution resources, and is able to comply with Mission standards, health, and environmental and fire safety.	
			4. The unit handles properly aviation fuel, including the fueling, defueling and testing the fuel quality procedures to avoid tank contamination.	
T.2.6				
Aviation fuel handling	T.2.6.1	The unit is capable to handle the jet fuels.	1. The unit has storage capabilities, including reception, analysis and quality control.	
			2. The unit has loading tankers for aircraft/helicopter refueling when there is no underground network of pipelines to various aircraft/ helicopter parking locations at	





			airports.	
			3.The unit has enough number of mechanical handling equipment for the purpose of jet fuel handling.	
			4. The unit keeps a well-trained staff and proper equipment for firefighting in case of fire event.	
T 2.7				
Ammunition Handling	T. 2.7.1	The unit is capable of handling ammunition and explosives.	1.Unit has qualified staff to handle ammunition and explosives.	
			2. Unit has suitable accommodation to store ammunition and explosives as per specified storage conditions	
			3. Ammunition is stored as per laid down instructions with due regard to batch / lot record, hazard categories, fire category, safety distances etc.	
			4. Unit maintains proper accounting for held ammunition and its expenditure.	
			5. Unit carries out regular inspection and sentencing of ammunition.	
			6. Unit has capability for minor repairs of ammunition.	
			7. Unit can carry out ammunition accident investigation.	
			8. Unit can carry out demolition / disposal of unserviceable / dangerous ammunition.	
T 2.8				
Fire response (fire fighters)	T. 2.8.1	The unit has firefighting capability.	1. The unit has well-trained (firefighting) staff.	
			2. Firefighting vehicles and equipment.	
			3. Lifting platforms and aerial ladders.	
			4. Support for removable equipment.	
			5. Fire hydrants/fire points around risky areas.	
			6. Disposal of unserviceable stores.	
			7. Unit has trained manpower and equipment to handle fire specific to	



			ammunition and POL.	
<b>UN Military Logistic Unit Task 2 – Supply.</b>				
<b>Observation &amp; Recommendations:</b>				

### Task 3: Maintenance

**DESCRIPTION:** Maintenance support activities include maintenance, repair and recovery, and spares management to ensure that equipment within the UN force is in optimum operating condition. Maintenance capabilities and tasks must be prepared to support surge periods in operational tempo.

**CONDITIONS:** The MLU with maintenance task should be equipped with equipment and qualified and skilled staff to provide maintenance service as required. The operating area and environmental conditions can also significantly increase the maintenance requirements of equipment and will have to be constantly reviewed throughout the deployment period.

<b>UN Military Logistic Unit Task 3 – Maintenance</b>				
<b>Sub-Task</b>	<b>Standard Number</b>	<b>Standards</b>	<b>Indicators</b>	<b>Score</b>
<b>T 3.1</b>				
<b>General mechanics workshop</b>	<b>T 3.1.1</b>	The unit is capable to provide maintenance service	1. The unit has enough storage of spare parts for maintenance and repair.	
			2. The unit has enough number of skilled mechanics for emergency maintenance and repair.	
			3. The unit keeps technical documentation on the supported vehicle fleet.	
			4. The unit has a smooth channel of replenishing the spare parts consumed.	
			5. The unit is able to recover used oil and recycling parts, sub-assemblies and assemblies declared out of service to comply with UN environmental standards. Ref.: DPKO /DFS 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)	
			6. Given the diversity of the fleet to be	



			supported, the unit should be sufficiently equipped with suitable tools or tool boxes.	
T3.2				
Vehicle emergency maintenance service and on-site repair.	T.3.2.1	The unit is capable to carry out vehicle emergency maintenance and on-site repair.	1. The unit has enough storage of spare parts for emergency maintenance and repair.	
			2. The unit has enough number of skilled mechanics for emergency maintenance and repair.	
			3. The unit has conducted vehicle emergency maintenance/ repair in the field.	
T3.3				
Vehicle recovery	T 3.3.1	The unit has vehicle recovery capacity.	1. The unit is equipped with recovery capabilities, including recovery of heavy military vehicles.	
			2. The unit has conducted recovery exercises on a regular basis. The documents like lessons learned (LL) and lessons identified (LI) should be documented and presented to the evaluation team.	
			3. The unit is requested to conduct vehicle recovery during the evaluation period.	
			4. The unit keeps the documentation of vehicle recovery exercise and practice.	
UN Military Logistic Unit Task 3 – Maintenance.				
Observation & Recommendations:				



## References

### General References

- United Nations Peacekeeping Operations, Principles and Guidelines (UN Capstone Doctrine) (2008) [http://pbpu.unlb.org/pbps/Library/Capstone\\_Doctrine\\_ENG.pdf](http://pbpu.unlb.org/pbps/Library/Capstone_Doctrine_ENG.pdf).
- 2020.01 United Nations Infantry Battalion Manual (Second Edition).
- 2020 United Nations Security Management System, Security Management Operation Manual.
- 2019 United Nations Security Management System, Security Policy Manual (Revised).
- 2020.9 United Nations Procurement Manual.
- 2019.23 Authority, Command and Control in United Nations peacekeeping Operations (Policy). The Online Strategic Movements and Force Generation Knowledge Center  
<https://cc.unlb.org/default.aspx>.
- 2008 Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions (under revision).
- 2020 Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions - COE Manual (A/75/121).
- 2015.12. Medical Support Manual for UN Field Mission.
- UN Integrated Assessment and Planning Handbook  
<https://documents-dds-ny.un.org/doc/UNDOC/GEN/N20/157/83/PDF/N2015783.pdf?OpenElement>
- 2008 United Nations Peacekeeping Operations Principles and Guidelines  
[https://peacekeeping.un.org/sites/default/files/capstone\\_eng\\_0.pdf](https://peacekeeping.un.org/sites/default/files/capstone_eng_0.pdf)
- 2012 United Nations Peacekeeping Operations Planning  
[https://peacekeeping.un.org/sites/default/files/planning\\_toolkit\\_web\\_version\\_0.pdf](https://peacekeeping.un.org/sites/default/files/planning_toolkit_web_version_0.pdf)
- ST/SGB/2019/2 Delegation of Authority in the Administration of the Staff Regulations and Rules and the Financial Regulations and Rules.
- 2009.06 Environmental Policy for UN Field Missions.
- 2018.14 Waste Management Policy for UN Field Missions.
- Environmental Strategy for Field Missions.
- 2021.02 Environmental Management Handbook for Military Commanders in Peace Operations.
- 2019.12 Fuel Management (Guidelines).
- 2019 Military Peacekeeping-Intelligence Handbook.
- A/72/492/Add.2/2018 Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability.
- 2014.21 Movement Control Manual.
- 2020.03 United Nations Military Engineer Unit & CET Search and Detect Manual (Second Edition).
- 2015.17 National Support Element Policy.
- 2021.03 Guidelines on Force protection for Military Components.



2003 Handbook on United Nations Multidimensional Peacekeeping Operations,  
[http://www.peacekeepingbestpractices.unlb.org/Pbps/library/Handbook%20on%20UN%20PK  
Os.pdf](http://www.peacekeepingbestpractices.unlb.org/Pbps/library/Handbook%20on%20UN%20PK%20Os.pdf)

2002 OCHA Glossary of Humanitarian Terms  
<http://ppdb.un.org/Policy%20%20Guidance%20Database/Glossary2004.pdf>



## Training References

The following list of training references will be of great value to UN military unit commanders and their staff. These documents provide better understanding of the peacekeeping training system, its participants' roles and responsibilities, and available resources. These and other important peacekeeping documents are available at Peacekeeping Resource Hub website: <https://research.un.org/en/peacekeeping-community/training>.

2005.03 Policy on Pre-deployment Visits to TCC/PCC.

2009.21 Policy on Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations.

2009.09 Guidelines on Roles and Training Standards for UN Military Staff Officers.

2009.22 SOP on Training Recognition.

2009.24 SOP on Training-of-Trainers.

2010.20 Policy on Training for all UN Peacekeeping Personnel.

2015 SOP on Mobile Training Teams.

2015.16 Operational Readiness Assurance and Performance Improvement Policy.

2018. 29 Operational Readiness Preparation for Troop Contributing Countries in Peacekeeping Missions (Guidelines).

Core Pre-Deployment Training Materials for United Nations Peacekeeping Operations (2017)

Specialized Training Materials for United Nations Military Units – Military Logistic Units (2018)

2019.01 Peacekeeping Capability Readiness System.

2020.10 SOP on Planning and Conducting Assessment and Advisory Visits.

2019.03 Policy on Weapons and Ammunition Management.



## Evaluation References

In addition to this manual, the following UN peacekeeping documents provide guidelines and standards by which UN military units can evaluate their operational readiness. The following documents are available on-line at:

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

or, through the Office of the Military Advisor, DPO at UN Headquarters.

- Troop Contributing Country-specific UN peacekeeping operations manuals, guidelines and standard operating procedures.
- Mission mandate, memoranda of understanding, status of forces agreement and Rules of Engagement and Troop Contributing Country Guidelines.
- Statement of Unit Requirement issued by the UN Office of Military Affairs, DPO.
- Mission Concept of Operations, operational directives and orders, Operational Plans, Standard Operating Procedures and Mission-specific case studies.
- Generic Guidelines for Troop-Contributing Countries Deploying Military Units (2012), the 2020 COE Manual (A/75/121) and Guidelines on Peacekeeping Training (2011).
- Guidelines for Operational Readiness Preparation for Troop Contributing Countries, and Lessons learned and best practices of current and past peacekeeping Missions.
- Information obtained during the military unit's command group reconnaissance visit and feedback from the unit being relieved.
- After action reports and end of assignment reports of units and previous commanders.
- SOPs on Force and Sector Commander's Evaluation of Subordinate Military Entities in Peacekeeping Operations 2018).
- Guidelines on Operational Readiness Preparation for Troop Contributing Countries in Peacekeeping Missions 2016). This document can be available at: <http://dag.un.org/bitstream/handle/11176/401019/2018.29%20Operational%20Readiness%20Preparation%20Guidelines%20%28Eng%29.pdf?sequence=1&isAllowed=y>



## Annex F

### Abbreviations

AO	Area of Operations
CASEVAC	Casualty Evacuation
CIMIC	Civil-Military Coordination
CMS	Chief of Mission Support
COE	Contingent Owned Equipment
DDR	Disarmament, Demobilization and Reintegration
DMPC	Designated Maritime Port of Call
DMS	Director of Mission Support
DMSPC	Department of Management Strategy, Policy & Compliance
DOS	Department of Operational Support
EOD	Explosive Ordnance Disposal
HOM	Head of Mission
HOMC	Head of Military Component
IAP	Integrated Assessment and Planning
IED	Improvised Explosive Device
IMPP	Integrated Mission Planning Process
LOAI	Letter of Assist
LOTS	Logistics Over the Shore
MEDEVAC	Medical Evacuation
MLT	Mission Leadership Team
MLU	Military Logistics Unit
MOU	Memorandum of Understanding
MOVCON	Movement Control
MSC	Mission Support Center
NCC	National Contingent Commander
OPR	Operational Performance Readiness
ORA	Operational Readiness Assurance
PCRS	Peacekeeping Capability Readiness System
PDV	Pre-deployment Visit
SOFA	Status of Forces Agreement
SUR	Statement of Unit Requirements
TCC	Troop Contributing Country
UNHCR	United Nations High Commissioner for Refugees
UNIBAM	United Nations Infantry Battalion Manual
VBIED	Vehicle-borne Improvised Explosive Device