

United Nations
Deployed Military Field Headquarters
Handbook

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DEPARTMENT OF PEACE OPERATIONS



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FOREWORD



This is the first edition of this Handbook under the title UN Deployed Military Field Headquarters and replaces the Force Headquarters Handbook. It provides instructions, guidance and practical information and advice to personnel deployed to work as Military Staff Officers in UN peacekeeping operations at the Force, Sector and Battalion Headquarters. However, it has a wider applicability and can be used as a guide for all personnel working in peacekeeping operations.

Since the publication of the original Force Headquarters Handbook in 2014, we have witnessed significant changes in UN military peacekeeping activities, characterized by a fluid operational environment and expanded peacekeeping tasks as mandated by the UN Security Council. In addition, the Action for Peacekeeping initiative requires further innovative efforts to enhance the performance of peacekeeping operations, as the situations now facing UN peacekeepers continue to grow more and more complex. Additionally, there has been a greater need for integration of the military component with all other entities in the Field Missions as more military capabilities have been introduced into UN peacekeeping.

This Handbook covers a broad spectrum and has been designed to provide guidance to personnel working in Headquarters and to prepare personnel being deployed to peacekeeping operations. No UN Field Mission is structured the same. Each mission has its own mandated tasks and its own mission setup. With this in mind, this handbook is intended to provide guidance on generic structures that can be adapted and the most important roles and responsibilities to be conducted by personnel working in those missions. It does not replace mission specific guidance documents or SOPs, but rather complements them.

Furthermore, this handbook provides practical guidance for commanders and introduces the UN Military-Decision-Making Process into the HQ levels to effectively plan and conduct operations in the multinational framework. I encourage military commanders and military staff officers to turn to this handbook as a tool to support their work in peacekeeping operations and in integration with the civilian and UN Police personnel to better understand where and how the military can support all other UN entities in conducting operations and to better implement the mandates of the UN Security Council.



Jean-Pierre Lacroix

Under-Secretary-General
Peace Operations

PREFACE




This UN Deployed Military Field Headquarters Handbook provides the United Nation's military peacekeeper guidance on how to work and function within a Headquarters in a peacekeeping operation.

As UN Force Headquarters are staffed with peacekeepers from Troop Contributing Countries all over the world, and there is no possibility to train and prepare as Military Staff Officers collectively before deployment. This document is critically important, as it describes the key roles and responsibilities of the different types of Headquarters, the different branches within the Headquarters and of the different positions in the Headquarters. Furthermore, it provides guidance on integration and interaction with all other pillars in UN peacekeeping operations. As the military is never working alone in UN peacekeeping, integration is a core value for the missions to be successful.

Each mission has its own mandate and its own structure and framework to fit the conditions and environment on the ground, so this Handbook will not be able to cover every aspect of all missions and I emphasize that this guidance must be enhanced by mission specific policies, SOPs, and directives as well.

I encourage everybody to use this handbook as the guidance is intended to support better integration in the Field Mission and better implementation of peacekeeping mandates.




General Birame Diop
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CONTENT



.....	
.....	
.....	
1. Introduction.....	1
1.1. Purpose.....	1
1.2. Rationale.....	2
1.3. Handbook Development.....	2
1.4. Scope of the Handbook	3
2. United Nations Peacekeeping Mission Framework.....	4
2.1. Introduction	4
2.2. Purpose.....	4
2.3. Types of UN Peacekeeping Operations	4
2.3.1 Traditional Peacekeeping	4
2.3.2 Multidimensional Peacekeeping.....	5
2.3.3 Transitional Authority	5
2.4. UN Headquarters (UNHQ).....	5
2.4.1 Department of Peace Operations (DPO)	6
2.4.2 Department of Operational Support (DOS).....	8
2.4.3 Department of Safety and Security (UNDSS).....	9
3. Authority, Command and Control in a Mission	10
3.1. Introduction	10
3.2. Purpose.....	10
3.3. Command Relations and Levels of Authority.....	10
3.3.1 Levels of Authority.....	11
3.4. The Structure of a UN Peacekeeping Operation	13
3.4.1 Planning Levels for UN missions.....	14
3.4.2 Head of Mission (HOM).....	16
3.4.3 Head of Military Component (HOMC).....	16
3.4.4 The Military Component (MC)	17
3.4.5 Force HQ (FHQ).....	17
3.4.6 Sector/Brigade HQ (SHQ/BHQ)	18
3.5. Integrated Entities and Coordination Mechanisms	18
3.5.1 Integration.....	19
3.5.2 Mission Planning Unit (MPU).....	20
3.5.3 Joint Operations Centre (JOC)	21
3.5.4 Joint Mission Analysis Centre (JMAC).....	22



3.5.5	Mission Support Centre (MSC).....	23
3.5.6	Crisis Management Team (CMT).....	23
3.5.7	Integrated Mission Training Center (IMTC).....	23
3.5.8	United Nations Civil-Military Coordination (UN-CIMIC).....	23
3.5.9	Other integrated structures.....	24
3.6.	Mission Essential Directing Documentation.....	24
3.6.1	Mission Concept.....	24
3.6.2	Mission Plan.....	25
3.6.3	Military Concept of Operation (CONOPS).....	26
4.	Principles and Responsibilities of the MC.....	26
4.1.	Introduction.....	27
4.2.	Purpose.....	27
4.3.	Guiding Principles.....	27
4.3.1	UN Peacekeeping Principles.....	27
4.3.2	Principles of the Military Component.....	27
4.3.3	Legal Framework.....	28
4.4.	Human Rights Due Diligence Policy (HRDDP).....	29
4.5.	Operational Partnerships.....	29
4.5.1	Inter-Mission Cooperation.....	29
4.5.2	Cooperation with non-UN Forces.....	30
4.5.3	United Nations Humanitarian Civil-Military-Coordination Mechanisms.....	30
4.6.	Casualty Evacuation in the Field (CASEVAC).....	31
4.7.	Engagement.....	32
4.8.	Force Protection (FP).....	33
4.8.1	Principles of FP.....	34
4.8.2	Nature of FP.....	35
4.8.3	Authority, Command and Control on FP.....	36
4.9.	Protection Mandates.....	36
4.9.1	Protection of Civilians (POC).....	37
4.9.2	Promotion and Protection of Human Rights.....	42
4.9.3	Child Protection (CP).....	43
4.9.4	Conflict Related Sexual Violence (CRSV).....	44
4.9.5	Military Protection Advisor.....	46
4.10.	Gender Equality and the Women, Peace and Security (WPS) Agenda.....	47
4.10.1	Introduction.....	47
4.10.2	Gender at the Strategic and FHQ / SHQ / Operational Level.....	48
4.10.3	Gender at Unit / Tactical Level.....	49
4.10.4	Military Gender Focal Point (MGFP).....	50
4.11.	Security Sector Reform (SSR).....	51
4.12.	Disarmament, Demobilization and Reintegration (DDR).....	53



4.13.	Mine Action	54
4.14.	Environmental Management.....	54
4.14.1	Environmental Adviser / Focal Point	56
4.15.	Cultural Awareness.....	56
4.16.	Strategic Communication and Public Information (SCPI)	57
4.16.1	Introduction	57
4.16.2	SCPI Policy	57
4.16.3	Role of the Military in SCPI.....	57
4.17.	Training and Education.....	58
4.17.1	Pre-Deployment Training.....	58
4.17.2	Mission-specific Induction Training	59
4.17.3	In-Mission Training.....	59
4.17.4	Threat Specific Training.....	59
4.17.5	Learning Workshops and Refresher Courses	59
4.17.6	Rules of Engagement (ROE) Training	59
4.17.7	UN Core Values and Competencies	59
4.17.8	Standards of Conduct.....	60
5.	Force Headquarters Structure	61
5.1.	Introduction	61
5.2.	Purpose.....	61
5.3.	Generic FHQ structures.....	62
5.3.1	Multidimensional Mission Structure	62
5.3.2	Military Observer Mission Structure.....	64
5.4.	FHQ Requirements.....	65
5.4.1	Individual Requirements.....	65
5.4.2	FHQ tasks and responsibilities	66
5.4.3	Head of Military Component (HOMC) / Force Commander (FC)	68
5.4.4	Deputy Force Commander (DFC).....	70
5.4.5	Force Chief of Staff (FCOS)	70
5.4.6	Deputy Force Chief of Staff (DFCOS).....	71
5.4.7	Military Staff Officers (MSO).....	71
5.5.	Differences between FHQ, SHQ and HQs of multinational units	72
5.5.1	SHQ Requirements	73
5.6.	Military Units	76
5.6.1	UN Infantry Battalions	76
5.6.2	UN Military Special Forces Unit.....	76
5.6.3	UN Military Police Unit	77
5.6.4	UN Military Riverine Unit	78
5.6.5	UN Military Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Unit.....	78



5.6.6	UN Force Headquarters Support Unit	79
5.7.	Military Mission Supporting Assets.....	79
5.7.1	Tasking Authority for Military Mission Supporting Assets.....	79
5.7.2	In Extremis Tasking Authority for Mission Supporting Assets	80
5.7.3	UN Military Logistics Unit.....	80
5.7.4	UN Military/Combat Transport Unit.....	81
5.7.5	UN Military Aviation Unit, including Unmanned Aerial Systems	82
5.7.6	UN Military Engineer Unit.....	83
5.7.7	UN Military Explosive Ordnance Disposal Unit.....	84
5.7.8	UN Military Signals Unit	85
5.8.	UN Level 1 – 4 Hospitals.....	86
5.9.	FHQ Battle Rhythm	87
5.9.1	FHQ internal Battle Rhythm.....	88
5.9.2	FHQ Battle Rhythm with MHQ / other UN entities:	90
5.10.	Reporting.....	91
5.10.1	Guiding Principles on reporting	92
5.10.2	Reporting to UNHQ.....	93
5.10.3	In-mission Reporting.....	97
5.11.	Plans and Orders	99
5.11.1	Plans.....	99
5.11.2	Orders	100
5.12.	Information and Knowledge Management	102
5.12.1	Archiving.....	102
5.12.2	Handover Notes.....	103
5.13.	Physical Security and Alarm Scheme of HQ.....	103
6.	Branches and Functions	104
6.1.	Introduction	104
6.2.	Purpose.....	104
6.3.	Deputy FCOS (DFCOS) Structure.....	104
6.3.1	DFCOS Operations and Plans	104
6.3.2	DFCOS Operations Support	106
6.3.3	DFCOS Military Personnel, Evaluation and Training	106
6.4.	Staff Branches and Functions.....	108
6.4.1	Support Branches and Functions	108
6.4.2	U-1 Personnel and Administration Staff Branch.....	117
6.4.3	U-2 Military Peacekeeping-Intelligence (MPKI).....	118
6.4.4	U-3 Operations	120
6.4.5	U-4 Logistics	123
6.4.6	U-5 Plans and Policy	124
6.4.7	U-6 Communications.....	125



6.4.8	U-7 Military Training	126
6.4.9	U-8 Military Engineering	126
6.4.10	U-9 UN Civil-Military-Coordination (UN-CIMIC)	128
7.	Main Planning Processes conducted in a UN Field HQ	130
7.1.	Introduction	130
7.2.	Purpose	130
7.3.	Process structure.....	130
7.4.	UN Military Decision-Making Process (UN MDMP)	131
7.5.	Force Protection Planning	136
	Annex A: Abbreviations.....	140
	Annex B: References	147



CHAPTER 1



1. Introduction

1.1. Purpose

The purpose of the United Nations Deployed Military Field Headquarters Handbook is to provide UN military personnel working in UN field missions the insight on how a United Nations Deployed Military Headquarters (HQ) is functioning, be it the Force Headquarters (FHQ), Sector Headquarters (SHQ) or any other Field HQ, that is comprised of UN Military Staff Officers (MSO) from different Troop Contributing Countries (TCC). The principles and guidance given with this handbook, including the UN Military Decision Making Process (UN-MDMP) are designed to support interoperability and operational planning consistency between personnel from different countries, trained alongside their own national doctrines. Within the units that a TCC deploys, it is with its own national HQs or command structures to coordinate the tasks of these units under the command of the unit commander, using national procedures and doctrines.

This handbook gives guidance to the Military Commanders of United Nations Peacekeeping Operations (UNPKO), be it the Force Commander, Sector Commander or the Commanders of other Field HQs or multinational units on their duties and responsibilities. In addition, this Handbook is providing guidance especially for UN MSO, thus personnel working in a Field HQ in different staff functions, on tasks a Field HQ should conduct, its setup to fulfill these tasks and the processes generated within.

Furthermore, this handbook is giving guidance for TCCs and certified United Nations Training Centres on training of its personnel to be deployed into UNPKO and it provides Commanders and Staff, regardless of the HQ level they are working on, a reference to effectively plan and conduct operations and tasks in support of a UN mandate.

This handbook cannot be read in isolation from other UN guidance and policy documents. The principles of UN missions and the role of the military component within the mission as described in UN mandates and doctrines must be understood. While this handbook is primarily for military personnel prior to and during deployment, it also serves as a guide for national-level and United Nations Headquarters (UNHQ) planners, and for those who train and support military contingents and individually deployed military personnel like MSOs, United Nations Military Experts on Missions (UNMEM), UN Military Observers (UNMO) or Military Liaison officers (MLO). This handbook is also relevant for civilian staff and police staff working in integrated and joint structures or otherwise required to coordinate their work with the military component.

The foundation of every mission is its mission-specific mandate established by the UN Security Council (UNSC) through a resolution. The resolution establishes the tasks to be performed by the mission which also serves as guidance for the structure of a mission. The



resolution will also typically prescribe the maximum amount of military and police personnel that can be deployed. Each resolution has its own lifespan (usually, but not always, one year) and needs to be renewed by the UNSC before it expires. The UNSC adjusts the mandate, uniformed personnel levels and other elements of the mission as required based on its deliberations and on recommendations provided by the Secretary-General in periodic reports to the Council on the work of the mission and relevant political and other developments.

This handbook will not be able to cover all different types of mission structures and tasks but will give generic guidance on the roles and responsibilities of a military component within a UNPKO and on how it can operate.

1.2. Rationale

UNPKO are typically deployed into highly complex and volatile environments that may include unresolved violent conflict between highly capable non-state and state armed groups. The mandates for those missions grew more complex with multidimensional and integrated mission structures. Within a UNPKO, military is usually not alone and always working alongside with UN Police and civilian personnel from various UN entities. The FHQ is just one part of the Mission HQ (MHQ) - which may even be in different locations – and the need for interaction of the military with non-military UN actors grew significantly to be able to achieve the tasks mandated to the mission in a combined effort.

The UN Secretary General's Action for Peacekeeping (A4P) initiative¹, the Declaration of Shared Commitments on UN Peacekeeping Operations and UNSC Resolution 2436 (2018) outline guidance from the UN Secretariat, Member States and the UNSC to address the changed Peacekeeping environment. The UNHQ and UNPKOs have substantively addressed these requirements with new policies and guidelines related to performance, protection of civilians, human rights, technology, gender, conduct and discipline, protection of the environment and peacekeeping-intelligence, surveillance, and reconnaissance (PKISR). These aspects have a direct impact on the preparation, planning and execution of military operations in the field and thus for the processes within HQs and are reflected in this handbook.

1.3. Handbook Development

The UN Deployed Military Field Headquarters Handbook has been developed by an OMA internal working group through a comprehensive process of consultation and collaboration among peacekeeping contributors, certified United Nations Training Centres, the United Nations Secretariat, and field missions.

¹ Through the Action for Peacekeeping (A4P) initiative, the Secretary-General calls on Member States, the Security Council, host countries, troop- and police-contributing countries, regional partners and financial contributors to renew the collective engagement with UN peacekeeping and mutually commit to reach for excellence.



1.4. Scope of the Handbook

To fulfill the mandated tasks, a lot of different processes must be conducted in the HQs of UN missions, a lot of them even in an integrated approach with other pillars of the mission, like Protection of Civilians (POC), Security Sector Reform (SSR) or Disarmament, Demobilization and Reintegration (DDR), where military is just one asset of the mission.

These tasks and responsibilities have an impact on how each HQ is structured into branches and functions, each HQ is different and tailored to the mission's mandate. Therefore, this handbook gives guidance on how a generic HQ would look like and describes the various tasks and responsibilities of the branches and functions, while acknowledging that each mission will have its own structure and HQ organization and consequently needs to setup own mission-specific Standard Operating Procedures (SOP).

This handbook describes the functioning of a HQ in different perspectives, it gives a description of the tasks and responsibilities of the different types of HQs (MHQ - FHQ – SHQ – Unit HQ), derived from the various mission structures (from complex multidimensional missions like MINUSMA to smaller peacekeeping missions like UNDOF or observer missions like UNTSO).

The two main HQ processes, The UN Military Decision-Making Process (UN MDMP), and Force Protection Planning, which are overarching various branches and cross-cutting between military and civilian components of the mission, will be briefly described.

This handbook will not in detail repeat topics covered by other UN policies, doctrines or manuals but rather refer to other documents to ensure that the latest information is covered.

CHAPTER 2



2. United Nations Peacekeeping Mission Framework

2.1. Introduction

UN Field Missions are planned, directed, and supported by the UNHQ. At UNHQ different Departments are established to support the Secretary General to conduct his overall responsibility for UN missions.

2.2. Purpose

This chapter is intended to briefly outline the different types of UNPKO and the key responsibilities for planning and managing UN Field Missions at the United Nations Secretariat in New York. There is a lot of communication between HQ personnel in the missions and personnel from UNHQ, so it is of importance to know the Departments of UNHQ with relevance to the military personnel working in field missions. This Chapter will not describe the UNHQ as a whole, but focus on those Departments and Offices, who have a direct impact on the Military Component of UN Peacekeeping Operations and/or are in regular communication with each other.

2.3. Types of UN Peacekeeping Operations

UN doctrine ² describes three types of peacekeeping mandates (traditional, multidimensional, and transitional). Recent years have seen the deployment of more complex, multidimensional model, with wide-ranging mandates, involving military, civilian and police personnel.

In addition to UNPKO, managed by the Department of Peace Operations (DPO) in UNHQ, there are other types of UN missions, mainly Special Political Missions, managed by the Department of Political and Peacebuilding Affairs (DPPA). As these missions usually are without a military component (except maybe a small security component), they are not covered in this handbook.

2.3.1 Traditional Peacekeeping

Traditional peacekeeping corresponds historically to the original type of UN missions, and generally involves the deployment of a UN military force to stabilize a conflict and create conditions for a negotiated political settlement. Typical tasks include observation, monitoring, and reporting; supervision of a ceasefire; support to verification mechanisms; and support for the creation and control of a buffer zone. If the military component is armed, use of force in a traditional peacekeeping operation (PKO) is governed by the Rules of Engagement (ROE) and is

² 2020.01 United Nations Infantry Battalion Manual; Page 4



typically limited to defence of UN personnel and facilities since these mandates rarely include an explicit mandate for Protection of Civilians (POC).

Examples of traditional UN peacekeeping operations include:

- United Nations Truce Supervision Organization (UNTSO);
- UN Military Observer Group in India and Pakistan (UNMOGIP);
- UN Peacekeeping Force in Cyprus (UNFICYP);
- UN Mission for the Referendum in Western Sahara (MINURSO);
- UN Disengagement Observer Force (UNDOF) on the Golan, Israel-Syria border.

2.3.2 Multidimensional Peacekeeping

The mandate in multidimensional UNPKO is broader than that of a traditional UNPKO and may include tasks to facilitate the political process; protect civilians (POC), including by preventing conflict related sexual violence (CRSV) and protecting children; assist in the disarmament, demobilization, and reintegration of former combatants (DDR); support the organization of elections; protect and promote human rights; and assist in restoring the rule of law. Multidimensional peacekeeping missions have become more common and are normally conducted under Chapter VII of the UN Charter.

Examples of multidimensional peacekeeping operations include:

- UN Multidimensional Integrated Stabilization Mission in the Central Africa Republic (MINUSCA);
- UN Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO);
- UN Mission in South Sudan (UNMISS);
- UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

2.3.3 Transitional Authority

In rare circumstances, the UNSC has authorized multidimensional UN peacekeeping operations to temporarily take responsibility for the administration of a territory.

Examples of such peacekeeping operations include:

- UN Transitional Authority in Cambodia (UNTAC) from March 1992 to September 1993;
- UN Transitional Authority in Eastern Slavonia, Baranja and Western Sirmium (UNTAES) from January 1996 to January 1998;
- UN Transitional Authority in East Timor (UNTAET) from October 1999 to May 2002.

2.4. UN Headquarters (UNHQ)

Pursuant to Article 97 of the Charter of the United Nations, the Secretary-General (SG) is designated as the chief administrative officer of the Organization and directs the work of the Secretariat in the performance of the mandates assigned by the other principal organs, in the present case by the UNSC and General Assembly. The UNSC establishes peacekeeping missions,



provides their mandates, specifies the high-level political objectives of each mission, and entrusts the SG with the responsibility for implementing mission mandates.

To ensure the effective and accountable implementation of the decisions of both the UNSC and the General Assembly, the SG confers responsibility and delegates authority for mission management to the Head of Mission (HOM).³

United Nations-led peacekeeping operations, authorized by the UNSC, conducted under the direction of the SG, are planned, managed, directed and supported by the United Nations Department of Peace Operations (DPO) and the Department of Operational Support (DOS), in collaboration with other relevant departments. Peacekeeping is distinguished from peacebuilding, peacemaking, and peace enforcement, although the overlap between them is frequently the practice.

Special political missions (SPMs) are led by the Department of Political and Peacebuilding Affairs (DPPA). SPMs are broadly defined as UN civilian missions that are deployed for a limited duration to support Member States in conflict prevention and resolution, sustaining peace, elections, ceasefire monitoring, or other specific technical mandates as requested by the UNSC or General Assembly.

2.4.1 Department of Peace Operations (DPO)

The Under-Secretary-General (USG) for Peace Operations is responsible for providing policy direction and integrated strategic, political, operational, and managerial oversight and guidance to DPO and to its peacekeeping operations. The USG DPO also directs policy development and approves guidance materials related to the planning and conduct of peacekeeping operations based on UNSC mandates and General Assembly resolutions. Additionally, the USG DPO selects the respective Troop and Police Contributing Countries (TCC/PCC) to be deployed as either formed Units or as individual officers to the UNPKO. DPO consists of the Office of Military Affairs (OMA); Office of Rule of Law and Security Institutions (OROLSI); the Office of Peacekeeping Strategic Partnerships (OPSP), and the Policy, Evaluation and Training Division (DPET). These offices report to the Under-Secretary-General for Peace Operations through the Office of the Under-Secretary-General, which ensures an integrated approach to planning, directing, managing, and supporting peacekeeping operations. It is also responsible for supporting the USG in overseeing the strategic direction of the Department and in the performance of political, programmatic, managerial, and administrative functions. It is comprised of a Front Office, the Gender Unit, and the Integrated Assessment and Planning Unit.

2.4.1.1. Office of Military Affairs (OMA)

OMA provides technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations, assessing potential threats to military operations, and supporting and monitoring all military components in peacekeeping

³ UN DPO/DOS Policy on Authority, Command and Control in United Nations Peacekeeping, Ref. 2019.23



operations. Additionally, the Office develops relevant military policy and guidance, maximizes the deployment of military capabilities within peacekeeping operations, and is responsible for enhancing the performance, efficiency, and effectiveness of military components in UN Peacekeeping operations. The Office maintains strategic engagement with Member States for the generation of critical peacekeeping capabilities. Continuing to improve dialogue with Member States and regional organizations, it strives to further strengthen partnerships and enhance contributions to peacekeeping, with an emphasis on cooperation in developing capabilities for regional military peacekeeping.

OMA consists of six components: Current Military Operations Service (CMOS), Military Planning Service (MPS), Force Generation Service (FGS), Assessment Team (AT), Policy and Doctrine Team (PDT) and Military Performance Evaluation Team (MPET). In the following the Services with the main importance to UN Field missions will be described.

2.4.1.2. Military Planning Service (MPS)

The core functions of MPS include providing military strategic planning advice to the Military Adviser (MILAD), developing and monitoring military plans, specifying force or operational requirements producing military guidance documents and providing technical advice and guidance. MPS is responsible for preparing and maintaining the mission critical documentation, namely Concept of Operation (CONOPS) and ROE, for the military component in each UNPKO. In addition to this, the Service prepares the Statement of Unit Requirement (SUR) for every military unit in peacekeeping operations.

The SUR is a detailed description of the unit tasks, personnel and equipment and is the basis of the Memorandum of Understanding (MOU) negotiations with TCCs.

2.4.1.3. Current Military Operations Service (CMOS)

CMOS monitors operations of the military components deployed in UNPKO to assess trends and report emerging events. The team provides military information and analysis of current events and situations of operational nature, acts as an interface between the Force Headquarters and the Permanent Missions to the UN on specific issues (e.g., casualty updates, field visits, situational update briefings etc.), liaise with other services/ departments in OMA/ UNHQ for operational, training and administrative tasks (e.g., in and out briefing of Heads of Military Components, conducting training events, organizing annual Heads of Military Components' Conference etc.), and coordinate OMA's response on specific issues.

2.4.1.4. Force Generation Service (FGS)

FGS is the principal military point of contact for TCC and Member States regarding deployments of military contingents, individuals and capabilities participating in UN field operations. The Service works in close liaison with the Integrated Operational Teams in missions and other appropriate entities of DPO, DPPA and DOS.

It is responsible for the generation and rotation of all military contingents and individually deployed military personnel (UNMEM or MSO) and supports the selection process for senior UN



military appointments. Together with DOS, the FGS participates in the contingent owned equipment negotiation process and provides technical advice on contingent owned equipment claims by Member States. Again, in coordination with DOS, the Service develops generic guidelines for TCCs and mission-specific military guidelines related to force requirements.

It also coordinates and leads reconnaissance visits for TCCs and lead pre-deployment visits to TCCs and mission-specific Assessment and Advisory Visits to verify the preparedness of military contingents to meet the conditions of UN peacekeeping operations, MOUs, and contingent-owned equipment agreements.

2.4.1.5. Assessment Team (AT), Policy and Doctrine Team (PDT) and Military Performance Evaluation Team (MPET)

In addition to MPS, FGS and CMOS, OMA has three Service-Level teams:

Assessment Team (AT): The AT analyses regional military and threat information in support of planning and decision-making processes by providing independent mid- to long-term strategic/operational military analytical products beyond the capacity of UN field missions. The Strategic Forecast and Threat Assessment remain significant components of AT contributions in the UN peacekeeping operations context. The recipients, methods and means of distribution are at the discretion of the Military Adviser at UNHQ (MILAD), upon advice from the Chief AT. The team performs its role in coordination with all appropriate UN entities supported by OMA.

Policy and Doctrine Team (PDT): The PDT develops UN military policy and doctrine, works on capability development, and conducts liaison with military elements of international and regional organizations, including civil-military coordination with humanitarian and other UN agencies, funds, and programs. PDT develops policies, standard operating procedures, and doctrine specific to the military components of UN field missions and liaises with CMOS on training activities.

Military Performance Evaluation Team (MPET): MPET coordinates and synchronizes all performance-related tasks across all OMA Services / Teams and with other relevant UN Offices and Divisions in DPO and DOS to develop, implement and continuously refine and improve the military performance evaluation system for units, HQs, and individuals to gain the most objective and accurate understanding of the military component's field performance. MPET provides expert military advice to OMA leadership on military performance of uniformed personnel (individuals, units, and HQs) through the collection, verification, and analysis of available data to address with field missions and TCCs any necessary adjustments to training, equipment, and leadership.

2.4.2 Department of Operational Support (DOS)

The USG for the Department of Operational Support (DOS) is responsible for operational support to UN Secretariat entities globally, including peacekeeping operations. This support includes advisory, operational, and transactional support services in the areas of administration, supply chain, logistics, health care management, personnel and information and communications technology. The USG DOS also negotiates Memorandums of Understanding (MOU) with the



TCCs/PCCs. The MOU establishes the administrative, logistical, and financial terms and conditions governing the contribution of personnel, equipment and services provided by the TCC/PCC in support of the peacekeeping operation and specifies the UN standards of conduct for personnel provided by the TCC/PCC.

The Department of Operational Support provides operational support to the entire UN Secretariat. It provides advisory, capacity building, operational and transactional support services and, where needed, exercises delegated authority on behalf of clients. DOS supports the entire UN Secretariat, consisting of almost 100 entities located around the globe.

DOS is built on five key pillars. It provides end-to-end service delivery and integration of operational support in:

- Human resources, health-care management, and occupational safety services;
- Supply chain management including logistics, procurement, and support for uniformed capabilities;
- Operational planning and support to start-up, surge, draw-down and liquidation in UN Secretariat entities;
- UNHQ administrative services and campus support; and
- Operational Information and communications technology (ICT).

The Department's role is designed to fully support managers and business partners in operating entities throughout the Secretariat to respond effectively and rapidly to the changing needs of those the Organization serves. In line with this approach, DOS will mostly focus on providing advisory and capacity-building support, so to say 'second tier' services, for more empowered entities across the Secretariat.

The operational support for UNPKO is conducted by civilians.

2.4.3 Department of Safety and Security (UNDSS)

The USG for the Department of Safety and Security (DSS) is accountable and responsible to the Secretary-General for the executive direction and control of the United Nations Security Management System (UNSMS) and for the safety and security of UN personnel and their recognized dependents at both Headquarters and in the field.

CHAPTER 3



3. Authority, Command and Control in a Mission

3.1. Introduction

The system of Authority, Command and Control (AC2) in UNPKOs derives from the United Nations Charter, which designates the Secretary-General as the chief administrative officer of the Organization. Under the Charter, the UNSC establishes peacekeeping operations, provides their mandates, specifies the high-level political objectives of each mission, and entrusts the Secretary-General with the responsibility for achieving mission mandates. The General Assembly provides the required annual appropriations necessary to fund mission operations.

To ensure the effective and accountable implementation of the decisions of both the UNSC and the General Assembly, the Secretary-General confers responsibility and delegates authority for mission management to the Head of Mission (HOM). These responsibilities and authorities are governed by the AC2 framework at three distinct but overlapping levels: strategic, operational, and tactical. The strategic level includes UNHQ and overlaps with mission headquarters under the authority of the HOM and Mission Leadership Team (MLT). Mission Headquarters (MHQ) is a HOM's planning element for mission level planning and for integrated operations.

The operational and tactical levels of military operations are in the field, under the command of the Head of Military Component (HOMC), who is responsible to the HOM. The HOMC shall establish the military operational chain of command.

3.2. Purpose

This Chapter describes the structure of the MHQ, command responsibilities and relations within United Nations and main information sources for the military planning. Command and Control in the UNPKO applies to uniformed personnel, namely military and police, international civilian and local civilian personnel.

3.3. Command Relations and Levels of Authority

The USG DPO is responsible for providing strategic advice regarding peacekeeping operations. The USG DPO also directs policy development and approves guidance materials related to the planning and conduct of peacekeeping operations based on UNSC mandates and General Assembly resolutions. Additionally, the USG DPO selects the respective TCCs/PCCs to deploy either formed Units or individual officers to the PKOs.

The USG DOS is responsible for operational support to UN Secretariat entities globally, including peacekeeping operations. This support includes advisory, operational, and transactional



support services in the areas of administration, supply chain, logistics, health care management, personnel and information and communications technology. The USG DOS also negotiates MOUs with the TCCs/PCCs. The MOU establishes the administrative, logistical, and financial terms and conditions governing the contribution of personnel, equipment and services provided by the TCC/PCC in support of the peacekeeping operation and specifies the UN standards of conduct for personnel provided by the TCC/PCC.

The USG DSS is accountable and responsible to the Secretary-General for the executive direction and control of the United Nations Security Management System (UNSMS) and for the safety and security of UN personnel and their recognized dependents at both HQs and in the field.

A MHQ is established to implement the mandate based on the UNSC Resolution (UNSCR), Mission Concept, Military CONOPS, Police CONOPS, Logistic Support Concept, ROE, Directive on the Use of Force for the Police Component, Statement of Forces Agreement, and other mission-essential documents. UNPKOs consist of a lot of different entities, and the MHQ is to organize, integrate and coordinate the work of all these entities. A generic MHQ is divided into different sections and branches – with the military being one of these different sections. To be able to fulfill all tasks and especially cross-cutting tasks like POC or SSR, it is of utmost importance that all UN entities are working together, be it in joint and integrated units or in working groups.

The FHQ structure varies according to the individual mission and is based on an assessment of the mandated tasks, operating environment, threat situation and conflict dynamics. The FHQ organization needs to be dynamic, versatile, and multifaceted to function in an integrated environment. At the same time, a certain degree of standardization of the FHQ organization is required to reflect UN methodologies and to ensure all functional areas are represented. The main FHQ responsibility is to exercise AC2 over military forces and to plan and conduct military operations in close cooperation with other mission components and partners.

The command and staff structure may include: Force Command, supported by **U Staff**; Sector Command (Brigade Command), supported by **G Staff**; and, Battalion Command and sub-units, following national doctrine, or using **S Staff**⁴.

3.3.1 Levels of Authority

The HOM has authority over all UN personnel deployed in a UNPKO including the authority transferred by Member States to the UN to use the operational capabilities of their national military contingents, Formed Police Units, and military and police personnel to undertake mandated tasks. This is “UN operational authority”. The HOM exercises authority over uniformed components through the heads of those components. The heads of the uniformed components have “UN operational command and control” over their troops/uniformed units/personnel. Where joint

⁴ In case that a Maritime Sector Command or Maritime Taskforce Command is established, it is supported by the **M Staff**.



military/police/civilian operations are undertaken the HOM will ensure that command and control structures are established, and regular exercises conducted to test those structures.⁵

UN military units and personnel are under “UN operational command and control” of the Head of Military Component/Force Commander (HOMC/FC). The FC will deploy units as operationally required and designate command and control status in accordance with UN Policy “Authority, Command and Control in UN Peacekeeping Operations”.

Tasking authority is vested in specified senior mission leaders (HOMC, Head of Police Component (HOPC), or Director/Chief Mission Support (DMS/CMS)) and includes the authority to assign tasks to mission enabling assets and deploy, redeploy, and employ all or parts of mission enabling assets. Enabling assets consist of construction engineer units, Unmanned Aerial Systems, manned airborne ISR aircraft, enabling assets with composite engineer units, medical, utility and cargo military aircraft, logistic units, signal, transportation and movement units and supply. Mission enabling assets are considered “whole of the mission” assets because their capabilities are required by all mission organizational units and consolidated tasking allows maximum utilization.

The tasking of mission enabling assets should be guided by an integrated approach to planning and resource allocation, informed by mandate priorities determined by the HOM and mission-wide priorities informed by the mission resource allocation structure. The DMS/CMS, as delegated by the HOM, is responsible and accountable for effective utilization and tasking of all United Nations commercial/military enabling assets.

The contributing Member State retains administrative control over non-operational administrative issues for deployed uniformed contingent personnel and units. Administrative control over uniformed contingents and units is exercised by a senior national officer of a TCC deployed within a mission area. This authority is limited to administrative matters such as personnel management, supply and services and must not adversely influence the management and conduct of United Nations operations within the mission area. Military personnel assigned to serve under “UN operational command and control” shall not act on national caveats, direction or instructions that result in actions contrary to UN policies, non-compliance with any orders or instructions, or adversely affect implementation of the mission's mandate.

The HOMC, and other distinguished mission personnel⁶ as approved by the HOMC, are authorized to communicate with military colleagues in OMA at DPO/UNHQ. However, any decisions or actions reached through these discussions must be confirmed by formal communications from the HOM and USG DPO as appropriate.⁷

⁵ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23

⁶ Usually senior officers in leadership positions (Deputy Force Commander, (Deputy) Force Chief of Staff and Branch Chiefs, but depending on the position and tasks, Military Staff Officers might need to interact with their military colleagues at OMA as well.)

⁷ 2023.04 UN DPO Guidelines on The Role of the Head of the Military Component in a United Nations Peacekeeping Operation.

3.4. The Structure of a UN Peacekeeping Operation

The mandate for a UNPKO, as established by the UNSC, is the starting point for defining a mission’s responsibilities and will guide the mission’s structure. As each mandate is different, each mission’s structure will be tailored to the mandate, therefore the structure of each mission will differ. A generic mission structure for a multidimensional mission is depicted below⁸.

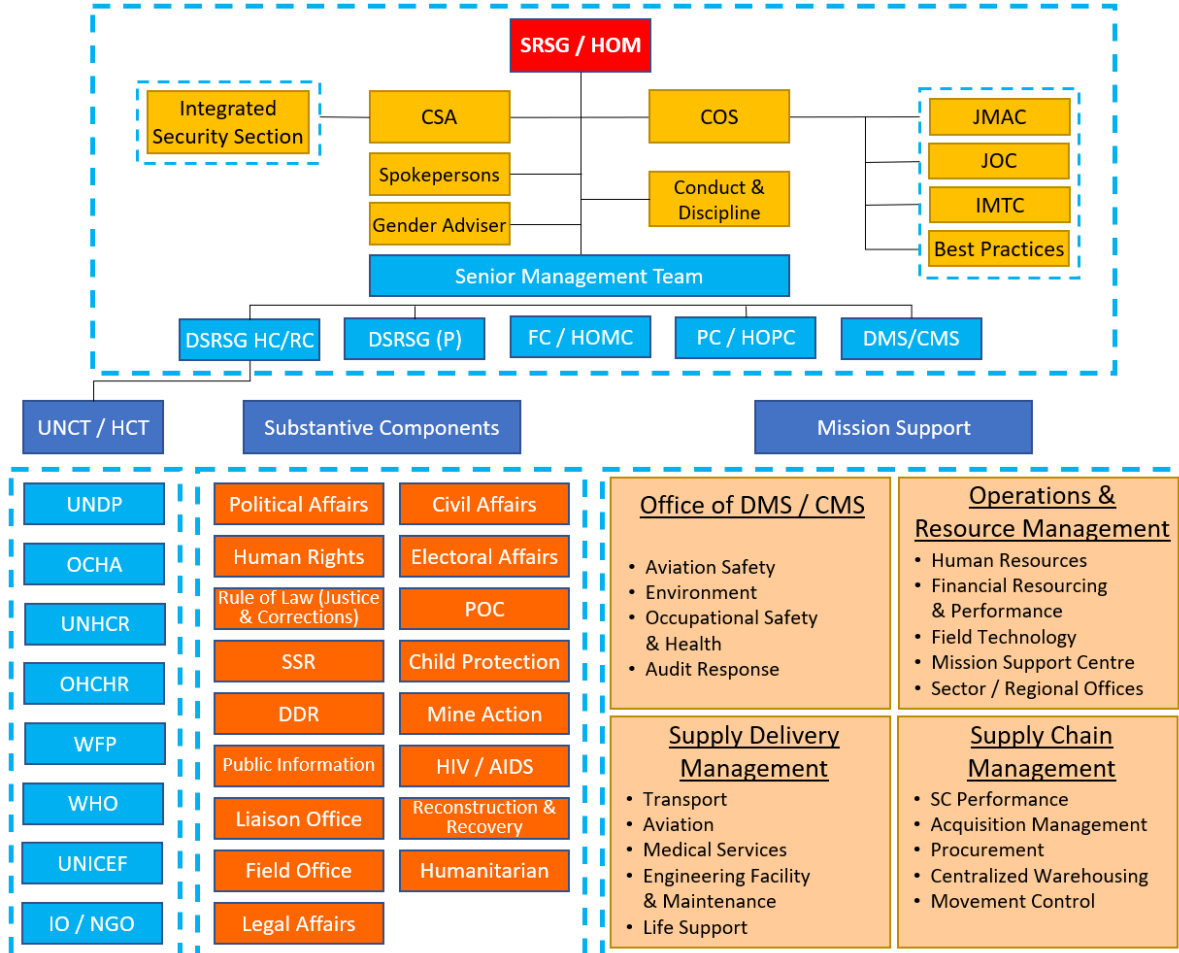


Figure 1 Generic Structure of a Multidimensional Peacekeeping Mission

The command of UNPKOs is vested in the Secretary-General under the authority of the UNSC. The Secretary-General has delegated the overall responsibility for the conduct and support of these missions to the Under-Secretary-General for Peace Operations.

In UN peacekeeping missions, responsibility for mandate implementation and authority for managing resources are both vested by the Secretary-General in the Head of Mission. Each mission has a Mission Leadership Team (MLT) that supports the HOM in the execution of their functions and in ensuring coordination and consultative decision-making on strategic and

⁸ The UN Country Team (UNCT) is not considered to be a part of an integrated mission

operational issues. While MLT composition is specific to each mission, members of the MLT typically include:

- Head of Mission (HOM);
- Deputy Special Representative of the Secretary-General (DSRSG);
- Deputy Special Representative of the Secretary-General Residential Coordinator/Humanitarian Coordinator (DSRSG RC/HC);
- Chief of Staff (COS);
- Head of Military Component (HOMC) and/or Deputy Head of Military Component (DHOMC);
- Head of Police Component (HOPC) and/or Deputy Head of Police Component (DHOPC);
- Director/Chief of Mission Support (DMS/CMS);
- Principal/Chief Security Adviser (P/C SA);
- Senior Legal Adviser (SLA);
- Head of the Human Rights Component; and
- Other Senior heads and advisers of the civilian organizational units including the Senior Gender Adviser, Senior Protection of Civilians Adviser and Senior Child Protection Adviser.

The MLT shall set strategies and policy priorities and communicate intent throughout the mission. It facilitates coordination and decision-making and provides direction, oversight and monitoring of sectoral and thematic strategies, or other priorities determined by the mission mandate. The need for inclusive decision-making should be balanced against the need for a restricted group for sensitive decisions and the efficiency of the decision-making process.⁹

Dependent upon the size and scope of the UNPKO, senior mission leaders should establish and maintain integration and control structures, that allow them to develop and disseminate their intent, take and implement decisions, and adjust operations and align the use of resources to reflect changing circumstances and priorities.¹⁰

3.4.1 Planning Levels for UN missions

Planning is usually separated in three different levels of planning: Strategic, Operational and Tactical.

As depicted in Figure 2, the levels of authority in UNPKO are not as clear-cut as they are in military organizations. Within the UN Secretariat, DPO is responsible for providing the mission with policy guidance and strategic direction. The HOM is part of this planning process and is - with the support of the MLT - responsible for defining the strategic objectives for the mission and operational objectives for subordinated components. To ensure unity of efforts the MHQ is required to describe impact indicators, required outcomes and outputs along the identified Lines of Effort.

⁹ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23

¹⁰ Ibid.

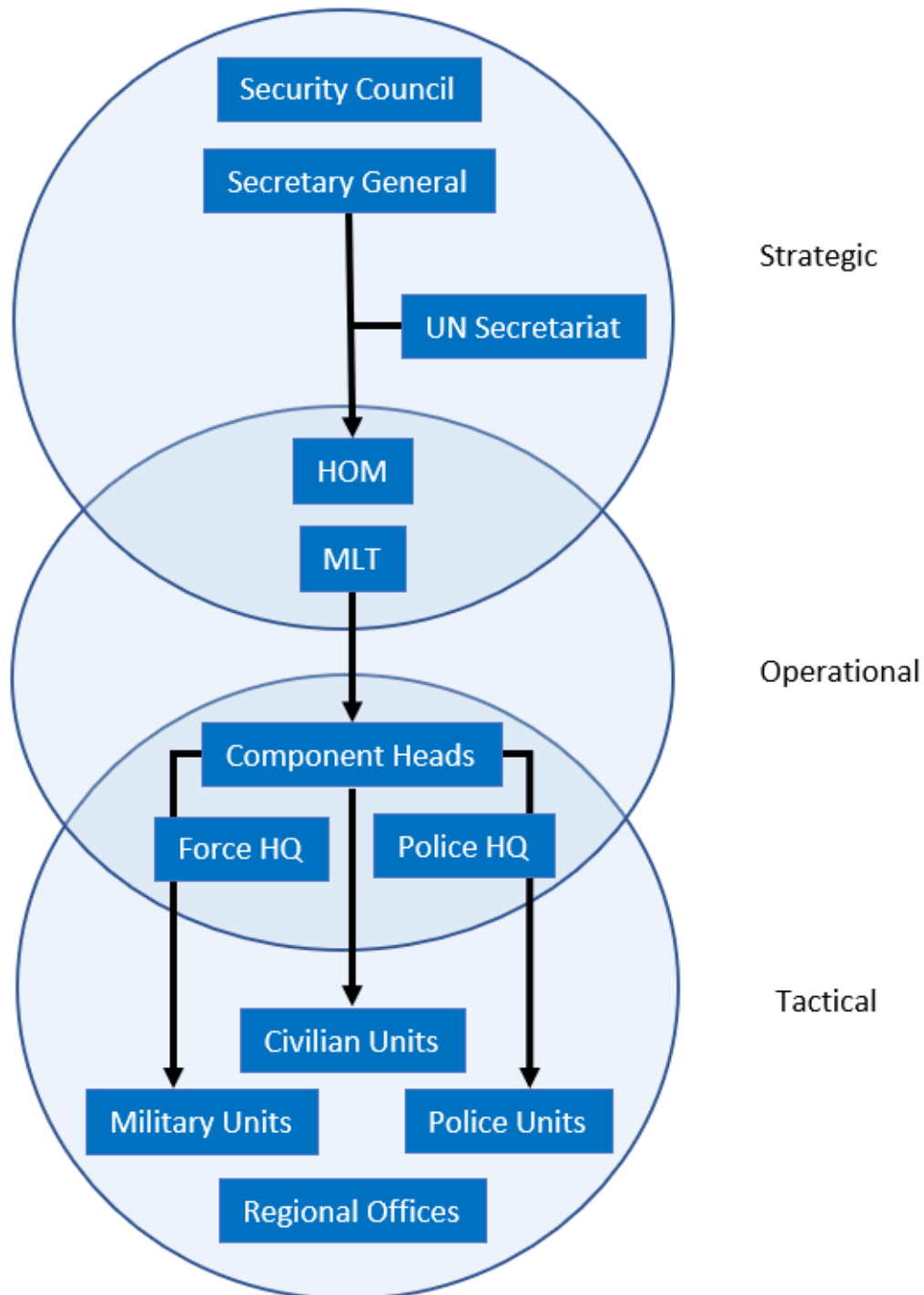


Figure 2 Planning Levels in a UNPKO

The respective Component Heads at the MHQ are not only part of the strategic planning process as being members of the MLT, but they are also responsible for translating the strategic objectives into operational plans, thus operational planning for the military is conducted at the FHQ level, under guidance from the HOMC.



Whereas usually the Sector HQs (SHQs) are responsible for the planning of tactical operations within their area of operations, it is not unusually for FHQs to conduct tactical planning for military units for some operations to ensure the necessary cooperation and coordination with other military and civilian mission assets. In missions without a Sector Level, the tactical planning of operations must be conducted at the FHQ level.

3.4.2 Head of Mission (HOM)

The HOM, usually a senior civilian official, is appointed by the UN Secretary-General.

The HOM:

- represents the Secretary-General and speaks on behalf of the UN within the mission area;
- leads and directs all the mission components and ensures unity of effort and coherence among all UN entities in the mission area, in accordance with the UN Integrated Strategic Framework for the mission;
- provides mission-wide operational direction including decisions on resource allocation in the event of competing priorities;
- is responsible for the conduct and discipline of all personnel in the mission; and
- delegates the operational and technical aspects of mandate implementation to the heads of the components in the mission and provides direction to mission components through their respective heads.

Responsibility for implementation of the mission mandate and authority for managing the resources of the mission are vested in the HOM. To this end, the HOM leads and directs the MLT and ensures unity of effort and coherence among all UN entities in the mission area. The HOM often serves as the Designated Official (DO) for Security, the highest ranking official accountable for the safety and security of all relevant individuals in a given area.

In missions where the HOM is the senior UN official in the country in which the mission is deployed, the HOM simultaneously serves as Special Representative of the Secretary-General (SRSG) for the country. In this capacity, the HOM represents the Secretary-General, leads the political engagement for the UN, and speaks on behalf of the UN within the country.

3.4.3 Head of Military Component (HOMC)

The HOMC reports to the HOM and is responsible for implementing military tasks and exercising “UN operational control” over all military forces in accordance with the mission plan, military strategic CONOPs, and rules and regulations.¹¹ “UN operational control” allows the HOMC to assign separate tasks and designate objectives to units and sub-units within the military component, as required, in consultation - not negotiation - with the Senior National Officer (SNO) of the relevant unit/sub-unit, who is responsible for administrative control of such unit/sub-unit.

¹¹ UN DPO SOP The Role of the Head of the Military Component in a Peacekeeping Operation, 2021



In missions with military contingents, the Force Commander (FC) serves as the HOMC, while in missions to which only military observers, military liaison officers or other unarmed military elements are deployed, the senior commanding officer (e.g., Chief Military Observer) will be the HOMC.

The HOMC also retains UN operational control of military elements which are not in their direct chain of command, such as enabling units under the tasking authority of the DMS/CMS and military staff assigned to integrated/joint structures. These units and staff shall be responsible to, and report to, the heads of offices of those structures irrespective of whether such heads are civilian or military personnel.¹²

The HOMC maintains a technical reporting and communication link with the Military Adviser of UNHQ/OMA. This technical reporting link must not circumvent or substitute the command chain between the USG DPO and the HOM, nor should it interfere with executive decisions taken by the HOM in the field.

3.4.4 The Military Component (MC)

The primary function of the MC in most UNPKOs is to provide a safe and secure environment, thereby contributing to the conditions necessary for the implementation of other elements of the mandate, like the monitoring of human rights, the protection of civilians, national reconciliation, Security Sector Reform, and institution building.

In all peacekeeping operations, but particularly in multidimensional operations, the MC should understand the roles and expertise of non-military components and should share information and collaborate with them to the greatest extent possible. In addition, MCs increasingly operate in conjunction with security forces from external entities, such as regional organizations, international military coalitions, expeditionary forces, and host nation security forces. UN cooperation with these forces must conform with the Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces¹³.

3.4.5 Force HQ (FHQ)

The FHQ is responsible in implementing tasks given and authorized by the FC. The FHQ structure is tailored based on the operational requirements like the assessment of the mandated tasks, operating environment, threat situation and conflict dynamics. The FHQ organization needs to be dynamic, versatile, and multifaceted to function in an integrated environment. At the same time, a certain degree of standardization of the FHQ organization is required to reflect UN methodologies and to ensure all functional areas are represented. A FHQ functions at the operational level with subordinate Sector Headquarters and specific units operating at the tactical level.

¹² UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23

¹³ Secretary-General's Human Rights Due Diligence Policy on United Nations Support to Non-United Nations security forces, July 2011

A detailed description of the structure and functioning of a FHQ is given in Chapter 4.

3.4.6 Sector/Brigade HQ (SHQ/BHQ)

A SHQ or BHQ operates at the tactical level within its designated Area of responsibility (AOR), commanding and guiding subordinated UN Infantry Battalions and units. The main responsibilities of the SHQs/BHQs are to conduct AC2 and execute orders and directives from higher commands in close cooperation with other mission components and partners in the sector, in accomplishment of the mission mandate..A detailed description of the structure and functioning of SHQ/BHQ is given in Chapter 5.

3.5. Integrated¹⁴ Entities and Coordination Mechanisms

Modern multidimensional UNPKO are missions, comprising uniformed and substantive civilian components working together to implement a mandate from the UNSC.

In these UNPKO, there is a need for components to conduct coordinated planning or at least share their plans and coordinate operational activities at all levels to ensure that a mission's operational activity is complementary and coherent, and that shared resources are utilised efficiently and effectively.¹⁵

Integration occurs at several levels within the UN system, necessitating different levels of integrated planning. Multidimensional missions have multiple mechanisms and capacities for mission-level integration (see below), and well-developed structures and mechanisms are in place for integrated approaches by peacekeeping and field-based special political missions, and UN Country Team (UNCT) members in specific thematic areas (e.g., elections and police, justice and corrections).¹⁶

Within a UNPKO, military personnel are integrated into various joint structures or working groups, to ensure an effective combined effort to fulfil the mandated tasks, especially cross-cutting tasks like POC or SSR. It is incumbent upon the mission to formalize regular meetings and share information with all actors and, to the extent possible, harmonize activities by seeking their input into the operational planning process, especially when it comes to the use of limited/critical capabilities like air assets.

Starting on highest level, with the MLT down to the lowest level with combined patrolling on the field, there is a lot of integration within UNPKO.

¹⁴ For the purpose of this handbook, integration refers to all different components (military, police, civilian) of the UNPKO. However, integration can extend across other UN pillars (e.g., development, human rights) and happen at different levels (i.e., strategic, technical). The type and level of UN integration can take many forms and is guided by the DPKO/DFS Policy on Integrated Assessment and Planning (2013) and the Interim United Nations Policy on Integrated Assessment and Planning (2018).

¹⁵ UN Policy on Joint Operations Centres (JOC), Ref.2019.20

¹⁶ Interim United Nations Policy on Integrated Assessment and Planning (2018).



UN uniformed personnel may have dedicated positions in civilian, integrated or other mission organizational units or might be selected by the respective head of component to serve within those units.

3.5.1 Integration

The MC supports the integration of efforts on all levels. Integration starts with the Mission Plan and an Integrated Strategic Framework (ISF) into which the mission organizational units embed their specific plans. For this purpose, the MC will develop an Operations Plan (OPLAN) based on HOM intent and priorities, military objectives as defined in the military strategic CONOPS, and detailed outputs and outcomes identified by the MHQ for the MC.

The deployed military HQs will also support integration by

- Planning and conducting operations in an integrated manner with other contingents, other UN agencies, Host Nation (HN) Security Forces or other agencies.
- Establishing well-coordinated Command and Control arrangements with other nations, components, HN Security Forces or agencies to include interoperable communication systems.
- Facilitating participation of liaison officers and experts of HN Security Forces, other mission components, agencies in selected battle rhythm events of the military HQs.
- Developing clear liaison and coordination measures with supporting units, other UN components, HN Security Forces and agencies in Operations Orders issued by the military HQs.
- Coordinating all military efforts with other mission components, HN Security Forces, integration entities and Mission Support staff (including security mechanisms, conduct of joint operations).
- Ensuring all military peacekeeping-intelligence efforts (direction, acquisition, analysis, and reporting) are based on mission information requirements and prioritized tasking by the Joint Mission Analysis Centre (JMAC)¹⁷.
- Collecting and prioritizing logistics and support requests of subordinated HQs and units and providing these to the Mission Support Centre (MSC) for appropriate action.¹⁸

The HOMC will support the integration efforts by

- Assigning HQ personnel as liaison officers to other mission components ensuring that all liaison officers are given clear direction (e.g., in a letter of authority) and guidance on their responsibilities and delegated authorities on behalf of the HOMC.
- Ensuring that MLT guidance and priorities are incorporated into plans and orders of the military components, this includes review/revision of existing plans/orders in accordance with such new guidance.

¹⁷ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23

¹⁸ Ibid.



- Providing military personnel with appropriate expertise to integrated mission structures like Strategic Planning Unit (SPU), Joint Operations Centre (JOC), JMAC, MSC etc.¹⁹
- The HQ supports the Crisis Management Team (CMT), the Operations Coordination Body (OCB), also referred to as Crisis Management Working Group, the JOC during crisis situations and facilitates integrated crisis response operations coordination within the mission.²⁰

As integration requires cooperation and coordination on all levels subordinate HQs on Sector, Brigade and Taskforce level are also required to support integration on regional levels by

- Assigning HQ personnel (as liaison officers) to regional structures.
- Assuring participation at regional management team meetings and Area Security Management Team (ASMT) meetings.
- Supporting regional offices effort in the planning and implementation of regional mission plans and strategies.
- Supporting regional offices in the coordination and control of joint operations with police, and with United Nations civilian personnel for example by providing officers to regional JOCs.
- Supporting regional offices in the coordination with Mission Support on the planning and implementation of relevant activities by providing clear support requirements and priorities.
- Providing updated information, share reports with regional offices and support integrated reporting.
- Supporting joint contingency planning on regional level and handling of local crisis situations.

3.5.2 Mission Planning Unit (MPU)

The MPU is responsible for initiating, organizing and leading mission-wide planning processes under the guidance of the HOM and COS.

These may include²¹:

- Strategic and programmatic level mission planning including the development, coordination, and implementation of a Mission Plan. The Mission Plan translates the strategic guidance in the Mission Concept into an operational plan spanning all priority areas of the mission's work;
- Political guidance for mandate implementation and mission-wide direction set by the HOM;
- United Nations system-wide assessment and planning frameworks, such as the ISF (or equivalent) or Humanitarian Response Plan, as appropriate;
- Coordination of mission-wide contingency plans;
- Development and coordination of the results-based budget framework associated with mission budget development to ensure that substantive objectives are supported by resources;
- Implementation of the Comprehensive Performance Assessment System (CPAS) within the mission; and

¹⁹ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23

²⁰ Ibid.

²¹ Ibid.



- Coordination or support to the peacekeeping-intelligence planning process.

In multidimensional peacekeeping operations, MPUs are integrated entities and shall comprise civilian and uniformed (military and police) personnel.

A Military Planning Officer will be assigned to the MPU on a permanent basis (depending on the mission setup this position can be “double-hatted” together with a U-5 Planning Officer position in the FHQ). A detailed list of the tasks, roles and responsibilities of this Military Planning Officer will be provided in the Policy on MPUs.²²

The Military Planning Officer must remain in close contact with the FHQ U-5 Branch to ensure that military operations are aligned with the operations, activities, and engagements conducted by other mission entities.

3.5.3 Joint Operations Centre (JOC)

JOCs are integrated entities established to support the decision-making of the MLT and UNHQ by providing integrated situational awareness through routine and special incident reporting. They are also responsible for facilitating integrated operational coordination and planning to ensure that the operational activity of mission components and that of the UN Country Team (UNCT) (as well as the Humanitarian Country Team, if applicable) are complementary and coherent, and that available assets are shared and efficiently and effectively utilized. JOCs also play a critical role in supporting mission crisis management through the increased-tempo provision of situational awareness and support to the CMT.²³

JOCs and JMACs shall align their activities to avoid any gaps and overlap in the provision of situational awareness and analysis support to mission leadership.

Mission JOCs are integrated entities and shall comprise international civilian and uniformed personnel, including military and police personnel, as well as national support staff. Mission organizational units contribute civilian and uniformed United Nations personnel to the JOC, ensuring that appropriate expertise is made available for the effective integration of mission operations.

The Chief JOC shall establish mission-specific SOPs, or arrangements, to guide JOC integrating responsibilities in accordance with UNHQ policy and guidance. The JOC collates reports received from all sources and ensures these are de-conflicted and disseminated in accordance with guidance from the COS. The Chief JOC ensures the JOC serves as a decision-support and planning-support tool for the HOM and the MLT.

During crises, the JOC supports mission crisis management coordination mechanisms. Acting as the primary 24/7 link between UNHQ via the United Nations Operations and Crisis Centre (UNOCC) and the mission during crisis activation, the Chief JOC is responsible for

²² DPO Policy on Mission Planning Units (MPUs), under development

²³ UN Policy on Joint Operations Centres (JOC), Ref.2019.20



providing integrated information to UNHQ, supports the HOM in conducting the CMT and facilitates integrated operations coordination within the mission. The Chief JOC may be tasked to facilitate the mission's crisis preparedness, including through supporting crisis management simulation exercises.

All missions shall establish a JOC at MHQ level. Missions may establish permanent or temporary JOCs at the regional (or sector/team site) level. The JOC is responsible for the provision of technical advice and liaison with regional JOCs, if present, and for ensuring that such liaison is undertaken in consultation with the respective Head(s) of Field Office. Regional JOCs comprise of civilian and uniformed United Nations personnel and contribute to regional integrated situational awareness and reporting, support crisis response efforts and facilitate integrated operations coordination.²⁴

As UN field missions meet increasingly complex and asymmetric environments, there is a growing need for JOCs to support joint planning and coordination, so depending on the mission, there is the necessity to not only support the JOC with personnel from the MOC or U-3 section, but also with military planners from U-3/5 or U-5 sections.

3.5.4 Joint Mission Analysis Centre (JMAC)

The JMAC is responsible for collecting and analyzing multi-source information, including peacekeeping-intelligence related material to produce integrated analysis and predictive assessments in support of MLT decision-making, contingency planning, and crisis management. Mission organizational units shall contribute civilian and uniformed United Nations personnel to the JMAC, ensuring that appropriate expertise is made available for the effective acquisition, collation, analysis, coordination, and dissemination of peacekeeping-intelligence products.

The Chief JMAC ensures that the JMAC serves as a decision-support and planning-support tool for the HOM and MLT in implementing the mission's mandate. The Chief JMAC, in consultation with the HOM and the MLT, shall establish mission information requirements to guide JMAC tasking, analysis and reporting. The HOM and COS are responsible for ensuring that critical information on risk and threats is passed in a timely manner to all mission organizational units.²⁵

The JMAC is not a decision-making body and does not replace existing management, command and control, or decision-making structures at any level in the mission. The JMAC is responsible for the management (collection, coordination, analysis and distribution of information and reports) of the mission's civil and military information in order to support the HOM decision-making and can, upon request, support the HOMC's planning.

²⁴ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23

²⁵ Ibid.



3.5.5 Mission Support Centre (MSC)

The MSC is a joint civilian/uniformed unit within the pillar of the Mission Support Division (MSD) and provides an interface for integrated and logistical support to the mission, involving information gathering, analysis, planning, coordination, execution, monitoring, and feedback. It provides all mission components, other UN and non-UN entities with a single point of coordination for all aspects of logistic support in the mission area.

The Chief MSC manages the tasking and coordination of all requests for logistics and support on behalf of the Director/Chief Mission Support (DMS/CMS). All logistics and support requests must be submitted to the MSC for appropriate action.

The MSC is jointly staffed by military, police, and civilian staff. In addition, logistics staff from the advance and/or rear parties of the military contingents may be deployed temporarily to the MSC to coordinate deployment and repatriation respectively.

Mission enabling assets are considered “whole of mission” assets because their capabilities are required by all mission organizational units and consolidated tasking allows maximum utilization. The DMS/CMS, as delegated by HOM, is responsible and accountable for the effective utilization and tasking of all United Nations commercial and military enabling assets. The MSC is responsible for mission integration with control mechanisms and for ensuring coordinated implementation of mission priority tasks, including necessary resources.

3.5.6 Crisis Management Team (CMT)

The CMT is established in missions and at UNHQ when crisis response procedures are activated. The CMT shall be activated by decision of the HOM and, in their role as designated Crisis Manager, should be convened immediately in the event of a crisis. The CMT is a leadership-level, cross-mission decision-making body chaired by the HOM (or designated person in the mission) and the USG DPO, or designated person at UNHQ.

3.5.7 Integrated Mission Training Center (IMTC)

Headed by a civilian Chief Training Officer, the IMTC integrates the civilian, military, and police training sections to develop combined Mission Training Plans, conduct mission-specific and scenario-based induction training, undertake specific and advanced crosscutting training, and develop training solutions to identified capacity gaps and lessons learnt. Based on the Mission Training Plan, each component will develop component specific training directives. The Chief IMTC maintains a technical reporting line with the Integrated Training Service of the Division of Policy, Evaluation and Training in DPO at UNHQ.

3.5.8 United Nations Civil-Military Coordination (UN-CIMIC)

UN-CIMIC is a military staff function that contributes to facilitating the interface between the military and civilian components of a UN mission, and potentially also humanitarian and development actors in the mission area, taking into consideration other existing coordination mechanisms (see 4.4.3, United Nations Humanitarian Civil-Military Coordination (UN-

CMCoord)). A key element for humanitarian agencies and organizations when they deploy is to establish and maintain an independent and distinct humanitarian operation, making clear the fundamental civilian character of humanitarian action, particularly in areas affected by conflict. Maintaining a clear distinction between the role and function of humanitarian actors from that of the political/ peacekeeping/ military operation is a key factor in creating an operating environment in which humanitarian organizations can discharge their responsibilities both effectively and safely. Integrated civil-military coordination mechanisms may be established to coordinate activities across a mission area. The coordination mechanisms can also facilitate information sharing, mutual support, joint assessments, integrated planning, and common strategies that are particularly useful during times of crisis. This coordination mechanisms can be reproduced at the regional and sectoral level. In most operations the UN's Office for the Coordination of Humanitarian Affairs (OCHA) deploys UN-CMCoord officers to establish such coordination platforms where UNPKOs are represented.²⁶

3.5.9 Other integrated structures

Depending on the mission or its mandate, there may be various additional integrated structures like a Strategic Planning and Coordination Cell (SPCC), Service Delivery Division (SDD), Security Information and Operations Centre (SIOC) and Security Information Coordination Unit (SICU) or a Joint Logistics Operation Centre (JLOC) or various other joint structures.

3.6. Mission Essential Directing Documentation

3.6.1 Mission Concept

The Mission Concept is prepared by UNHQ in a close coordination with the mission; it is a statement of intent and strategy on how a UNPKO plans to implement its mandate from the UNSC and translates the political intent of the UNSC and other mandates into strategic planning guidance for mission components.

The Mission Concept is a guidance statement through which UNHQ and mission leadership articulate strategic direction for mandate implementation in support of the overall political objectives. The Mission Concept articulates this strategic guidance for mandate implementation in the context of a broad and longer-term vision to guide the elaboration of component concepts, such as the Military Concept of Operations, the Police Concept of Operations and Support Concept.

The Mission Concept is primarily a tool for:

- Strategic planning and decision-making – setting strategic objectives, prioritizing and sequencing priorities to achieve a transition end state based on the strategic assessments or reviews and the mandate.

²⁶ Further details can be found in the OCHA-UN-CMCoord Field Handbook (V 2.0), Section 6.4.



- Linking shorter-term mandate implementation to a longer-term vision.
- Deciding on the way forward based on a broad assessment of performance and impact.
- Communication – articulating the strategic direction for the mission.
- Guidance on resource allocation – guidance on committing mission resources to strategic priority areas.
- Guidance for developing staffing and resourcing plans to be reflected in overall budgets and in providing logistical support.

The details on principles and decisions for allocation would generally be included in the Mission Plan.

A Mission Concept contains:

- a vision to capture and communicate the purpose of the mission,
- a strategy to promote coherence by sequencing and prioritization of tasks giving through the UNSC and the mandates, and
- timely and detailed direction to guide and enable the planning and operational processes of each Mission component.

It is a multi-year plan that covers the lifecycle of the UN Field Mission and is required in all Field Missions and acts as a starting point for further planning within the mission.

The Strategic Assessment is undertaken by the Integrated Task Force (ITF) in close consultation with existing in-country United Nations Mission, Agencies, Funds and Programs, combining field-level and Strategic UNHQ expertise. The Strategic Assessment includes a conflict analysis and provides recommendations for United Nations' actions in the specific situation. OMA representatives in the ITF provide all the necessary military inputs to the Strategic Assessment Report. The Secretary-General will submit the Strategic Assessment Report to the UNSC.

The Strategic Assessment or Review leads to the development of the Under-Secretary General for Peace Operations (USG DPO) Peacekeeping Planning Directive which initiates the Military CONOPS Development Process. A USG Peacekeeping Planning Directive is the result of the Integrated Assessment and Planning (IAP) within the Secretariat. It is notable, that in practice the CONOPS development has already begun through involvement in the Strategic Assessment and in the Technical Assessment Mission (TAM).

3.6.2 Mission Plan

The Mission Plan is a MHQ product. It serves as a planning and management tool for senior mission management to translate the strategic guidance in the Mission Concept into a concrete plan, spanning all priority areas of the mission's work, and direct the mission's components, organizational units, and field offices to align, coordinate and synchronize their activities around short- to medium-term strategic priorities and long-term strategic objectives. The Mission Plan ensures clarity in operational direction, prioritization and sequencing of mission tasks, integration, coherence, and synergy between all parts of the mission. The Mission Plan also

incorporates cross-cutting strategies (such as protection of civilians, human rights, gender, or other thematic strategies).

The Mission Plan is primarily a tool for:

- Whole-of-mission planning – developing a concrete plan with actions to reach targets, bringing together all mission’s components, organizational units and field offices around the strategic priorities articulated in the Mission Concept.
- Integration and coordination within the mission– facilitating coherence by bringing together all mission’s components, organizational units and field offices around priorities to be implemented mission-wide, including through defining decision-making and coordination mechanisms.
- Management and assessment of impact and performance– providing a detailed overview of the mission’s work, structured around strategic priorities; tracking progress in mandate implementation in specific areas, focusing on impact on the ground; evaluation of changes required in the immediate course of action, resource allocation, administration and stewardship, reprioritization and sequencing within defined phases or time segments.

3.6.3 Military Concept of Operation (CONOPS)

The Military CONOPS is prepared by UNHQ/DPO/OMA in close cooperation with the UNPKO. Detailed information is needed for the planning process and for detailed decision/making and therefore, the mission will have to provide most of the operational and tactical level information. The CONOPS is synchronized with the UNHQ’s main planning process and it provides a framework to develop an operational plan for a new (start-up) or shaping of (reconfiguration, transition, drawdown, or withdrawal) an ongoing UNPKO.

A CONOPS describes how the MC of a UNPKO intends to accomplish identified tasks and the necessary resources to solve a current of emerging military problem. It details the information required by the Force Commander and the FHQ staff to develop the military operational plan. The CONOPS ensures that key elements from the Mission Concept, that are of military importance, are included (e.g., mission support, POC, SSR, DDR, Gender).

The CONOPS is not intended to be a standalone document and should be read in the context of UNSC resolutions, Secretary-General’s reports, and the Mission Concept. The Mission’s Military Component will use the CONOPS to develop their OPLAN, which will be endorsed by the SRSG. The CONOPS needs to be revised if the new mandate or new Mission Concept is issued. In principle, CONOPS should be reviewed annually to ensure they remain valid in the current situation.

CHAPTER 4



4. Principles and Responsibilities of the MC

4.1. Introduction

Within a UNPKO, a lot of different tasks are expected to be conducted by the MC, be it providing a safe and secure environment, Force Protection (FP), POC and much more. It is up to the FC and the FHQ to ensure, that the MC fulfils these expectations to the highest possible extent. This is not only critical in maintaining the support of the host nation and the local population but also in maintaining the support of the international community - including the UNSC - for the mission.

In a UNPKO the expectations differ from those, a military unit normally faces as the mission's tasks are not solely about defence or engaging against a hostile threat; peacekeeping has a much wider scope, and a lot more variables must be considered, when planning and executing peacekeeping operations.

4.2. Purpose

The purpose of this chapter is to give an overview on the main principles and considerations the MC in a UNPKO must follow, when planning and executing operations. These apply to all levels and units of the MC.

Furthermore, this chapter will also give a description of the main responsibilities and the possible role of the MC within a UNPKO that need to be considered in the planning process, be it POC, Child Protection (CP), Human Rights Protection or CRSV, but also engaging with the local population, SSR or other cross-cutting issues.

4.3. Guiding Principles

4.3.1 UN Peacekeeping Principles

Usually, UNPKO operate based on three basic principles:

- Consent of the parties,
- Impartiality, and
- Non-use of force, except in self-defence and in defence of the mandate.

These principles are fundamental for the execution of a UN mission and are relevant to both traditional and multi-dimensional peacekeeping operation. Members of the MC are viewed as representatives of the UN, and therefore must respect and comply with these three principles in planning and operations on all levels.

4.3.2 Principles of the Military Component

Military principles underpin all military activities and are designed to both facilitate and place necessary constraints on military action in support of specified end-states. These principles are:

- Objectivity. The direction of all efforts towards a clearly defined, decisive and obtainable goal.



- Concentration. The concentration of UN military power at a decisive place and time.
- Offensive. The UN military power should be proactive and seize the initiative in a decisive manner, through force or engagement.
- Maneuverability. The UN military power should be flexible and have sufficient maneuverability to exploit opportunities and find innovative ways to fulfill designated tasks and mandates. With maneuver, the UN military places opponents and threat actors in a position of disadvantage through the flexible application of military power.
- Peacekeeping-Intelligence-led. A continuous access to timely, relevant, accurate, all-source Military Peacekeeping-Intelligence (MPKI) is central to FHQ operational planning and decision-making processes. MPKI processes allow for the analysis of the physical, human and information terrain in the UN AOR and evaluates the likely behavior of threat actors therein. This supports the planning and execution of MC tasks, risk management, and guides the establishment of security and force protection measures during operations.
- Security. The security is essential for success, ensuring protection of UN military power, deployed personnel, operations, planning and UN MC vulnerabilities. UN military planning is often compartmentalized to control access to information and protect operational security, however, this must be balanced with the need to share information between mission components, especially in multidimensional and integrated missions.
- Simplicity. Plans should remain clear, succinct, and easy to understand. Simple plans and clear, concise orders minimize misunderstanding.
- Surprise. Although UN military efforts must be transparent, this does not mean that the UN MC should necessarily reveal details of their operational plans. Often, mission success is only possible, if an operation confronts threat actors in a manner for which they are unprepared or operates in a manner which is difficult to predict. Changing patrol patterns and compartmentalizing military plans can prevent potential threat actors from learning from and adapting to the MCs tactics, techniques, and procedures.
- Economy of Force / Mass. The concentration of power at a time and place where it matters most and allocate minimum essential military power to secondary efforts.
- Unity of Command. A clear chain of command must be established for the successful accomplishment of any operation. During all operations, unity of command is achieved when all designated forces, and assigned or task enablers are under the control of one responsible commander that employs all in pursuit of a unified purpose. Centralized control and decentralized execution provide delegation of authority and responsibility, while keeping central accountability.

4.3.3 Legal Framework

The Office of Legal Affairs (OLA), headed by the Under-Secretary-General for Legal Affairs and United Nations Legal Counsel, provides legal advice and support to Secretariat departments, offices and other relevant units and the peacekeeping missions concerned on the applicable legal framework and on the drafting, negotiation and interpretation of the legal



instruments and legal components of policies within the framework. This includes matters pertaining to privileges and immunities under the applicable legal instruments, including any determinations, assertions and waivers of immunity. The Office also advises on questions concerning international law generally and the application of International Humanitarian Law, International Human Rights Law and International Refugee Law in particular to peacekeeping operations conducted by the United Nations.

United Nations peacekeeping operations operate under a legal framework established by the Charter of the United Nations, the Convention on the Privileges and Immunities of the United Nations (General Convention) and relevant bilateral agreements, including on the status of forces deployed by the UN (SOFA) and agreements between the UN and troop and police contributing countries on administrative and logistical matters (TCC/PCC MOU). The bilateral agreements will be tailored to the mandate established by the Security Council for a particular peacekeeping operation.

The legal framework also includes written instructions issued by DPO on the use of force by the military component (Rules of Engagement (ROE)) and police (Doctrine on the Use of Force (DUF)) as well as policies established by Headquarters (e.g., SOPs) on matters such as detention, crimes against peacekeepers, human rights due diligence, etc. Of particular note is the Secretary-General's Bulletin "Observance by United Nations Forces of International Humanitarian Law"²⁷.

At the peacekeeping mission level, legal advice and support are provided by the mission Legal Affairs Unit (LAU) and, in coordination with this Unit, the Force Legal Adviser (FLegAd). The FLegAd is advised by LAU and OLA, typically with respect to the mission mandate and ROE and questions concerning International Humanitarian Law.

Guidance on the legal framework should be sought through the applicable chain of command and administrative structure.

4.4. Operational Partnerships

4.4.1 Inter-Mission Cooperation

Inter-Mission Cooperation involves deployment or provision of operational and logistics assets of a particular mission in support of another mission for quick response to a crisis or filling the gap of a needed capability. It increases the UN operational flexibility, timely response, and optimization of resources. Inter-Mission Cooperation is an interim solution in anticipation of possible force generation and is based on a political-legal-military process involving the UNSC, UNHQ, TCCs, Mission HQ and the host nation. At the battalion level, there is no change in the

²⁷ United Nations, Secretary-General's Bulletin, ST/SGB/1999/13, dated 6 August 1999.



modalities of conducting peacekeeping operations as part of Inter-Mission Cooperation, except the change in command-and-control arrangements at mission level (national command and control remains intact), geographic location, operational environment, and the mission-specific ROEs.

4.4.2 Cooperation with non-UN Forces

A UN mission may co-exist in the same or adjacent operational environment with a non-UN Force. The operations of the non-UN Force could be mandated by the UNSC with a defined mutually reinforcing purpose, role, and objective. They could also be separately mandated by a regional organization and subsequently authorized or welcomed by the UNSC or could be present following a bilateral agreement between countries.

In such circumstances, UN unit commanders should be aware that in most cases a UNPKO will not be mandated to conduct peace enforcement and counter-terrorism tasks, whereas the non-UN Force could be mandated for such offensive operations. The UN commander may be requested to conduct with non-UN Forces counterpart's joint assessments in the theatre of operations and develop plans and a shared vision of how to address the situation. This could require establishing mechanisms for liaison, joint operations and support planning, coordination, sharing of analyses and other information and establishing common procedures to address the security situation. Joint planning should provide opportunities for the UN and non-UN Forces to increase operational efficiency and security, further mandate delivery, in a cohesive, timely, efficient, and cost-effective manner. The UN HRDDP is to be followed.

Joint planning and coordination may result in expectations of UN support activities to non-UN units for which the mission is not resources or authorized to engage. A UN unit commander does not have the authority to enter into or support such commitments; these initiatives need to be deferred to mission leadership and, depending on the kind of support requested, maybe to UNHQ for consideration.

4.4.3 United Nations Humanitarian Civil-Military-Coordination Mechanisms

The UN Humanitarian Civil-Military Coordination (UN-CMCoord) mechanisms provide coordination platforms to establish and sustain dialogue to support humanitarian access to populations in need. Membership is determined by the Humanitarian Country Team. The UN's Office for the Coordination of Humanitarian Affairs (OCHA) established and facilitates these platforms.²⁸ A civil-military coordination mechanism may be established to coordinate activities across a mission area to facilitate information sharing, mutual support, joint assessments, integrated planning, and common strategies that are particularly useful during times of crisis. These coordination mechanisms can be reproduced at the regional and sectoral level as required.

²⁸ Further details can be found in the OCHA UN-CMCoord Field Handbook (V 2.0), Section 6.4



4.5. Casualty Evacuation in the Field (CASEVAC)

UNPKO are typically conducted in a high threat and austere operating environment. This drives the requirement for the UN to provide capabilities for the evacuation and treatment that recognizes there is direct correlation between timely evacuation and survival in those suffering traumatic injury and acute life-threatening medical conditions. Efficient evacuation requires the orchestration of a range of organizations and assets.²⁹

The 2020 UN DOS/DPO/DPPA/DSS Policy on Casualty Evacuation in the Field gives clear guidance on the tangible actions required for timely evacuation of UN personnel and other eligible persons from the point of injury/illness to an appropriate medical treatment facility. Apart from Casualty Evacuation in the Field (CASEVAC), Medical Evacuation (MEDEVAC) is the process of evacuation from one medical facility to another. Once a casualty has been admitted to a medical facility, all onward movement for medical purposes is considered to be MEDEVAC.

Responsibility for the mission's casualty evacuation system rests with the HOM, though normally managed by the DMS/CMS and the Chief Medical Officer or other officials delegated to fulfil this task. The CASEVAC structure must be simple in structure, lean in management and easily understood by those who use it.

While the ownership of the CASEVAC system is invested in a senior mission leader – normally the DMS/CMS - authority to launch CASEVAC operations will be developed to the lowest practical level without the *need to seek permission* from the 'ownership level'. Timely evacuation requires high levels of trust between the senior leader and those subordinated given delegated authority to execute CASEVAC operations. In most missions, launch authority will be delegated to HQ staff with situational awareness of the security, air, and medical asset situation across the whole mission area. In larger missions, where Field Offices and Sector HQs are established, authority for CASEVAC operations may be decentralized and delegated to these HQs where appropriate. This will require staff in those HQs to undertake Duty Officer functions. The Mission Operational and Health Support Plans must articulate where delegated authorities within the CASEVAC system rest.

CASEVAC takes priority over all other mission activities except actions to counter immediate threats to UN personnel.

²⁹ UN DOS/DPO/DPPA/DSS Policy Casualty Evacuation in the Field, 2020



For operational health planning purposes, guidelines have emerged that seek to trade-off clinical need against operational risk. The metric adopted in the UN system is the “10-1-2” guideline.

- 10** Immediate life saving measures are applied by personnel trained in first aid. Bleeding and airway control for most severely injured casualties is to be achieved **within 10 minutes** and a casualty alert message transmitted.
- 1** Advanced resuscitation / treatment is commenced by emergency medical personnel **within 1 hour** of injury / illness onset.
- 2** Where required damage control surgery is commenced as soon as practicable, **but no later than 2 hours** after injury / illness onset.

4.6. Engagement

Engagement is the interaction of representatives of the MC with representatives of the population and government and non-government actors, including armed groups and other parties to the conflict, to improve cooperation and enhance the situational awareness. The intent of military engagement is

- to de-conflict military activities with those of other actors in the Area of Operations (AOO) and – where possible – enhance each other’s operational objectives,
- ensure the military does not negatively impact the local population and other actors,
- that military operations are not affected by the activities of others, and
- to encourage the state actors to fulfill their primary responsibility to protect civilians and to minimize harm to civilians by affecting hostile intent of perpetrators of violence against civilians.

Collecting information from the local population can improve force protection and the planning processes by enhancing situational awareness.

Engagement includes, but is not limited to, interaction with local community authorities, local community organizers, key political and community leaders, national military and police, parties to the conflict, and the local population, including women and men. Engagement with children should be limited and should focus on advocacy and the prevention of violence and abuse in close coordination and as per the advice of the mission’s Senior Child Protection Adviser, and in line with the principles of ‘do no harm’ and the best interest of the child. Appropriate



coordination is required with other mission and UN entities, and with International and Non-Governmental Organizations (IOs/NGOs), to ensure the community and especially children are not placed at further risk. All engagement activities must be undertaken with a ‘do no harm’ approach and include risk mitigation measures.

Within the MC, the UN-CIMIC Section (U-9/G-9/S-9) is usually in charge of coordinating these engagement activities, additionally each UN Infantry Battalion normally includes an Engagement Platoon (EP), that is comprised of both women and men to facilitate better interaction with the entire community.³⁰ The scope of engagement activities performed by UN-CIMIC and the EP are closely aligned and should be coordinated. Regular information exchange, coordination, and cooperation with other military actors, that have regular interaction with the local population like UNMOs, MLOs and Interpreters, is necessary to improve the engagement efforts of the mission.

Engagement activities are to be considered in the planning process for military operations at all levels. Furthermore, engagement activities of the force should be in accordance with and contribute to the mission’s strategic communication plan.

4.7. Force Protection (FP)

FP is a cyclic process of detecting threats and hazards to UN mission personnel, facilities, resources, operations, activities, and assessing their risk in order to apply pro-active and reactive risk mitigation measures. These measures include threat prevention, pre-emption, negation, mitigation, and response to preserve the freedom of action and operational effectiveness thereby contributing to mandate implementation and mission success.

The primary responsibility for the security and protection of personnel deployed through the UN system and organizational property rests with the Host Government. The UN has a responsibility to reinforce and, when necessary, supplement the capacity of the Host Government to fulfill these obligations.

FP is a fundamental principle of all military operations and a way to ensure the survivability of the MC and the mission. It includes measures and means to identify and prevent harmful events and/or minimize the vulnerability of UN troops and personnel, facilities, resources, operations and activities from threats and hazardous events. FP measures can either be used to prevent vulnerabilities from being exploited or mitigate the impact of a vulnerability that has been exploited, or both.

FP includes a systematic risk management process that identifies risk to personnel, equipment, and mission, followed by the timely development and implementation of measures to manage the risks to UN mission personnel, units, bases, facilities, equipment, materiel, as well as

³⁰ See UN Infantry Battalion Manual (UNIBAM, Para. 2.4.2.5. and 3.6.) for additional details on the EP



during military operations, tasks, and activities. A detailed description of the Force Protection Process and the role of the MC in this process will be given in Section 7.5.

FP is not limited to physical protection of troops or UN mission personnel, facilities, or protection during movement, it also includes action for mitigating other hazards and threats, such as information security, medical exigencies, fire, and explosive ordinance (including mines, improvised explosive devices (IED) and explosive remnants of war).

It is the responsibility of the FC to ensure, that all military units develop and implement comprehensive FP measures and activities consistent with identified threats.

4.7.1 Principles of FP

Within the UN Military Decision Making Process (UN-MDMP – see Chapter 7), Analysis of the Operating Environment, Mission Analysis and Commander’s Intent are the starting point for developing a military plan, and they are also the starting point for the identification of FP requirements and procedures. This said, FP should also aim to preserve the potential of the UN mission by countering the wider threat for all mission elements (i.e., personnel, equipment, environment) from exploitation by an adversary, or natural and manmade hazards.

As such, FP should be guided by the following principles:

- Interoperability. Effective FP integrates all force components and includes necessary coordination and cooperation with all other mission components, UN partners, Host Government, when and as necessary, within and outside the area of operations, and addresses all aspects of the threat or hazard. Interoperability should be achieved through continuous liaison, cross training, the establishment of coordinating measures, and rehearsal of these measures both within force and mission wide. Interoperability is to be achieved through the conduct of operations, equipment, communication, training as well as Tactics, Techniques and Procedures (TTPs).
- Prioritization. FP must balance the need to preserve force capability while implementing the mandate. It is unlikely, that there will be enough capabilities to protect all force elements and resources to the same degree and to conduct all mandated tasks at the same time. Priority should be given to the protection of force/mission success, both tangible, such as lines of communication, and intangible, such as operational cohesion or political will.
- Combat readiness. FP requires forces, tailored to the mission – well equipped and well trained to face any military or paramilitary threat.
- Flexibility. FP measures should be developed with the capability to be flexible and respond to a rapidly changing threat while accounting for resource limitations. FP requires flexibility to allow operational forces to develop standards and procedures to ensure that individual and collective needs are met.
- Unity of Command and Control. An effective command, control and coordination structure that is inclusive to all force elements is essential for FP. Failure to ensure FP because of weak



command-and-control structures, incorrect mindset, negligence, or insufficient levels of compliance can compromise overall mission success and mandate implementation.

- **Response.** Swift action and/or the quick movement of forces may be required to prevent harm to UN personnel or damage to UN equipment. The level of response may be elevated to lethal force depending on the level of threat, principles related to the use of force and respective ROEs.
- **Sustainability.** Sustainability includes the ability to maintain a standard level of FP posture over a long period of time. FP efforts shall be sustained at all operational levels and during military operations, engagement, and activities. Sustainability of FP measures ensures that UN force is still able to maintain freedom of action in all operational and supporting activities.
- **Proactive Posture.** A proactive posture should be peacekeeping-intelligence-led and dependent on comprehensive risk assessments and the willingness to take the initiative to deter, prevent and respond to threat events. Troops shall maintain the right mindset to ensure a high level of situational alertness and a high operational tempo, physically dominating key or decisive terrain by patrolling, temporary operations, and complementary equipment. A proactive approach to FP is essential and will often involve joint actions implemented through the coordination and synchronization of operations, peacekeeping-intelligence, information, and outreach activities. Outreach activities should include a periodic assessment of the quality and reliability of the relationship with the local population.

4.7.2 Nature of FP

FP is a basic responsibility during missions and applies to all units, especially those that conduct security tasks. Specific protection tasks for UN mission personnel and facilities shall be defined for each mission in accordance with crisis management arrangements.

FP is essential to all operations, and therefore senior mission leadership shall ensure that all military units can defend and protect themselves appropriately against prevailing threats throughout the operational environment.

FP shall be cross-organizational and multidimensional, providing multi-layered protection of forces and resources, including basic components to achieve:

- **Situational Awareness.** Knowledge, understanding and anticipation of a situation through monitoring and reporting of current events, analysis and forward-looking assessments is essential to FP. In coordination with JOC, JMAC and SIOC, a comprehensive situational awareness and understanding of the AOR is required to support the ability of mission leadership to identify, prevent, mitigate and/or respond to threats.
- **Peacekeeping-Intelligence.** Analysis of information, trends, and technical intelligence to determine the threats should be reviewed and analyzed on how to best mitigate these threats. The ability to monitor, gather and share information, analyze, maintain heightened situational awareness and report, with a focus on early warning and response mechanisms, is critical.



Continuous access to timely, relevant, accurate, all-source Peacekeeping-Intelligence is central.

- Prevention/Deterrence. Military units should contribute to a general deterrence posture by conducting routine tasks, such as check points, patrols, terrain dominance, information gathering and analysis. They should also strengthen community-oriented approaches and promote engagement with communities and Host Nations security forces.
- Physical Security. Physical security consists of physical measures designed to deny unauthorized access to facilities, equipment, and resources and to protect personnel and property from damage or harm. FP physical security requirements may vary from mission to mission and may also evolve over time. Based on periodic security assessments, adjustments to the physical security measures may be required. A good physical security protection will enable less manpower to be used for protection measures and therefore will improve the overall operational ability of the force.
- Equipment. FP equipment, coupled with FP measures should allow UN forces to counter equipment, capabilities, TTPs used against UN mission personnel and facilities.
- Law Enforcement Liaison. Military contingents shall establish a link or liaison with UN Police, UN Department of Safety and Security (UNDSS), host nation security forces and other law enforcement agencies.
- Civil-Military-Cooperation. Commanders and units should establish reliable, open-minded, trustful, and bi-directional contact and communication to the government, governmental organizations, and other important role players through the appropriate channels.

4.7.3 Authority, Command and Control on FP

FP is a command responsibility and the overall responsibility of FP in the mission area is with the FC.

Subordinate Commanders are responsible for the establishment of FP plans within their sectors/units. Commanders must abide by the alert status as determined by the FHQ, subordinate commanders may further impose stricter Alert States and associated protection measures based on their assessments but may not go below the higher-level command's FP posture without FC's authorization.

A working group on FP issues at FHQ is to be led by the Force Chief of Staff (FCOS).

A FP Officer/Focal Point should oversee, coordinate, and monitor FP issues (primary focal point for policy and coordination within their HQs) and report any issues or policy changes to the FCOS.

4.8. Protection Mandates

UNSC Resolutions mandating UNPKOs frequently include protection mandates, in particular for multidimensional UNPKOs, which are the POC mandate, as well as the mandate to promote and protect human rights, and specialized mandates on child protection and CRSV.

Protection is also fundamentally linked to the “women, peace and security”, and “youth, peace and security” agendas. Specific methodologies and tools, policies and guidance have been developed to support the implementation of these mandates and related tasks, and dedicated expert personnel are deployed to implement them. As POC takes into account specific threats faced by children and the risks of and response to CRSV and gender-based violence, respective experts within the mission must be engaged to ensure coordinated responses.

When mandates of UNPKOs do not include specific human rights provisions, or a human rights component, these peace operations are nevertheless expected to uphold human rights standards, ensure that they do not adversely affect human rights through their operations, and advance human rights through the implementation of their mandates³¹.

4.8.1 Protection of Civilians (POC)

UN peacekeeping is an instrument which provides security, political and peacebuilding support to help countries make the difficult transition from conflict to peace. Noting that civilians continue to account for the vast majority of casualties in situations of armed conflict, the UNSC has passed regular and specific resolutions on the protection of civilians, children, and armed conflict (CAAC) and CRSV. These resolutions have helped define the role of UNPKO in protecting those most vulnerable in conflict-affected situations and confirmed these protective functions as a priority task of peacekeeping.³²

The protection of civilians mandate in UN peacekeeping is defined as: “without prejudice to **the primary responsibility of the host state**, integrated and coordinated activities by all civilian and uniformed mission components to prevent, deter or respond to threats of physical violence against civilians, within the mission’s capabilities and areas of deployment, through the use of all necessary means, up to and including deadly force.”³³

Under the POC mandate, UNPKO are mandated to protect civilians regardless of the source of the threat, including threats deriving from elements of the host state security forces.

The most effective and sustainable way of protecting civilians is to ensure stability, peace and security through inclusive political processes and sustainable solutions to conflict, and to support host states to fulfil their responsibility to protect civilians on their territory. Proactive protection of civilians by peacekeeping operations can enable inclusive political processes and facilitate meaningful participation, including by women and youth, in decision-making and peace and security processes. It can also mitigate harm to civilian populations while those processes may be stalled.

A UNPKO with a POC mandate must have a comprehensive POC strategy, which can either be a stand-alone document or integrated into the Mission Concept. The POC strategy does

³¹ OHCHR/DPKO/DPA/DFS United Nations Policy on Human Rights in United Nations Peace Operations and Political Missions (2011), See footnote 1

³² UN DPO Policy: The Protection of Civilians in United Nations Peacekeeping, Ref. 2019.17

³³ Ibid.

not, however function in isolation. POC objectives, indicators and plans must be mainstreamed and integrated in all mission strategic planning processes, cycles, and strategies.³⁴ Coordination mechanisms for POC should be established, such as a “Protection Working Group”, which gathers technical level staff from all components to exchange protection information and establish priorities and the MC must have an active participation in those mechanisms. Coordination and engagement with relevant stakeholders such as the Humanitarian Country Team through these established mechanisms is encouraged to ensure coherence and complementarity.

As POC needs a whole-of-mission approach and within the MC all branches and units have a role to play, participation from the MC in such coordination mechanisms should depend on the respective agenda of the working group, requiring for example members from the U-3, U-3/5, U-5 and/or U-9 branch, and depending on the level of the participants with mission leadership, up to HOMC/FC level (for participation in senior level POC coordination forums) as well. Usually, the Deputy Force Chief of Staff Operations (DFCOS Ops)³⁵ participates in technical level Protection Working Group meetings on behalf of the FC.

For more details on the implementation of POC mandates, including the role of the MC, refer to the 2019 UN DPO Policy on the Protection of Civilians in United Nations Peacekeeping as well as the 2020 UN DPO The Protection of Civilians in United Nations Peacekeeping Handbook.

4.8.1.1. The three Tiers of POC

UNPKO mandated to protect civilians have a range of instruments and approaches at their disposal. These are categorized under three tiers which are mutually accommodating and reinforcing and are implemented simultaneously and strategically in accordance with the mission mandate, mission phase and the circumstances on the ground. There is no inherent hierarchy or sequencing between the tiers. The POC mandate is implemented at the strategic, operational, and tactical levels and all components of the mission (military, police and civilian) have a role to play in each of the tiers of POC.

Action under all three tiers will emphasize prevention and pre-emption as well as the primary responsibility of the host state to protect civilians. The three tiers of POC action are:

- Tier I: Protection through dialogue and engagement
- Tier II: Provision of physical protection
- Tier III: Establishment of a protective environment

4.8.1.2. Tier I: Protection through dialogue and engagement

Dialogue and engagement are effective tools for preventing harm to civilians and may reduce the need for reliance on physical protection by the mission.

³⁴ UN DPO “The Protection of Civilians in United Nations Peacekeeping Handbook”, 2020

³⁵ In missions without a DFCOS level, it will be the FCOS to participate on behalf of the FC.



Tier I activities include

- active, structured, and regular dialogue with perpetrators or potential perpetrators of violence against civilians,
- conflict resolution and mediation between parties to the conflict,
- advocating with the host government, its security institutions, and other relevant actors to intervene to protect civilians,
- local conflict resolution and social cohesion activities,
- strategic communication,
- investigation,
- advocacy,
- reconciliation initiatives,
- reporting on human rights and protection concerns, and
- other initiatives which seek to protect civilians through communications, dialogue and direct or indirect engagement.

This can include both political interventions by mission leadership or tactical level actions to engage communities and parties to the conflict. Tier 1 reinforces the primacy of politics in the resolution of conflict and the role of peacekeeping in the pursuit of sustainable political solutions.

The MC can implement and support Tier 1 in many ways, like encouraging dialogue with parties to prevent and end conflict. As the primary responsibility for POC lies with the responsibility of the host state, a crucial role for the MC is to establish an engagement with state security forces to promote the protection of civilians and to hold alleged perpetrators accountable. The MC also critically engages with armed actors, including state and non-state actors, to advocate for them to cease or minimize harm to civilians and respect international humanitarian law (where relevant) and international human rights law.

4.8.1.3. Tier II: Provision of physical protection

This tier encompasses those activities by all mission components (civilian and uniformed) involving protective presence, facilitating safe passage or refuge, or the show or use of force to prevent, deter, pre-empt, and respond to situations in which civilians are under threat of physical violence. Where the MC engages in these actions they are performed and implemented in close coordination with substantive civilian sections, to jointly determine priority areas for deployment, presence, and actions, to guide the objectives and conduct of military and police operations and to undertake complementary activities such as political and community dialogue and engagement. They are coordinated on FHQ and SHQ level.

Projecting mission presence includes a range of activities such as standing military patrols, other force deployments including but not limited to quick reaction, horizontal and combat engineer tasks, information operations, reconnaissance, air operations, area domination and limited tactical offensives (if mandated) as well as providing medical support. In missions with a POC



mandate, and in line with the mission-specific ROEs, the use of force is authorized to protect civilians, even if it is targeted against host state security forces.

When carrying out any military operations, UNPKO must take steps to protect civilians and mitigate harm to civilians which might arise from those operations, before, during or after.

4.8.1.4. Tier III Establishment of a protective environment

UNPKO undertake a range of activities to help establish an environment that enhances the safety and supports the rights of civilians. These activities are normally programmatic in nature, focusing on the rule of law and security sector reform, but also includes the capacity building efforts of uniformed personnel within UNPKOs to support their counterparts in the host state security forces. Efforts undertaken for the restoration and extension of state authority, such as rehabilitation or construction of police stations, court houses, or prisons, are also considered parts of the tier III approach to POC. In this context, the MC may be called upon to assist the mission in its implementation of activities like DDR and SSR activities or to advocate with the local military on issues of impunity. It may also provide escorts and security for humanitarians (as part of mission mandates to facilitate to the provision of humanitarian assistance) or other actors upon their request and in line with established coordination mechanisms. Humanitarian actors are guided by the principle of last resort for military escorts.³⁶

4.8.1.5. The POC response Phases

The protection of civilians requires actions with both short- and long-term outlooks, based on an analysis of the environment, the phase of the conflict, if any, and the mission's lifecycle, as well as the nature of the threat. The strategic approach to POC, and the three tiers, are therefore implemented along four phases.

The phases do not necessarily occur in sequential order and approaches relevant to different phases may be undertaken simultaneously or independently. Activities and objectives under each phase will vary along with the specific context of each mission-specific mandate. Within one mission, different approaches may be necessary in different geographical areas depending on the situation on the ground. Actions under all three tiers may be taken within each operational phase.³⁷

4.8.1.6. Phase 1: Prevention

Prevention activities are conducted in areas where no clear threat to civilians has been identified. Activities are aimed at ensuring maximum situational awareness and understanding and reassuring the local population of the mission's intent to protect them. This may include patrolling or other visible presence, engaging with local authorities and communities (including women) and information gathering and analysis.

³⁶ Key reference guidance for humanitarian actors is the IASC Guidelines on the Alternatives to the Use of Armed Escorts (2013).

³⁷ UN DPO Policy: The Protection of Civilians in United Nations Peacekeeping, Ref. 2019.17



Any potential threats to civilians or human rights violations and abuses should be reported to HQ.

Preventive force deployment and posture should be based on an understanding of these potential threats to deter killings, sexual-violence and other attacks on civilians before they occur.

Public information activities, information operations and key leader engagement are important supporting efforts and an integral part of prevention efforts.

Regular communication with the local population is essential as is communication with civilian mission components who can deploy to at-risk areas, advise on courses of action, and undertake activities including community dialogue and reconciliation.

4.8.1.7. Phase 2: Pre-emption

Where measures under Phase 1 prove insufficient, or when heightened risks are detected, more active pre-emptive measures may be required. The military component will have to deploy forces and an increase in proactive, high-visibility patrolling could be employed in key locations. Heightened situational awareness is vital. Increased liaison and dialogue with government and non-state armed actors, and potential parties to a conflict, enhanced human rights monitoring, reporting and advocacy, as well as heightened political pressure should also be employed. Pre-emption is also proactive; forces should intercept, neutralize, or defuse situations before hostile acts can be carried out, including through use of Quick Reaction Forces, Special Forces and Reserves.

4.8.1.8. Phase 3: Response

If physical violence materializes, more active measures aimed at stopping potential aggressors from conducting hostile acts may be necessary. The role of the MC will be critical in this phase. Direct military action should be considered as an option, such as the interposition of peacekeepers between a vulnerable population and hostile elements or the use of force as a last resort when the population is under threat of physical violence³⁸. Activities could include providing physical protection to civilians in the vicinity of UN bases and compounds, establishing buffer zones, ensuring freedom of movement and route security for civilians, defending protected areas such as Internally Displaced People (IDP) or refugee camps and safe corridors and supporting the deployment of human rights staff to areas at risk of human rights violations.

4.8.1.9. Phase 4: Consolidation

This range of activities addresses the stabilization of a post-crisis situation. The aim is to assist the local population and host authorities to return to a state of normalcy and create the conditions in which a return to crisis is diminished. In this phase it is important to liaise with the mission's civilian and police components to restore police functions and civilian state authority as

³⁸ For some missions, the UNSC mandate explicitly authorize the use of force only when there is an imminent threat of physical violence against civilians.



well as facilitate humanitarian access in coordination with the Humanitarian Country Team through relevant coordination mechanisms.

4.8.1.10. Planning of POC operations

Situational awareness and planning are vital for successful POC. FHQ must participate in the development and implementation of a mission wide POC strategy based on the threats to civilians identified which will articulate the mission's POC priorities. The FHQ should issue a force directive outlining military responsibilities to implement the strategy. Sectors and battalions must produce their own POC plans for their AOO based on this directive and a threat assessment of the area, in coordination with civilian sections and UN Police. Contingency plans must be developed and rehearsed.

When planning military operations, measures to ensure civilian harm mitigation should be included and adhered to when conducting the operations. The mission's Senior POC Adviser should be consulted while planning the operations, and a jointly conducted after action review (AAR), should evaluate the effect of these measures.

4.8.2 Promotion and Protection of Human Rights

The promotion and protection of human rights is one of the core responsibilities of UN entities, as increasingly reflected in mandates of a broad range of UNPKOs.

The MC have an important role to play in the successful delivery of mission's human rights mandates. For instance, they play an important role through contribution to the protection strategies of the peace operation or political mission; assistance to human rights staff who undertake monitoring and reporting; mentoring and advice; or advocacy to advance human rights, including in the context of reform processes. All relevant action in this area shall be undertaken in coordination and consultation with the human rights component.³⁹

All military personnel shall be able to recognize a human rights violation and be prepared to intervene in line with the mandate and in conformity with the Rules of Engagement (ROE), as well as their specific roles, responsibilities and limits of their competence and capacity.⁴⁰ Furthermore, allegations received or observed by the military component in their work that may amount to human rights violations shall be promptly recorded and shared with the human rights component for verification, investigation and follow-up by the latter, as appropriate.⁴¹

For more details on the role and contribution of MC to the promotion and protection of human rights, please refer to the OHCHR, DPO, DPA, DOS United Nations Policy on Human Rights in United Nations Peace Operations and Political Missions (2011).

³⁹ OHCHR, DPO, DPA, DOS United Nations Policy on Human Rights in United Nations Peace Operations and Political Missions (2011), para. 82

⁴⁰ Ibid., para. 82

⁴¹ Ibid., para. 86



In UNPKOs, the human rights components help mainstream human rights across all mission activities and seek an integrated approach to promote and protect human rights through the mission's activities, including in line with relevant UN policy frameworks. Some of the human rights components' core functions are:

- Monitoring of the human rights situation;
- Investigation of incidents, individual cases, patterns of violations, laws, policies, practices, and institutions;
- Assessment of the root causes of conflicts and the nature and causes of human rights violations (amongst others);
- Promoting accountability;
- Informing preventive and protection action;
- Early warning;
- Reporting on human rights issues and activities;
- Advocacy and Intervention actions to address human rights concerns;
- Advice and support for capacity building;
- Support in implementing the specialized protection mandates;
- Human rights training; and
- Support the mission to implement the Human Rights Due Diligence Policy on UN Support to Non-UN Security Forces (HRDDP)

Even where not explicitly mandated as MC's tasks, collaborating with the human rights component to support and enable monitoring and investigation of human rights violations is directly linked to the protection of civilians, thus serving as a priority for the MC. Much collaboration may take the form of cooperation (e.g., provision of physical protection, sharing of information, engagement with national security forces, joint training) and coordination (e.g., joint planning, joint patrols, follow-on activities).

4.8.3 Child Protection (CP)

Protection of children in armed conflict is a fundamental peace and security concern which is highlighted in numerous UNSC resolutions on children and armed conflict.

A child is any person below the age of 18. The 2017 DPKO-DFS-DPA Policy on Child Protection in UN Peace Operations provides detailed guidance on how all peacekeeping missions should work to integrate the protection of children in their work. Child Protection Advisers (CPAs) deployed in UNPKO fulfill a crucial role in implementing the child protection mandate in mission settings.



The MC has a special role to play in promoting the protection of children in their areas of operation and in preventing the six grave violations against children⁴² in the mission area.

- HOMC/FC is responsible for ensuring that all military personnel under the HOMC/FC's command have achieved a common understanding regarding what actions to take to protect children. Mission-specific directives and ROEs as well as SOPs on military actions in relation to child protection are to be issued.
- HOMC/FC shall ensure that all military personnel receive in-mission induction briefings and ongoing training on child protection.
- The Military Protection Adviser (MPA) at FHQ/SHQs and respective unit level will work closely with CPAs and child protection staff, to channel alerts of violations against children to CPAs and child protection staff.

The monitoring of grave violations is conducted through the UN-led, UNSC mandated Monitoring and Reporting Mechanism (MRM). The purpose of the MRM is to provide for the systematic gathering of accurate, timely, objective, and reliable information on grave violations committed against children in situations of armed conflict. UN military personnel must report any child protection concerns to the missions CPAs through a commanding or reporting officer.

Special attention must be paid to the specific protection needs of children, including a gender and age sensitive approach to the needs of girls and boys, who are extremely vulnerable in conflict.

The Military Protection Adviser (MPA) should be informed on any child protection concerns as well and keep close collaboration with the CPAs.

4.8.4 Conflict Related Sexual Violence (CRSV)

“The term “conflict-related sexual violence” refers to rape, sexual slavery, forced prostitution, forced pregnancy, forced abortion, enforced sterilization, forced marriage and any other form of sexual violence of comparable gravity perpetrated against women, men, girls, or boys that is directly or indirectly linked to a conflict. CRSV is frequently used as a brutal tactic of war and terror by parties to the conflict and other perpetrators profiting from the breakdown of law and order. CRSV is often motivated by political, military, or economic objectives. Perpetrators include state security and police forces, armed groups, and community-based militias. Such violence inflicts long-term trauma and humiliation on victims/survivors and their communities, fracturing families, and the social fabric, triggering displacement and fueling armed actors' activities. Depending on the circumstances, sexual violence can constitute a war crime, a crime against humanity and as a constituent element of genocide.

⁴² The six grave violations are Recruitment and use of children, killing and maiming of children, sexual violence against children, attacks on schools and hospitals, abduction of children, and denial of humanitarian access. (DPKO-DFS-DPA Policy on Child Protection in UN Peace Operations (2017))



For the MC, it is vital to prevent and respond to CRSV. This means not only protecting women, men, girls, and boys from sexual violence itself, but also monitoring risks of sexual violence to take preventing action and supporting access to multisectoral care for victims/survivors, including social and economic reinsertion.

Peacekeeping operations have five overall objectives to prevent and respond to CRSV namely

- 1) Prevention and protection of persons facing the risk of CRSV.
- 2) Ending impunity for CRSV.
- 3) Awareness and condemnation of CRSV.
- 4) Building capacity of national actors to effectively address CRSV.
- 5) Empowerment of victims/survivors through political processes and their referral for support.

Protection from CRSV requires a mission-wide approach and collaboration with a wide range of stakeholders, including victims/survivors themselves.

To avoid causing further harm to victims/survivors, such as reprisals or stigmatization, all mission personnel are required to respect guiding principles including “Do no harm”, Confidentiality, Informed Consent, and the Best Interests of the Child. Personnel should adopt a survivor-centered approach, meaning that all initiatives to address CRSV should respect the rights and specific needs of victims/survivors, as identified by the victim/survivor herself/himself, and ensure their meaningful participation.

The UN has provided policy and guidelines for uniformed peacekeepers on addressing CRSV and reaching these objectives⁴³. Increased awareness and implementation of this guidance by the MC is required to enhance effectiveness in preventing and responding to CRSV. The MC has a key role in CRSV prevention and response under the overall responsibility of the Head of the Military Component and Head of Mission. With the support from Senior/Women’s Protection Advisors and military CRSV Focal Points, CRSV concerns should be mainstreamed across all areas of work the MC, including into analysis, planning and operations. Specifically, MCs contribute to the prevention of the occurrence of CRSV by monitoring early warning indicators of CRSV and reporting threats and incidents of sexual violence through appropriate chain of command and with the (Senior) Women’s Protection Advisors and/or CRSV Focal Points in the Human Rights Component. Military peacekeepers also establish a protective environment through targeted patrolling in CRSV hotspots and advocating with state and non-state actors to end any use of CRSV. Military representatives also participate in the Working Group of the Monitoring, Analysis and Reporting Arrangements (MARA) to support timely and objective information, analysis, reporting on CRSV. Constant liaison on all levels with the (Senior)/ Women’s Protection

⁴³ United Nations DPO/DPPA/OHCHR/SRSG-SVC Policy on United Nations Field Missions: Preventing and Responding to Conflict-Related Sexual Violence (2020) and United Nations Handbook for United Nations Field Missions on Preventing and Responding to Conflict-Related Sexual Violence (2000)



Adviser, and human rights officers in the mission is required as it allows for appropriate responses to be initiated for victims of CRSV and ensuring coordinated actions.

4.8.5 Military Protection Advisor

It is important to underline that all UN military peacekeepers have an important role to play for each of the different protection mandates. It is also crucial to note that all protection mandates are mutually reinforcing, and they all must be implemented through a whole-of-mission approach that requires all mission components' collective efforts.

To ensure integration of protection concerns into the work of the MC and effective synergies between the various components dealing with the protection mandates and the MC, it is important to institutionalize mainstreaming of protection concerns and collaboration mechanisms. The coordination of the MC's participation in these collaboration mechanisms for the implementation of the POC mandate usually lies within the DFCOS Ops at FHQ level and the Sector COS / Battalion COS. For the other protection mandates, the MC should assign Military Focal Points, at FHQ/SHQ/Battalion level and – if necessary - military units. These Focal Points are to foster collaboration and should also work as internal advocates for ensuring the integration of the protection mandates within the work of the FHQ/SHQ/Battalion or unit. Instead of assigning up to three different Military Focal Points for Child Protection, CRSV and Human Rights, it is recommended to appoint dedicated Military Protection Advisers (MPA) at the FHQ/ SHQ and/or at Battalion level. The MPA is to support the military leadership in coordinating the three sets of protection activities (other than POC) and to establish routine working relations with the stakeholders as a point of contact to streamline information related to these protection issues and to ensure participation of, or information exchange with, the relevant stakeholders within the MC (like U-3, U-5, U-9).

While all peacekeepers are responsible for integrating the protection mandates into the work of the MC, the MPA provides advice and guidance on UNSCRs, UN and mission specific SOPs, rules and regulations relating to the Child Protection, CRSV and Human Rights mandates, in close coordination with those responsible for the implementation of the POC mandate (usually the DFCOS Ops). Operational staff work such as the CONOPS, orders and policies published on behalf of the FC should always be reviewed in reference to the protection mandates.

Given the comprehensive knowledge required for the work of the MPA, it is recommended that this person is not double hatted with other functions like the Military Gender Adviser (MGA), so that the MPA can exclusively dedicate their time to the advisory role on the different protection mandates. However, the MPA will have to work in close consultation with the MGA, who provides gender-related information on the protection mandates.

A detailed description of the tasks and responsibilities of the MPA is described under Chapter 6.4.1.2.

4.9. Gender Equality and the Women, Peace and Security (WPS) Agenda

4.9.1 Introduction

UNSCR 1325 (2000) is the resolution on WPS that first recognized that sustainable peace can only be achieved with the equal participation of women at all levels and phases of a peace process. The resolution emphasizes the disproportionate impact of conflict on women and recognizes the often-under-valued contributions and roles women play in conflict prevention, conflict resolution and peacebuilding. The resolution also highlights the necessity of engaging women in the on-going dialogue concerning peace and security. To enhance the role played by women in the maintenance of international peace and security, UNSCR 1325 (2000) was followed by other thematic resolutions on WPS, the Resolutions 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019), 2493 (2019) and 2538 (2020). Each resolution highlights a different aspect of WPS and together they form the WPS Agenda. UNSCR 1325 (2000) introduced four fundamental priority areas (pillars) for the WPS Agenda, namely *participation, protection, prevention, relief and recovery*.

The resolutions of the WPS Agenda mandated peacekeeping missions to

- enhance women's participation in peace, political and security decision-making processes,
- prevent all forms of violence against women and girls,
- protect the rights of women and girls,
- protect women and girls from Sexual Gender-Based Violence (SGBV), including CRSV,
- increase the presence of women peacekeeping personnel, and
- systematically train peacekeepers to mainstream gender in their work and to implement the WPS mandates.

Peace and security can only be achieved and sustained if all members of society have equal rights and opportunities in terms of protection, access to resources and services, participation in decision making and other basic rights. In modern, multidimensional peacekeeping operations, the deployment of women military personnel is critical to operational effectiveness and to delivering mission mandates. At present, the gender imbalance in the military component is significant. OMA strives to increase the deployment and participations of women personnel in UNPKO by introducing mechanisms and approaches to bridge the gap, achieve gender parity, and subsequently ensure the operational effectiveness of the UN peacekeeping operations. Diversity is key for mission success. Women peacekeepers bring an additional perspective in planning operations and in making key decisions. This is a critical consideration for a mission as it provides a holistic approach to meet its mandate in today's complex and evolving peacekeeping environment.

The performance of military tasks in multidimensional peacekeeping operations requires engagement with local populations. It is important to identify and differentiate impact of the conflict on distinct groups and respond to the security concerns of women, men, girls, and boys

throughout all phases of a UNPKO. This approach requires a gender-responsive conflict analysis⁴⁴ and harnessing the professional expertise of men and women military personnel to achieve optimum operational effectiveness. The MC should support the main four pillars of the WPS Agenda (participation; prevention; protection; relief and recovery) and ensure that a gender perspective is integrated throughout the MC and in the military approach to peacekeeping at strategic, operational, and tactical levels. This includes the creation of an enabling environment that fosters the full, equal, and meaningful participation of all personnel, women and men. (e.g., in Early Warning Mechanisms, protection strategies, Quick Impact Projects).⁴⁵

Even though meeting women's and girls' humanitarian needs and recognizing their roles as leaders in Relief and Recovery is not a part of Peacekeeping mandates and is under the purview of humanitarian actors, UNPKOs have a crucial role to play in promoting women's participation in leadership roles.

4.9.2 Gender at the Strategic and FHQ / SHQ / Operational Level

At the strategic level in UNHQ, the OMA Gender Adviser

- advises and ensures that all gender considerations and perspectives are integrated in all OMA work,
- advocates for an increase in the numbers of women in UN peacekeeping and helps to achieve the targets outlined in the Uniformed Gender Parity Strategy 2018 – 2028,
- ensures that the DPO/DFS Policy on Gender Responsive United Nations Peacekeeping Operations is implemented, and
- maintains and sustains support with the Military Gender Advisers at the operational level.

Strategic guidance and direction from UNHQ are translated into a CONOPS which instructs operations, duties and coordination in accordance with the mission's mandate. Operational level planning for military activities to protect civilians requires the inclusion of appropriate guidance to address specific protection challenges confronting women, girls, men and boys. On this operational level, a Military Gender Adviser (MGA) is working with the military and the other components on gender mainstreaming (for the roles and responsibilities of the MGA, see Chapter 6.4.1.2). While all peacekeepers are responsible for integrating a gender perspective into the work of the military component, the MGA provides advice and guidance on UNSCRs relating to WPS and integrates a gender perspective throughout the MC, including the planning and conduct of military and integrated mission operations. Operational staff work such as the CONOPS, orders and policies published on behalf of the HOMC/FC should always integrate gender and contain references to gender tasks and considerations.

⁴⁴ This includes an assessment on how gender shapes and is shaped by conflict. For an additional guidance, please see the Department of Peace Operations Gender Equality and Women, Peace and Security Resource Package, 2020.

⁴⁵ Department of Peace Operations Gender Equality and Women, Peace and Security Resource Package, 2020.



UNMEM, UN-CIMIC officers or members of the Engagement Platoons are military mission staff who usually interact with communities. Their role is vital as their work ensures interaction with women, men, girls and boys. Proper training and qualification of military personnel in such functions are paramount for successful engagement with the local population. The presence of diverse peacekeepers in terms of gender, age, or rank can positively impact the operational effectiveness of the protection and response strategies. For instance, for cultural reasons, the local population might find it more appropriate to talk to someone of the same gender-identity. As such, women and girls might feel more comfortable to confide in women peacekeepers, particularly when informing about certain types of violations, such as CRSV that could be difficult to report to men peacekeepers, and vice versa. Peacekeeping should strive to reflect the populations it serves, by deploying men and women peacekeepers. The military shall incorporate a gender perspective in all areas of the missions.

Operational planning for liaison activities promotes coordinated implementation of the WPS Agenda. Military liaison activities provide guidance to tactical level commanders to enable smooth coordination between military and police components as well as other mission entities during activities to protect vulnerable groups and to consider the unique needs of women, girls, men and boys.

At sector level, the MGA acts as the Sector Commander's adviser on gender. The Sector MGAs should coordinate their activities with the FHQ MGA, who should provide guidance and support regarding gender mainstreaming. Each unit should have a trained Military Gender Focal Point (MGFP). This ensures that gender is fully integrated across all units.

4.9.3 Gender at Unit / Tactical Level

At the tactical or unit level, military activities involve the translation of concepts, guidance and orders into tasks, that must be implemented. Activities may include:

- **Monitoring.** At a tactical level, military peacekeepers provide an opportunity to consult with all parts of the population, women and men, to obtain a holistic picture and produce a more comprehensive situational awareness and analysis. Gender-responsive conflict analysis is important to understand how gender roles and norms shape and are shaped by conflict, as well as the differential impact of conflict on different groups of the society. All reporting and information collection should be gender disaggregated and informed by gendered analysis. It is vital to keep in mind that women are not a homogenous group, and that gender does not equal to women. Gender intersects with other dimensions such as age, class, religion, ethnicity, etc.
- **Patrolling.** Community-based Patrols should be joined by Engagement Teams which enhances the interaction with women, men, girls and boys in the community, being an important opportunity to gather information for the mission. The presence of both men and women peacekeepers, is particularly essential in situations such as screening of civilians at checkpoints and conducting house searches, to guarantee that screenings are conducted by a person of the same sex, and in areas where it is culturally inappropriate for unknown men or women to enter



households, to be able to act in a culturally appropriate way. Patrolling routes should be planned based on gender responsive risk and threat analysis and prioritizing hotspots and locations where women and girls are most at risks of being endangered, including CRSV.

- Checkpoints and roadblock duties. Appropriate provisions for conducting searches of both women and men are required, hence it is imperative to have women and men military personnel present at checkpoints and consider culturally sensitive procedures.
- Support to the humanitarian aid response. If the mission mandate includes facilitating humanitarian assistance, continuous dialogue and information exchange with humanitarian partners can provide important insights into power relations within the community, including from a gender perspective, etc.
- Assistance to national security forces. When the MC is conducting support-tasks related to reform and restructuring of national military forces, it is necessary to encourage women to be part of the reforms. MC should encourage reforms to fully respect the rights of women and girls as per international human rights standards and advocate for good conduct of national armed forces, including zero tolerance towards sexual violence. Collaboration with civil-society organizations could provide ideas on existing efforts and on how to best approach and encourage women to be part of the reforms.

4.9.4 Military Gender Focal Point (MGFP)

It is recommended that MGFPs should be appointed in all units, at all Military Observer Team sites⁴⁶, and across all U-Branches at FHQ and G-Branches at SHQ level⁴⁷ as the main point of contact for the MGA in the respective functional areas. MGFPs support the MGAs in mainstreaming gender throughout the military component. MGFPs are responsible for integrating a gender perspective into their respective function or unit, and supporting implementation of mandates on women, peace and security in the operational and tactical-level activities of the MC.

MGFPs in units comprised of soldiers from one TCC should be appointed prior to pre-deployment training and trained accordingly. While all MGFPs ideally have received training on gender prior to deployment, MGFPs should complete the online course for Military Gender Advisers and Gender Focal Points as soon as possible after they are appointed MGFP. Furthermore, the MGFPs will receive regular in-mission briefs and continuous technical guidance by the mission's MGA.

Specific tasks include:

- Provide advice to their respective Commanding Officers/Branch Chiefs to advance implementation of mandates on women, peace and security in tactical-level military peacekeeping tasks;

⁴⁶ Or any Team site with UNMEMs, that function similarly to Military Liaison Officers.

⁴⁷ The need to implement MGFPs at the U- or G-Branches is dependent on the size of the HQ and the various branches.



- Raise awareness on gender-responsive operations⁴⁸ at the unit level and/or branch function and advocate for inclusion of a gender perspective in all military activities to enhance operational effectiveness;
- Support and contribute to the delivery of gender training to military personnel in the unit;
- Support the MGA in gender-sensitive reporting activities and the use of gender-disaggregated data in planning processes for tactical-level military operations;
- Ensure and maintain regular liaison with the MGA at FHQ/SHQ; and
- Liaise with other MGFPs.

4.10. Security Sector Reform (SSR)

The UN supports Security Sector Reform (SSR) processes to ensure the development of effective, efficient, affordable and accountable security institutions. It is a process led by national authorities, and the reform should be undertaken without discrimination and with full respect for human rights and the rule of law. SSR is directly linked to Protection of Civilians, Human Rights protection and the WPS agenda as the ultimate long-term goal of peacekeeping is to ensure that host governments can protect its people and their universal rights.

The objective of SSR is to achieve good security sector governance – where security actors are effective and accountable to their people. The target of SSR are the components of the state that uphold national security, thus the structures, institutions and personnel responsible for the management, provision and oversight of security in a certain country. Therefore, the scope and target of SSR has usually been defined comprising the following four groups:

- Core security actors, such as armed forces, police, gendarmerie, border guards, customs and immigration, and intelligence and security services;
- Security management and oversight bodies, such as ministries of defense and internal affairs, financial management bodies and public complaints commissions;
- Justice and law enforcement institutions, such as the judiciary, prisons, prosecution services, traditional justice systems; and
- Non-statutory security forces, such as private sector companies, guerilla armies and private militia.

Each SSR is unique, no single model of a security sector exists. However, the UN considers that security sectors usually include structures, institutions and personnel responsible for the management, provision and oversight of security. These could include defence, law enforcement, corrections, information services and institutions responsible for border management, customs and civil emergencies. In some cases, elements of the judicial sector responsible for cases of alleged criminal conduct and misuse of force are included. The security

⁴⁸ Operations that are based on prior gender analysis and incorporate a gender perspective.



sector should also include management and oversight bodies and, in some instances, may involve informal or traditional security providers.

SSR can even protect conflicts or crisis from emerging or resurging, and it is also a process that many states undertake on a regular basis to respond to emerging threats or potential internal or external pressures. In the field, SSR teams in various missions support national authorities to:

- Facilitate national SSR dialogues.
- Develop national security and defense policies, strategies and plans.
- Strengthen oversight, management and coordination capacities.
- Articulate security sector legislation.
- Mobilize resources for SSR-related projects.
- Harmonize international support to SSR.
- Education, training and institutional capacity building.
- Monitor and evaluate programs and results.

SSR is aimed at the existence of both national security and human security. However, the goals providing national and human security can be conflictual in the context of conflict-torn societies which lack the framework of democratic governance.

Attaining good SSR is a conflict prevention tool and a post-conflict stabilizer. Mechanisms usually used to perform SSR include DDR programs to try and synchronize reforms to the security sector.

While SSR is not a process with clearly defined steps, it is a long-lasting effort by mission leadership to support the peace process within the host nation of the mission. The military component of a UNPKO is able to support SSR in various perspectives, from providing force protection to other mission entities engaging with local security actors to actively engaging with security actors in their area of responsibility and providing guidance and support to them in performing their duties.

From Conflict Prevention to Peacebuilding



4.11. Disarmament, Demobilization and Reintegration (DDR)

Integrated DDR is part of the UN system's multidimensional approach to post-conflict peacebuilding and reconstruction. It is based on a set of principles for planning and implementing integrated DDR processes and concrete mechanisms to guarantee coordination and synergy in these processes among all UN actors.

The objective of a DDR process is to contribute to security and stability in post-conflict environments so that recovery and development can begin. DDR help create an enabling environment for peace processes by aiming to deal with the post-conflict security problems that arises when ex-combatants (men, women and children) are left without livelihoods or support networks during the vital transition period from conflict to peace and development. DDR is a process of removing weapons out of the hands of combatants, taking the combatants out of military structures and helping them to integrate socially and economically into society. DDR seeks to support ex-combatants so that they can become active participants in the peace process.

The DDR of ex-combatants is a complex multidimensional process with political, military, security, development and socio-economic aspects.

Even though the DDR process is conducted in solely national responsibility, the MC of a UNPKO usually has a large responsibility in the process. Security for DDR staff, infrastructure and beneficiaries is the primary contribution of the MC to DDR. In addition, the MC may also



secure the collection, transportation and storage of weapons and ammunition handed in as part of a DDR process. The MC can also gather or distribute information specifically related to a DDR program, as well as monitor and report on security issues. Specialist military ammunition and weapons expertise with the TCCs can contribute to the technical aspects of disarmament and transitional weapons and ammunition management (WAM).

In addition, military capabilities could be used to provide engineering support, including DDR camp or infrastructure construction, communications, transportation and medical services within existing capacities.

4.12. Mine Action

The United Nations Mine Action Service (UNMAS) works to eliminate the threat posed by mines, explosive remnants of war and improvised explosive devices by coordinating UN mine action, leading operational responses at the country level, and supporting the development of standards, policies and norms. UNMAS coordinates, advises, and trains mine action practitioners, and removes landmines, ERW and IEDs from homes, roads, bridges, hospitals and schools, making it possible for families to return to home, children to go to school, for communities to rebuild and recommence commercial activities. Mine action makes it possible for peacekeepers and humanitarian workers to safely reach the places where they are needed most.

As a specialized service of the UN located within DPO, UNMAS operates under UN legislative mandates of both the General Assembly and the Security Council. UNMAS also responds to specific requests for support from the UN Secretary-General or UN designated official. UNMAS is guided by humanitarian principles.

UNMAS is an integrated component of peacekeeping operations and assists in ensuring that they are fit to implement their complex mandates in situations where there is an explosive threat. UNMAS provides specialized explosive ordnance training to military and police contingents in many peacekeeping operations.

UNMAS has established an IED Threat Mitigation Advisory Team (TMAT) at Headquarters to produce the policy, training modules, and partnerships necessary to reduce the threat of IEDs to peacekeepers, UN personnel and populations in settings where IEDs limit mobility and are increasingly used to target peacekeepers.

UNMAS also supports peacekeeping missions and TCCs/PCCs regarding the safe and secure storage and disposal of ammunition, when requested and in line with the new UN Weapons and Ammunition Management Policy.

UNMAS is mandated to coordinate the mine action work of the UN system.

4.13. Environmental Management

Effective environmental management entails understanding the full range of ways in which a UNPKO may impact the environment, natural resources and cultural heritage, whether in

positive or negative manner. The primary impact pathways typically revolve around energy production, water abstraction, wastewater generation, solid and hazardous waste generation and the use of fuel, lubricants and other hazardous substances. If not conducted in an environmentally responsible manner, UNPKO can cause water and soil pollution and/or shortage, air pollution, threatening human health, both for the host community and UN staff. In addition, the large physical footprint on UNPKOs can cause tension over access to and use of scarce or contentious natural resources essential for survival, livelihoods, development and lasting peace. On the other hand, the physical deployment of UNPKOs can bring lasting benefits to societies and ecosystems. Peacekeeping operations and all military operations need to be designed, planned, deployed and managed with all these considerations in mind.

UN environmental doctrine for peacekeeping operations is based on 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. As required by these policy documents, the MC is expected to conduct its operations and activities in an environmentally responsible manner, protecting human health, natural resources, cultural heritage and the environment of the host community where it operates, and to comply with the host nation environmental laws and the mission's environmental doctrine. Further, the MC is expected to integrate sound environmental management practices in all aspects of its operations, to be an active contributor to the mission's environmental management system, and to take the following measures:

- Comply with the COE Manual provisions pertaining to spill containment, pollution prevention and energy production, and other minor engineering requirements.
- Increase the use of renewable and hybrid energy solutions, thereby reducing greenhouse gas emissions, reliance on diesel generators and security risks related to the fuel supply logistical chain.
- Optimize energy production, using 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 and conservation practices.
- Minimize solid waste generation, properly segregate waste streams and actively participate in the mission waste recycling, reuse, valorization and composting initiatives.
- Optimize the use of fuel, lubricants and other hazardous material, to prevent expiration and generation of hazardous waste.
- Promptly respond to environmental emergencies (e.g., fuel and hazardous material spills, wastewater leaks or overflow), 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 and the Mission Waste Management Plan.
- Implement safe solid waste and wastewater management practices while deployed off-base (e.g., long-range patrols, temporary operating bases, horizontal engineering tasks, etc.).
- 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 MC personnel participate in mission environmental induction training.
- Act as responsible environmental stewards during interactions with the host community and UN-CIMIC Activities.

4.13.1 Environmental Adviser / Focal Point

According to the DPO/DFS Environmental Policy, the HOMC shall appoint an MSO to serve as the FHQs Environmental Adviser / Focal Point to liaise with the Mission Environmental Unit and to coordinate actions on environmental issues within the MC,

Furthermore, the appointment of military environmental and waste focal points should be replicated in sectors and regions where in place, and in each camp in all missions. This structure helps effective dissemination of requirements and information while at the same time ensuring effective supervision of environmental management at all levels. Due care is strongly expected to ensure continuity in the designation of focal points at FHQ, SHQ and camp levels upon contingents' rotation.

It is the responsibility of the HOMC and, by delegation, the FHQ Environmental Adviser / Focal Point, to ensure that MC troops are trained and aware of their environmental duties, do not degrade the environment in their area of responsibility, and liaise with the HOMC to improve environmental performance and risk management.

For further environmental considerations, duties and responsibilities, see the UN Environmental Policy for Field Missions (Ref. 2009.06) and the UN Environmental Management Handbook for Military Commanders in UN Peace-Operations, 2021.

4.14. Cultural Awareness

Cultural awareness is the ability of an individual to recognize and understand that we all have different values shaped by our diverse cultural backgrounds and be aware of the cultural values and customs of a new culture. What may be qualified as normal and acceptable to one (cultural) group of people may be unusual or unacceptable for people from another cultural background. When one is in the company of people from diverse cultures, everyone should be aware of the different beliefs and customs and respect them. Developing cultural awareness results in an ability to understand, communicate with, and effectively interact with people across cultures. A military unit should understand the cultural sensibilities in a mission area and ensure that all



ranks respect diversity and conduct themselves based on humanity, respect and adhere to provided guidelines and best practice.

4.15. Strategic Communication and Public Information (SCPI)

4.15.1 Introduction

Strategic Communication and Public Information (SCPI) in a UNPKO are directed by the civilian led SCPI Office. The Chief SCPI, as the main adviser to mission leadership and as a member of the SMT of the mission, is responsible for the development and delivery of the mission's communication strategy, including narrative and messaging, and insuring its integration with the mission's overall concept of operations, mission directive, SRSG compact and mission support plan. In the MC, the Military Public Information Officer (MPIO) deployed into the Headquarters should ensure the integration of strategic use of communications in the military planning and daily force activities in benefit of operations. The Chief MPIO also acts as an adviser of the FC for military strategic communications related matters with focus on its results on the mandate's implementation.

The key factors for SCPI in UNPKOs are:

- Strategic communications and public information are mission requirements. They are political and operational necessities that directly influence the ability of UNPKO to fulfill their mandates successfully.
- Strategic communications and community engagement are essential to establishing and maintaining the mission's effectiveness, especially to foster public support at a mission's earliest stages of deployment.
- SCPI supports the peace process, the mission and helps manage stress.
- The mission coordinates and shares its messages with UN partners to maintain an "One UN Approach".

4.15.2 SCPI Policy

The SRSG/HOM is the principal voice of the mission and must project the views, work and goals of the mission, through the media and other means, to generate support and understanding among the local population and the international community. Force Commanders and the heads of relevant components and other staff, as appropriate, may also be called upon to speak to the media on behalf of the mission. While there is no general prohibition against staff speaking to the media, staff should only speak within their area of competence and responsibility, provide fact-based information only, not opinions and leave sensitive issues to officials who are specifically authorized to speak on them.

4.15.3 Role of the Military in SCPI

Military Public Information Officers (MPIOs) work in close collaboration and frequently under the direction of the Chief SCPI or spokesperson. It is essential, that these officers, who are under the command of the HOMC, are trained professionals in communications, so that they can



readily integrate their efforts into the overall SCPI component of the mission. The Chief SCPI or the spokesperson must provide guidance and, when required, training to the MPIOs and should ensure that MPIOs are fully briefed on the mission's communication strategy and understand their role in its implementation.

The MPIOs should work in close cooperation with the Force branches, especially – if present – the Information Operations Cell and mainstream the strategic communications concepts and its objectives within the MC mandated tasks; guaranteeing its implementation with focus on the expected results. It is important to act proactively and plan the strategic use of communications to support the operations and its effectiveness. Strategic communication must be used to target different audiences and build trust, counter misinformation and disinformation, besides help to manage unreliable expectations. In fact, strategic communication should be used to prevent a gap between what you say and what you do.

Unit commanders often are engaged by the media in their area of responsibility. Upon receipt, they should seek advice and support from MPOI. Communications and public information are a commander's responsibility. In principle it is the commander, who should speak to the media.

MPIOs also act as liaisons for the MC and its contingents, facilitating journalists visits and gathering information for media enquiries. Under the guidance of the Chief SCPI or spokesperson, they may assist with briefing journalists on military matters. The SCPI Office should provide guidance and messaging to other mission components – notably Civil Affairs, Political Affairs, Military and Police Personnel – who are likely to be in remote areas and can engage in communication activities.

UNPKO also have a special responsibility to conduct outreach to TCCs to produce content such as feature stories, videos and photos. The SCPI Office should target the media of TCCs, as well as disseminate content online and via relevant UN Information Centers.

Internal communications across the MC are also important. All serving military should be aware of the mission mandate, strategic goals and standards of conduct. The Chief SCPI can advise the FC on internal communications, but is not responsible to conduct these within the MC.

4.16. Training and Education

4.16.1 Pre-Deployment Training

Before arriving in the mission area, TCC's are responsible for ensuring that each member of the MC has received appropriate and complete pre-deployment training to be prepared for their duty as a member of a UNPKO. Pre-deployment training is mandatory for all peacekeepers, including civilian, military and police.

After arriving in the mission and transfer of authority, the HOMC is responsible to ensure that all members of the MC are well prepared for UN operations and fully informed on all aspects of UN rules and regulations as these affect the conduct of military activities. The HOMC shall

issue a Force Commander's Training Directive on an annual basis, to be included as a component of the Comprehensive Mission Training Plan.

4.16.2 Mission-specific Induction Training

The HOMC shall ensure that all incoming members of the MC receive appropriate induction training related to the mission's role and functions, key UN policies and regulations, local conditions and customs, and arriving members' obligations and role within the mission. Furthermore, the induction training should cover mission-specific threats and mitigation matters. This should include asymmetric threats, like IED, but must also include health threats, like Malaria or COVID.

4.16.3 In-Mission Training

The HOMC shall support the ongoing training of MSOs and UNMEMs whilst they are in the mission, in various areas related to their support to the achievement of the mandate of the mission. In-mission training should be a continuous process and mission-critical or life-saving topics (like Counter-IED activities) should be repeated regularly throughout the time of deployment. In-Mission Training should also include regular command-post, table-top and scenario-based exercises for all military personnel to maintain operational readiness as well as to ensure interoperability with other sections of the mission, including civilian components.

4.16.4 Threat Specific Training

The HOMC is responsible for ensuring that all members of the MC, including MSOs and UNMEMs are aware of the mitigation matters against mission-specific threats identified by the UNPKO. The training must be as practical and realistic as appropriate.

4.16.5 Learning Workshops and Refresher Courses

The HOMC shall encourage frequent interactive and learning workshops regarding standards of conduct including the prevention of sexual exploitation and abuse, mentoring, safety and security, training, advising, planning, gender equality and women's rights, staff welfare, personnel policies, best practices, lessons learned and other issued which have an impact on military performance and mission management.

4.16.6 Rules of Engagement (ROE) Training

The HOMC is responsible for ensuring, that mission-specific, UN approved ROE are fully understood by armed members of the component. The HOMC is responsible for ensuring specific ROE training is regularly conducted within the MC.

4.16.7 UN Core Values and Competencies

The HOMC is responsible, that all members of the MC are informed of UN core values and competencies, which are: Integrity, Professionalism and Respect for Diversity. Competencies refer to a combination of skills, attributes and behavior that are directly related to the successful performance of a member's assignment within the MC. Competencies are important for all mission personnel to build and support its development and meet organizational and mission objectives.



4.16.8 Standards of Conduct

The HOMC is to ensure that all subordinate commanders are fully informed on the need to ensure UN standards are observed when exercising control over individuals or units in the MC in accordance with the “Guidance to Commanders of UN Military Operations, Standards of Conduct and Performance Criteria” and the UN-wide Zero Tolerance Policy on Sexual Exploitation and Abuse.

CHAPTER 5



5. Force Headquarters Structure

5.1. Introduction

Each UNPKO is unique by nature, the objectives of the mission, given through the mandate of the UNSC differ for each mission. Therefore, the configuration of a FHQ will be based on the peculiar mission's characteristics and the mandated objectives and the tasks derived.

The primary function of the MC is usually to provide a secure environment, so that other elements necessary for the peace process can conduct their work uninterruptedly, like monitoring of human rights, national reconciliation and institution-building.

In the start-up of a new UNPKO, OMA personnel will form the nucleus of the new FHQ. The UNPKO participating Member States will provide MSOs to the FHQ through normal recruitment process managed by FGS/OMA. OMA will plan the FHQ structure in the initial planning of the UNPKO with the guidance of HOMC, if already nominated. In the ongoing mission the HOMC will decide for the FHQ organization in line with the guidance received from DPO.

In the UN system neither Military HQs nor elements thereof are pledged by TCCs. Instead, the UN system is based on the concept that HQs are formed in the mission area through individually deployed MSOs recruited by UNHQ/OMA/FGS. All MSO positions are UN positions and member states are invited to nominate candidates every year. Recruitment is based on job descriptions and requirements developed by UNHQ/OMA/FGS in cooperation with the respective MC in the field mission.

The FHQ is responsible in implementing tasks given and authorized by the FC and is in charge for planning and conducting all military operations for all military capabilities provided to the mission.

5.2. Purpose

This chapter describes the roles and responsibilities of a military Field HQ for different types of missions and the generic structure of a FHQ that derives from them.

Because of the difference in mission environment, the FHQ organization needs to be dynamic, versatile and multifaceted to function in an integrated environment to accomplish multidimensional responsibilities. Keeping that in mind, a high degree of standardization of the FHQ organization is required to reflect UN approaches and methodologies of executing the mandate.



5.3. Generic FHQ structures

The mission specific UNSC resolution authorizes the maximum strength for the UNPKO including the military component.

The HOMC is primarily responsible for the operational organization, efficient functioning, and under the authority of the HOM, conduct of military personnel within a mission.

In cooperation with UNHQ/OMA/MPS the HOMC defines the structure of the mission incl. the organizational structure of the FHQ, the necessary amount and structure of SHQs, but the HOMC is also required to provide detailed job descriptions for every FHQ/SHQ position – especially with every structural change of the HQs – to UNHQ/DPO/OMA/FGS for recruitment.

Generally, when setting up an FHQ, various factors need to be considered. A UN Military Observer Mission can be small without a heavy staff structure, whereas multidimensional missions with more than 10.000 soldiers deployed will need a larger FHQ structure, supported by Sector HQs.

All FHQ will be organized by a United Nations Staff structure (U-Staff), but the functional structure varies, depending on the size and the tasks of the mission.

As each mission is having its own mandate and operational environment, there is no “one-fits-all” HQ structure. Furthermore, missions may have capabilities and assets that are unique within UNPKOs, like the Maritime Task Force (MTF) of UNIFIL, the only maritime deployment in a UNPKO, which cannot be reflected in total in this handbook.

5.3.1 Multidimensional Mission Structure

As described in Chapter 3, multidimensional peacekeeping missions are established to face the challenges, modern peacekeeping must cope, as well as to be able to provide a more dynamic approach to peacekeeping, and to provide the force with more capabilities.

The establishment of a secure and stable environment, the promotion and protection of human rights and the protection of civilians from physical violence are essential tasks of many modern peacekeeping mandates and must be reflected into military tasking and operations. In multidimensional missions, the FHQ is designed to operate as part of an integrated command at the operational level.

In order to meet those demands, the FHQ is designed as a modular FHQ to perform a joint and functional entity within MHQ. This allows UNPKOs to better confront and coordinate the challenging tasks.

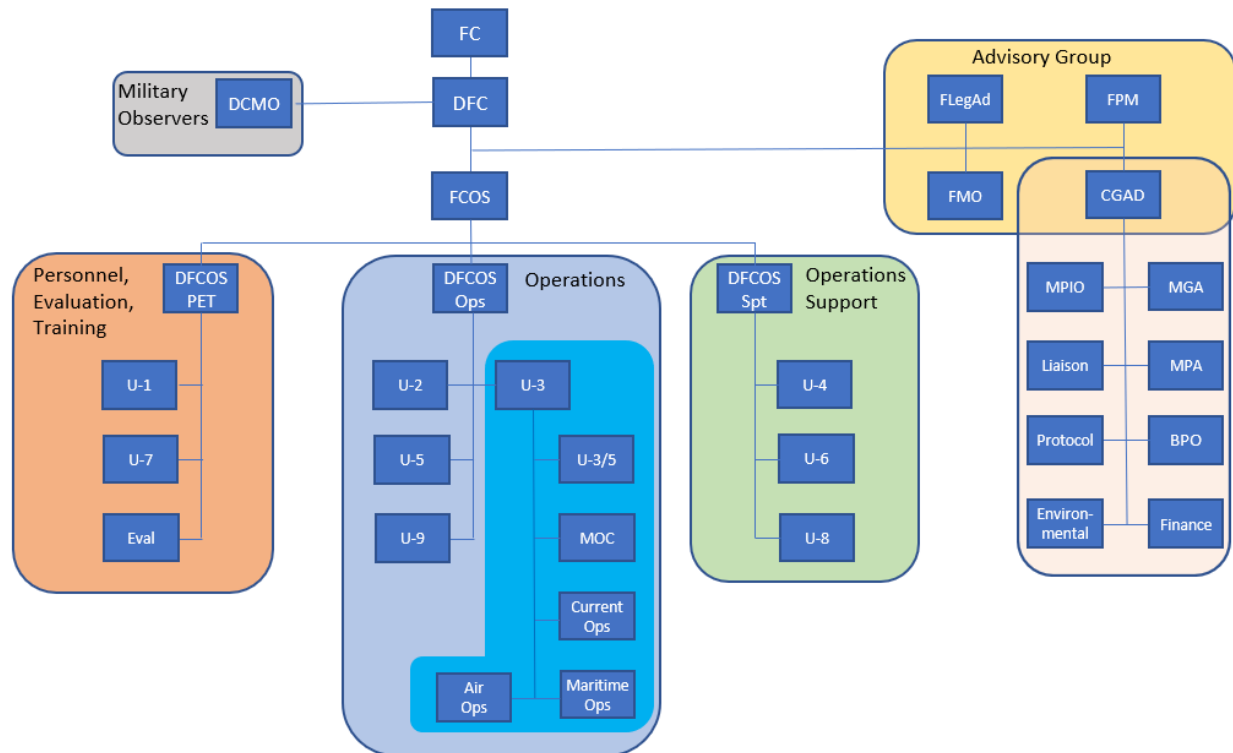


Figure 3 Generic Structure of a large multidimensional mission's FHQ

The modular staff organization is designed to facilitate the planning- and decision-making processes that are crucial within an FHQ. The UN Military Decision Making Process (UN-MDMP) is described in Chapter 7.

The basic architecture of a large-scale mission's FHQ, as depicted in Figure 3, consists of three main entities, Operations (Ops), Operations Support (Spt) and Personnel, Evaluation and Training (PET), each headed by a Deputy Force Chief of Staff (DFCOS). Size and organization of these entities vary depending on the requirements, the functions of a FHQ should be arranged and re-grouped to provide optimal response to the mandated tasks.

The most advisory functions to the HOMC/FC can be administered through a Chief General Adviser (CGAD) to organize the access to and information from the FC to the different advisory positions. An overview of these functions is given at Chapter 6.4.1.2.

Smaller Missions will most likely not consist of so many different staff positions and the structures may vary from just one or two Deputy Force Chief of Staff (DFCOS Operations and DFCOS Support) even down to skipping the DFCOS structure and have all branches being guided directly by the Force Chief of Staff (FCOS) (see Figure 4).

The number of advisers can be reduced in smaller missions by double-hatting the functions and skipping the coordinating function of the CGAD, nevertheless all advisory functions themselves need to be covered.

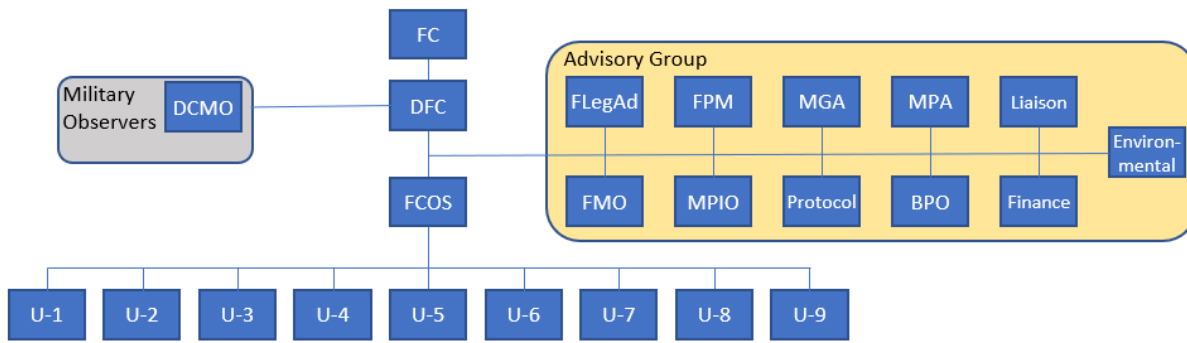


Figure 4 Generic Structure of a small sized FHQ without DFCOS functions

The tasks and responsibilities of the various branches and functions will be described in Chapter 6.

5.3.2 Military Observer Mission Structure

The HQ staff of a classic UN Military Observer Mission without an armed military component except maybe for Force Protection or Close Protection duties is generally organized in accordance with the basic U-structure, but depending on the size of the mission, a full-scale staffing might not be necessary and numbers of functional units or branches can be reduced, if a function is not obliged in the mandate. Additionally, the functions can be put together under combined branches. As mentioned, there is usually no armed military component deployed to an Observer Mission, and therefore no FC; the Chief Military Observer (CMO) will function as the HOMC.

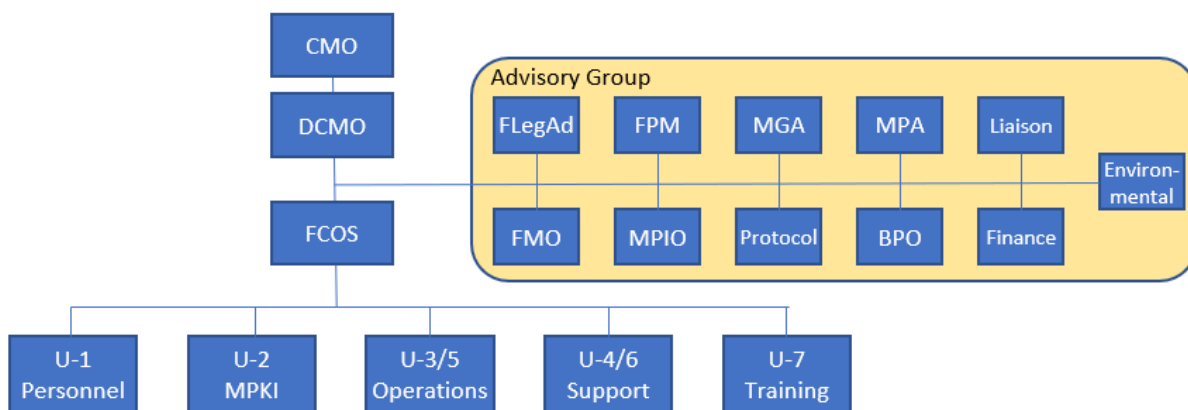


Figure 5 Generic Structure of the HQ of a UN Military Observer Mission

Within a classical UN Military Observer Mission, the branches U-8 (Engineering) and U-9 (UN-CIMIC) are usually not used. U-3 and U-5 can be combined to an Operations Cell, as well as U-4 and U-6 to a Support Cell. The number of advisers can be reduced by double-hatting the functions, nevertheless all the functions themselves need to be covered.



5.4. FHQ Requirements

5.4.1 Individual Requirements

All military personnel recruited and deployed as an MSO or UNMEM must have the qualifications for the specific posting as outlined in the job description. Furthermore, they must meet the individual requirements and skills as outlined in the Operational Readiness Preparation for TCC Guidelines regarding

- Service & Age,
- Physical fitness and medical requirements,
- Basic First Aid skills,
- Communication skills,
- Skills at arms/marksmanship,
- Navigation skills,
- Conduct and discipline,
- Knowledge of Human Rights and humanitarian law,
- Knowledge of the mission-specific Rules of Engagement (ROE),
- Protection of Civilians,
- CRSV,
- Child Protection,
- Prevention of Sexual Exploitation and Abuse,
- Environment and Natural Resources protection,
- Personal Safety and Security in the Field,
- Road Safety and Driving (Driving in difficult Conditions),
- Occupational Safety and Health,
- HIV/AIDS,
- Stress management,
- UN Core Values: Integrity, Professionalism, Respect for Diversity,
- Gender equality and women, peace and security, and
- Working with an interpreter.

In addition, the deployed officers need to have the qualification for the specific posting as outlines in the job description. If UNHQ/OMA/FGS identifies that the nominated candidates from TCCs are missing the required qualification/specialization, these candidates can be rejected. Candidates that fail to meet the generic or specific requirements for an assigned position during deployment, may be repatriated or replaced upon recommendation by the HOMC to the HOM. The mission will send the recommendation to DPO for approval. Repatriation and timely replacement will be conducted on the expenses of the respective TCC.



5.4.2 FHQ tasks and responsibilities

Overall, the HQ is responsible to organize all military operations in a manner, that the military component of the mission will be able to implement the mandate.

The framework for the military component including the specific objectives and limitations is outlined in the CONOPS developed by UNHQ. The respective MHQ develops a Mission Plan which provides further directions on objectives, desired outcomes (military contribution to the transition end-state), cross-cutting tasks and integration with other components.

Following the CONOPS and Mission Plan and following guidance from the HOMC/FC, the FHQ must be able to:

- Establish and operate the FHQ including all required Command and Control (C2) capabilities in support of the Force Commanders decision cycle.
- Prepare an Operational (Level) Plan (OPLAN) on the support of the military component to effective mandate implementation with associated contingency and supporting plans (focused on cross-cutting strategies such as Protection of Civilians, Human Rights, Gender or other thematic strategies, as appropriate) based on the military objectives and guidance outlined in the (military strategic) CONOPS of UNHQ, the HOM's intent and direction, and the Mission Plan (Note: Mission HQs are required to clearly identify the desired outcomes (military contribution to the transition end-state) for the military component to contribute to in the Mission Plan⁴⁹).
- Prepare all necessary orders for the FC to command the military component.
- Plan, synchronize, conduct and control all operations of the military component based on the prioritization and resource allocation of the MLT⁵⁰, coordinate all efforts with the other mission components, to support achievement of desired outcomes (military contribution to the transition end-state) identified by the mission to implement the mandate.
- Direct all military operations of the military component through production of adequate orders like Operational Order (OPORD), Fragmentary Orders (FRAGO) or Warning Orders (WARNORD).
- Conduct periodical Military Operations Performance Assessments (MOPA) based on the OPLAN and assess the effectiveness of military actions (operations) towards desired outcomes of the mission and progress of the OPLAN towards achievement of the provided military objectives. Provide the result of these assessments as military contribution in performance related reporting to UNHQ.
- Refine plans if required (change of situation, environment, guidance, own assessment (effectiveness)).

⁴⁹ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23, para. 21 and D 8.3

⁵⁰ Ibid., para. 22

- Establish, maintain and provide (near real time) situational awareness throughout the Area of Operations of the military component through acquisition, analysis and dissemination of information by the military component within a secure and directed mission peacekeeping-intelligence cycle and share with branches and cells of the FHQ, with MHQ, SHQ and other components.
- Process, fuse and exploit received imagery data, information and peacekeeping-intelligence to meet HOMC/FCs and higher-level Critical Information Requirements, produce and continuously update the Analysis of the Operating Environment, and disseminate information and other MPKI products to other users.
- Generate a battle rhythm to coordinate military operations, functions and cross-cutting efforts with subordinated commanders and other mission components incorporating all multidisciplinary meetings, boards and working groups.
- Develop and implement a military framework on all military levels of command based on the guidance of Mission Chief of Staff in support of the integration and control structures of the mission, including other mission components, host nation security forces and non-mission elements⁵¹.
- Develop and implement a clear command and control structure (Field Command Framework) for the military component⁵² (Note: in extremis tasking authorities⁵³).
- Prepare and conduct regular rehearsals of contingency plans, exercises to test emergency response (CASEVAC) and ROE procedures (including reporting) on all levels.
- Support the development of an integrated Mission Support Plan by creating a military support concept in the OPLAN and monitor, assess and analyse the logistic situation of the military component.
- Continuously identify military logistic support priorities (mission essential equipment, supplies and ammunition), and coordinate allocation of resources and services through the mission support centre or if needed through the resource allocation board of the mission.
- Maintain liaison with logistic specialists of the Mission Support component.
- Support the development of training plans and conduct of training activities for the military component as outlined in the Integrated Comprehensive Mission Training Plan prepared by the Integrated Mission Training Centre (IMTC)⁵⁴.
- Determine movement and transportation priorities of the military component and plan and coordinate the deployment, rotation, integration of military units with mission movement control unit (MOVCON).
- Support the mobility of the military component to facilitate their movement and manoeuvre.

⁵¹ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23, para. 29, 37 and 38

⁵² *Ibid.*, para. D 3.2

⁵³ *Ibid.*, para. 65

⁵⁴ *Ibid.*



- Develop and implement medical plans for all phases of the campaign of the military component in coordination with the Chief Medical Officer of the mission.
- Assess and prioritize construction and repair works to infrastructure of the military component.
- Plan and execute financial management of the budget of the military component.
- Prepare, implement and monitor plans for the management of all personnel of the military component (troops and individually deployed military personnel).
- Plan and implement an engagement architecture and coordinate all related processes, measures and activities of the military component including Key Leader Engagement.
- Plan, synchronize and coordinate fire support of the military component and assess the result of employing fires (Battle Damage Assessment).
- Develop a STRATCOM plan, conduct media/information environment analysis to support media/outreach activities of the military component in line with the STRATCOM plan of the mission.
- Conduct all operations of the military component under the Law of Armed Conflict, in line with host nation, national and international law including Human Rights and UN ROE.
- Plan, coordinate and implement effective Force Protection measures and establish protective measures for the military component in accordance with the regional threat/risk level assessments (FP assessment) and the guidance and plans on Security and Risk Management of the mission.
- Direct and coordinate the support to the protection of all UN personnel in the Area of Operations by the military component as tasked by the Security Management Team of the mission.
- Develop and implement plans to protect vulnerable groups (including children), prevent conflict-related sexual violence and Human Rights violations and abuses if mandated, in line with existing UN policies and mission directives (e.g., Force Commander’s Child Protection Directive).
- Plan for and, if required, implement support to humanitarian assistance and disaster response operations, ensuring that it is fully coordinated with humanitarian operational leadership.
- Implement a Lessons Learned and Best Practice process for the military component.
- Conduct operational performance evaluations for subordinated HQs and units.

5.4.3 Head of Military Component (HOMC) / Force Commander (FC)

The HOMC/FC is the principal military adviser to the HOM and exercises “UN operational command and control” over all military personnel including military contingents and UNMEM. Subject to the Mandate and control of the HOM, the HOMC/FC is responsible for all the principal functions of, and provides leadership, direction and guidance to the FHQ Staff. When needed, the HOMC/FC delegates appropriate authority to Staff members and/or subordinate commands as the operational situation dictates.

It is the main responsibility of the HOMC/FC to ensure, that the FHQ tasks and responsibilities as described above will be followed.



The HOMC/FC shall be Member of the MLT and Mission Crisis Management Team.

Major responsibilities of the HOMC/FC include, but are not limited to:

- Aligning Military Component Operations with Political objectives set by the HOM and in accomplishment of Mission Mandate.
- Carrying out military assessments and provide military perspectives to the HOM.
- Define military objectives, benchmarks, mission and tasks, and issue necessary orders/guidance to Military Component.
- Together with the heads of the human rights component, POC Unit, Child Protection Unit, CRSV Unit and with other parts of the mission must anticipate, develop, and prepare mission-wide plans for possible crises, escalation of violence (including CRSV), and upsurges of human rights violations and devise rapid preventive and protection measures.
- Provide guidance to develop Military Component OPORD based on DPO/DOS Military Strategic CONOPS, the Mission Plan and own assessments/appreciations.
- Provide guidance to plan and organize Military Component operations (task organize, establish mechanisms and procedures for execution of responsibilities and carryout contingency planning).
- Maintain effective Situational Awareness through systematic military information processing to decision making at Mission level and increase responsiveness of the MC. The HOMC/FC must set Priority Information Requirements and define resources/means.
- Maintain high state of operational readiness by the MC to respond effectively.
- Contribute to development of DPO/DOS policy development as required.
- Provide direction and priorities for preparation of military component's Results Based Budget framework for successive annual budgets.
- Confirmation of contingent owned verification reports.
- Prepare the MC to prevent any ill-fated incident and handle crisis situations effectively and with resilience.
- Ensure conformity and compliance with UN principles, values, practices, rules, regulations, code of conduct, tactics, techniques and procedures, international legal instruments (IHL/IHRL/host country law, customs and practices) and mission-specific directives by the MC.
- Ensure conduct of periodic training by FHQ for Sector Commanders and/or Battalion Commanders/selected officers with emphasis on following aspects:
 - Mission mandate(s)
 - ROEs
 - Operational Orders (OPORDs)
 - Operational Plans (OPLANs)
 - Contingency Plans (CONPLANs)
 - POC
 - Child Protection



- CRSV
- Human Rights aspects
- Gender
- SEA
- Maintain effective and timely technical link and communications with OMA/DPO.

The HOMC has distinctive responsibilities regarding the military contribution for the implementation of all protection mandates.

The DPO SOP The Role of the Head of the Military Component in United Nations Peacekeeping Operations, 2021, provides an overview of tasks and responsibilities of the HOMC.

5.4.4 Deputy Force Commander (DFC)

The primary responsibility of the DFC is to assist the HOMC/FC in exercising the command functions and to take over the functions of the HOMC/FC in his absence. The DFC extends the commander's span of control in areas and functions as the commander designates. The DFC's specific duties vary, based on mission needs. For example, the HOMC/FC may delegate operational tasks, responsibility for liaison, training and mission implementation to the DFC. Usually, the HOMC/FC assigns specific tasks and responsibilities to the DFC in order to maintain his/her attention on the main course of action of the peacekeeping military component. The DFC must be able and ready to assume operational command in all respects at any time based on the operational requirements. The DFC shall be:

- Alternate member of the MLT and the Mission Crisis Management Team.
- Alternate member of the Security Management Team (SMT) and alternate DO in the absence of the HOMC/FC (if appointed as DO).
- Act as the Chief Military Observer (CMO)/Chief Military Liaison Officer (CMLO) in a Mission with an observer/liaison component.

5.4.5 Force Chief of Staff (FCOS)

The Force Chief of Staff (FCOS) is the Commander's principal assistant for directing, coordinating, supervising, and training the staff of the FHQ. The FCOS is to advise the HOMC/FC on military operational matters in the mission area. The FCOS should endeavor to understand the 'commander's intent' to free the Commander from routine activities. The FCOS directs staff tasks, conducts staff coordination, manages staff processes, and ensures that the staff works efficiently. The FCOS supervises staff outputs and ensures coordination on overlapping issues and ensures that procedures supporting human rights integration into the work of the military are developed, in close coordination with the human rights component.

Tasks and responsibilities for the FCOS are (list is not limited):

- Directing (coordinating) and supervising all planning processes.
- Organizing the preparation, coordination, authentication, publishing, and distributing the FHQ SOP, OPORDs, FRAGOs, and WARNORDs to which other Staff Branches contribute.



- Organizing the preparation, coordination, authentication, publishing and distributing Contingency Plans and Operational Plans.
- Coordinate the preparations of the Intermission cooperation.
- Act as the point of contact to OMA/DPO with the Force level issues.
- Reviewing plans and orders for the SHQs or for subordinate units.
- Managing the commander's priority requirements.
- Organizing and conducting staff training.
- Supervising tasks assigned to the staff.
- Ensuring the staff integrates and coordinates its activities.
- Resources allocation and organizational management.
- Be prepared to represent the Force on policy board implementation type discussions such as HRDDP.
- Ensure conduct of periodic training by FHQ for Sector Commanders and/or Battalion Commanders/selected officers with emphasis on aspects including mission mandate(s), ROEs, CONOPS, Human rights aspects, Conduct and Discipline.

5.4.6 Deputy Force Chief of Staff (DFCOS)

The FCOS is assisted in his/her discharge of operational, personnel, and operational supporting duties by – depending on the mission structure and size – up to three different Deputy Force Chief of Staffs (DFCOS Ops, DFCOS Support and DFCOS PET).

The DFCOS deputizes in the absence of the FCOS (in missions with more than one DFCOS, usually DFCOS Ops is deputizing in the absence of the FCOS) and the DFCOS's main function is to direct, coordinate and supervise the work of specific branches or functions for maximum output. For a detailed description of the different DFCOS functions, see Chapter 6.

5.4.7 Military Staff Officers (MSO)

MSOs are the HOMC/FC's principal staff and are directly accountable to the DFCOS or FCOS (in missions without DFCOS structure or if the staff is directly assigned to FCOS). MSOs are responsible for collating information and analyzing the implications and consequences for the mission and operations. MSOs must provide timely and accurate recommendations to the HOMC/FC via chain of command in order to support the best possible decisions. They further assist the HOMC/FC in exercising "UN command and control" of all military contributions, in coordinating and supervising the execution of plans, operations, and activities. Collectively, through the DFCOS/FCOS, they are accountable for the HOMC/FC's entire field of responsibilities.

The authority of MSOs is limited to their functional branch. MSOs advise, plan, coordinate, and integrate activities and personnel resources of the respective functional unit. MSOs may have additional authority to act on specific matters or specific projects within their responsibility. Specialists may be assigned to FHQ to act as subject matter experts on cross cutting functional areas (like those working in the Advisory Group – see 6.4.1.2.) or be designated Focal



Points, for such functions to address specific issues. Depending on the expected workload, those position could be “double-hatted”, so one person could be assigned to take over two (or even more) of those tasks. Staff management requires common sense, a pragmatic approach and flexibility from the military leadership.

The staff controls each function within their areas of responsibility. The functional areas listed should be adjusted to fit the mission requirements and tasks while optimizing the span of control. According to the complexity of the situation and the anticipated threat, a standing “Operations Centre” may be established with enhanced capabilities as required. Some of the common staff activities include, but are not limited to:

- Advising and providing information to the HOMC/FC. Provide timely and continuous information to the commander in order to keep the HOMC/FC aware of the situation.
- Preparing, updating, and maintaining estimates. Develop options or courses of action (COA) to assist the commander in decision making based on facts, events, conclusions and recommendations.
- Preparing plans and orders. Prepare and issue plans and orders to carry out the commander’s decisions.
- Gathering, processing, analyzing, and disseminating Information. Collect, collate, analyze, process, and disseminate information that flows continuously into the headquarters.
- Conducting training. Assess training requirements in respective functional area.
- Performing staff assistance visits. Visit subordinate units to obtain information, observe execution of orders/instructions, advise/assist on implementation measures and keep the commander informed.
- Providing Liaison. Liaison with other UN entities including DPKO/DFS, local, regional, national and international stakeholders and partners.
- Monitoring Execution of Decisions. Ensure that decisions reach the subordinate units and carry out the commander’s decisions.

5.5. Differences between FHQ, SHQ and HQs of multinational units

Whereas the FHQ is responsible for the overall planning, organizing and conduction mission operations, depending on the size of the mission area and the missions AOO and the amount of military personnel deployed, it is necessary to separate the area of operations into different sectors with distinguished SHQs responsible for the operations within the sector. This said, as the designated tasks for a sector and the amount of personnel within it is smaller, a SHQ needs significantly less personnel than deployed in an FHQ, and a SHQ structure is most likely without a DFCOS level and some of the sections or branches of a FHQ can be combined as well. The branch structure will be similar, but the nomenclature changes. As there are U-Branches at the FHQ level (U-1 to U-9), there will be G-Branches (G-1 to G-9) at the Sector level and S-Branches at Battalion level. Most likely on the lower levels some of the Branches might not even be necessary to be a separate Branch on its own, and the tasks could be combined with another

Branch, e.g., it might not be necessary to have a special Engineering Branch like U-8 down at the unit level, and the unit specific tasks could be coordinated by its S-4 (Logistics) as well, or the tasks of mid-term-planning and long-term-planning (U-3/5 and U-5) could be conducted combined by a G-5 at Sector level or even by the S-3 on specific unit levels.

This accounts for the advisory functions like Force Legal Adviser (FLegAd) or Military Gender Adviser (MGA) as well; whereas those in the FHQ usually are designated full-time positions, lower level HQ may need less designated advisers (depending on the mission's mandate and structure, there might not be the need for a Force Provost Marshal (FPM) or Force Medical Officer (FMO) at sector level), and some of the adviser positions might be “double-“ or even “triple-hatted”, if the workload for the certain function will usually not be enough to justify a designated full-time position for it. Nevertheless, it must be ensured, that the advisory function themselves will be fully covered.

Usually, personnel for the SHQ will be MSOs, generated and managed by DPO/OMA/FGS. But, depending on the mission structure and the mandated number of MSOs, not all SHQ personnel may be on distinguished MSO positions. Instead, TCC units may be requested to assign personnel to work at the SHQ.

Figure 6 shows a generic SHQ structure; regarding the best structure of the HQ of a Battalion or other units, it is up to the unit's own organization and national doctrines, but it is advised to reflect at least the branch structure for ease of communication.

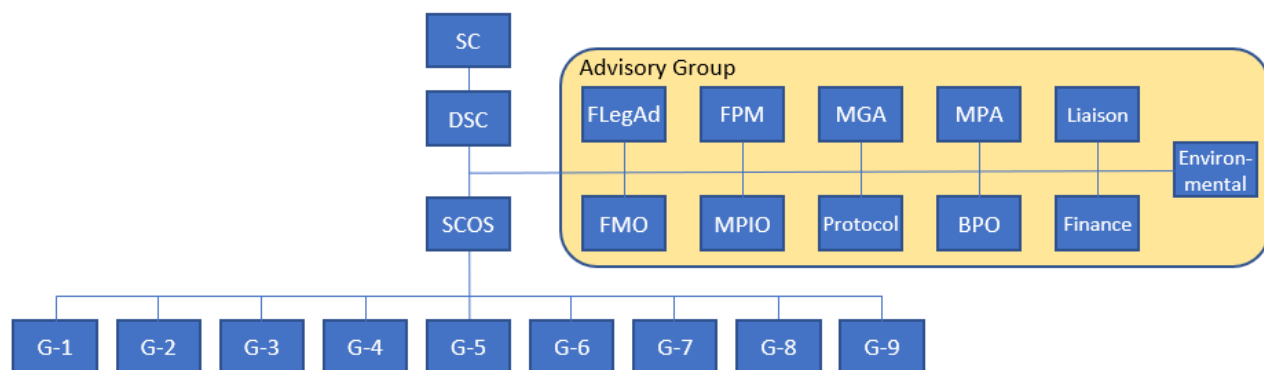


Figure 6 Generic Mission Structure with Sectors

5.5.1 SHQ Requirements

A SHQ is responsible to plan and conduct military operations in line with the overall tactical plan of the sector which is based on the OPLAN of the military component (developed by the FHQ) and priorities issued by the HOMC/FC within the assigned area of responsibility. The SHQ typically commands subordinated units of Battalion and Company size. The SHQ also holds an essential responsibility for the coordination and integration of military efforts with other mission initiatives on regional level.

More specifically the SHQ must be able to:



- Establish and operate the SHQ including all required command, control and communication (C3) capabilities in support of the Sector Commanders (SC) decision cycle.
- Prepare a Tactical (Level) Plan on the support of the sector to effective mandate implementation with associated contingency and supporting plans (focused on cross-cutting strategies such as Protection of Civilians, Human Rights, Gender, or other thematic strategies, as appropriate) within the assigned AOR and based on the OPLAN and priorities of the HOMC/FC.
- Prepare all necessary orders for the SC to command the subordinated military units.
- Plan, synchronize, conduct and control all operations of military units within the sector including Battlespace Management.
- Direct all military operations of sector subordinated units through production of adequate orders like OPORD, FRAGO and WARNORD.
- Support the conduct of MOPA of the FHQ by assessing the effectiveness of military actions (operations) towards desired outcomes.
- Refine plans if required (change of situation, environment, guidance, own assessment (effectiveness)).
- Establish, maintain and provide (near real time) situational awareness throughout the AOR of the sector through acquisition, analysis and dissemination of information by the sector within a secure military peacekeeping-intelligence cycle directed by FHQ and share with branches and cells of the SHQ, subordinated units HQs and regional coordinators of other components.
- Process, fuse and exploit received imagery data, information and peacekeeping-intelligence to meet SC's and HOMC/FC's and higher-level Critical Information Requirements, produce and continuously update the Analysis of the Operating Environment of the sector, and disseminate information and other MPKI products to other users within the sector.
- Generate a SHQ battle rhythm from the Force level battle rhythm to coordinate military operations, functions and cross-cutting efforts with subordinated commanders and other mission components in the sector by incorporating all multidisciplinary meetings, boards and working groups.
- Implement the military liaison architecture/framework on the sector level based on the guidance of FHQs in support of the integration and control structures of the mission, including other mission components, host nation security forces and non-mission elements⁵⁵.
- Implement the clear command and control structure on the sector level based on the Field Command Framework for the military component by the FHQ⁵⁶.
- Prepare and conduct regular rehearsals of contingency plans, exercises to test emergency response (CASEVAC) and ROE procedures (including reporting) of the Sector.

⁵⁵ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23, para. 29, 37 and 38

⁵⁶ Ibid., para. D 3.2 – in extremis tasking authorities: see para. 65



- Identify military logistic support priorities (to conduct military operations) of the sector, and report logistic support requirements to FHQ for coordination.
- Support the development of training plans and conduct of training activities for all military units in the sector as outlined in the Integrated Comprehensive Mission Training Plan prepared by the IMTC⁵⁷.
- Support Head of Field Offices and regional Mission entities by providing qualified personnel to integrated structures (e.g., regional JOC, regional planning unit etc.), providing information on the planning and execution of all military activities in the Field Office area of responsibility at regional management meetings in support of coordination and cooperation between all mission components⁵⁸.
- Determine movement and transportation priorities for military units in the sector.
- Support the mobility of military units in the sector to facilitate their movement and maneuver.
- Implement medical plans for all operations conducted by the sector in coordination with the Force Medical Officer.
- Assess and prioritize construction and repair works to infrastructure of military units in the sector.
- Conduct and monitor the management of all personnel of the military component in the sector (troops and individually deployed military personnel).
- Implement the military engagement architecture of the FHQ and coordinate all related processes, measures and activities including Key Leadership Engagement within the sector.
- Plan, synchronize and coordinate fire support for all military operations within the sector and assess the result of employing fire (Battle Damage Assessment).
- Conduct media/information environment analysis to support media/outreach activities of the sector in line with the STRATCOM plan of the mission and the military component.
- Conduct all operations of the sector under the Law of Armed Conflict, in line with host nation, national and international law including Human Rights and mission-specific UN ROE.
- Plan, coordinate and implement effective Force Protection measures and establish protective measures for all military personnel in the sector in accordance with the regional threat/risk level assessments (FP assessment) and the guidance and plans of the FHQ.
- Plan for and, if requested, implement support to humanitarian assistance and disaster response operations, ensuring that it is fully coordinated with humanitarian operational leadership.
- Direct and coordinate the support to the protection of all UN personnel in the sector by the military components as requested by the Area Security Coordinator (ASC).
- Conduct military operations to protect vulnerable groups (including children), prevent crisis related sexual violence and Human Rights violations and abuses in line with respective plans developed by the FHQ.
- Conduct Lessons Learned and Best Practice process.

⁵⁷ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23

⁵⁸ *Ibid.*, para. 37 and 38



- Conduct operational performance evaluations for subordinated units (as tasked by the FHQ).

5.6. Military Units

The main task for any HQ is to plan and execute the operations conducted by the MC of a UNPKO, that usually consists of UN Infantry Battalions, other operational/combat units with solely military tasks, such as Reconnaissance Units or Special Forces, and various supporting or enabling units.

5.6.1 UN Infantry Battalions

The UN Infantry Battalion (UN Inf Bn) is the key capability for the MC. The UN Inf Bn can be deployed in one of three primary roles: as a Standard UN Inf Bn (assigned to a SHQ); a Quick Reaction Force (QRF) (typically directly under FHQ and designed to quickly deploy to any part of the Force AOO), or as a Reserve Inf Bn (normally assigned to the FHQ and designed to reinforce or cover new areas).

The role of the UN Inf Bn will determine its organization and equipment, but a UN Inf Bn will typically comprise of four self-sustaining companies capable of deploying and operating independently. The UN Inf Bn and its companies can be configured as Light, Motorized or Mechanized, depending on the mission requirements.

UNHQ/DPO/OMA prepares the Statement of Force Requirements (SFR) and UN Inf Bn Status of Unit Requirements (SUR), based on consultation with the mission, and a thorough understanding of the specific Operating Environment. The mission, tasks, organization, equipment and personnel requirements for the UN Inf Bn are described in the SUR. UN Inf Bn are organized and equipped in line with these documents.

A detailed description on the roles and responsibilities for UN Inf Bn, their training, planning and conduct of operations, refer to the UN Infantry Battalion Manual (UNIBAM).

5.6.2 UN Military Special Forces Unit

UN Special Operations are military activities conducted by specifically designated, organized, trained and equipped forces, manned with selected personnel using unconventional tactics, techniques, and courses of action. Special Forces have various capabilities, including the use of force, to be employed in UNPKOs. Reconnaissance, military assistance, long range patrolling and information collection are non-lethal capabilities that go beyond use of force – which in peacekeeping is always a measure of last resort. If force must be used, UN Special Forces can provide a calibrated, precise, proportional and appropriate capability.

These activities may be conducted across a wide range of UN Peacekeeping operations but always in compliance with peacekeeping principles and ethos, and always within the context of the mission's mandate.

UN Special Operations are conducted independently or in conjunction with conventional forces to facilitate the achievement of the desired end-state. UN Special Operations may



complement – but must not compete with, nor be a substitute for conventional operations. The UN deploys UN Special Forces to counter specific belligerent threats and actions. A UN Special Forces Unit is a mission force multiplier providing the HOMC/FC a technologically advanced and high-readiness asset.

In UNPKO, UN Special Forces are part of the MC, and work in close coordination with UN civilian substantive and support components and the UN police. UN Special Forces are a Force-level asset under direct command of the HOMC/FC. This centralized UN approach enhances the control of Special Forces for the missions in which they are deployed.

A UN Special Forces HQ shall prepare, plan and execute UN Special Operations at the Force-level. It is co-located with the FHQ and the HOMC/FC. Regardless of the size of the UN Special Forces presence, UN Special Forces operations are fully integrated and managed in the FHQ overall plan and are under the overall command of the HOMC/FC. This command-and-control structure ensures UN Special Forces' full operational control and integration with the mission's conventional forces.

Formal arrangements for UN Special Forces representation at FHQ and SHQ levels are essential. At FHQ level a Special Forces Adviser cell ensures appropriate UN Special Forces employment. The Commanding Officer and key staff of UN Special Forces Task Force or Group will need to be intimately involved in planning, conduct and control of actual operations.

The HOMC/FC exercises “UN operational command and control” over all military personnel in the mission, incl. UN Special Forces, and only he can place them under tactical control of another commander. The principal command and control arrangement for UN Special Forces is centralized. However, mission circumstances may require the reconfiguration of the UN Special Forces command and control structure into a more decentralized or delegated manner. In such cases, the UN Special Forces Unit remains under “UN operational command and control” to the HOMC/FC but it or its sub-units may be placed in whole or part under tactical control of a Sector/Brigade Commander. It should be noted that tactical control of UN Special Forces Units must not be delegated below the sector/brigade level, and only for limited periods of time or the duration of a particular operation.

5.6.3 UN Military Police Unit

UN Military Police provide mission leaders an essential means of enforcing command and control. UN Military Police tasks are selected and prioritized by the Force Provost Marshal or senior UN Military Police Adviser in accordance with the FC's guidance and coordinated throughout the FHQ staff. UN Military Police work in close coordination with UN civilian substantive and support components such as DSS/Mission Security and the UN Police, including Formed Police Units.

UN Military Police operations include Military Law and Order Enforcement, Investigations, Confinement Operations and Customs Activities. UN Military Police Units assist



the HOMC/FC in maintaining discipline and enforcing the UN standards of conduct by ensuring that all military personnel maintain the highest standards of behavior.

The UN Military Police Unit is under “UN operational command and control” of the HOMC/FC, who is advised by a Force Provost Marshal.

5.6.4 UN Military Riverine Unit

UN riverine operations assist in the stabilization of riverine corridors, frequently home to a majority of the population and the main artery for local commerce. They can significantly contribute to missions whose main focus is the protection of civilians and human rights by creating an environment conducive to the cessation of hostilities, and assisting in securing international monitoring and verification activities, particularly with regards to arms embargoes. UN Military Riverine Units use navigable inland waters for rapid movement to populated areas, assisting in creating the security conditions that can prevent the return of negative elements and promote the delivery of humanitarian assistance.

UN Military Riverine Units achieve surface mobility by means of special river craft that can control water lines of communication, provide transport to UN Military Observers and ground forces and generally reinforce the UN presence in otherwise inaccessible locations.

UN Military Riverine Units are typically deployed as force-level assets operating under the HOMC direct operational control. Normally, the UN Military Riverine Unit has an Operations/Planning Coordination Cell at FHQ U-3/U-5. Depending on mission-specific needs and geographic dispersion, the HOMC may also assign UN Military Riverine Units to Sector Commander control.

5.6.5 UN Military Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Unit

The UN Military Peacekeeping-Intelligence, Surveillance and Reconnaissance Unit (PKISR Unit) acquires information needed for the planning and conduct of mission operations. It is a highly mobile means of maintaining stability and security and can play a vital role in POC by offering situational awareness in remote areas not otherwise covered by UN personnel. A UN PKISR Unit comes in a variety of sizes and brings a range of capabilities. The UN Strategic/Operational or Tactical Unmanned Aerial System (UAS) Unit acquires aerial motion imagery or signal intelligence (SIGINT) to support planning or operations. Depending on the method of launch, some units should be mobile to support the safety and security of UN personnel and the Protection of Civilians. The UN UAS Unit accomplishes its mission through the acquisition and reporting of information gathered by its motion imagery sensor or SIGINT sensors. A similar mission and acquisition means can also be achieved using manned PKISR units. The UN Tactical Human Intelligence (HUMINT) Unit acquires peacekeeping-intelligence through reporting information gathered from human sources, using overt non-clandestine means. The UN Reconnaissance/Surveillance Unit (including long range units) accomplishes its mission through the collection and reporting of detailed information on terrain, population, potential threats,



mandate compliance and Battle Damage Assessment. The information it provides enables the supported commander to make rapid, well-informed decisions that can have tactical and sometimes strategic effect. The UN PKISR Unit can conduct overt and discreet mounted and dismounted reconnaissance operations covering typically large operating areas, and has the ability to deploy, support or extricate long range patrols anywhere within the area of operations.

UN Military Reconnaissance Units are in direct support of military operations and thus come under the direct tasking authority of the HOMC, who can put them under tactical control of another commander (e.g., Sector Commander).

5.6.6 UN Force Headquarters Support Unit

The UN FHQ Support Unit's primary roles are to provide force protection and security, transportation and administrative and clerical services to the FHQ. The size and location of a UN FHQ Support Unit are determined by the role, size and location of the FHQ; the type of the mission; the characteristics of the mission area; the threat to UN personnel, facilities and property; the tasks to be undertaken; the level of host nation or contractor support and the capacity of the mission's civilian components. The UN FHQ Support Unit is tailored to task and may change composition and size as the mission develops.

The FHQ Support Unit receives its task through the chain of command from the HOMC/FC. While focusing primarily on the FHQ, the FHQ Support Unit performs its force protection and security functions as a coordinated and integrated part of the mission's overall force protection and security effort.

It provides the transportation and security for the FHQ senior leadership, provides self-sustainment and Medical Level 1 support as well as critical administrative and clerical personnel.

5.7. Military Mission Supporting Assets

The UN is required to maintain a mission support system that integrates military and police logistical enabling support assets contributed by Member States to the UN, as well as civilian assets, and commercially contracted assets to provide support to the mission. All mission support functions, regardless of their origin, are considered common to the mission. These resources must be made available on a uniform and equitable basis, depending on priorities determined by the HOM, irrespective of whether the provider of the goods or service is military, UN civilian or contractor.⁵⁹

5.7.1 Tasking Authority for Military Mission Supporting Assets

UN military supporting assets are under "UN operational command and control" by the HOMC/FC, who is authorized to further assign supporting assets under tactical control to a designated commander for specific purposes and periods. Tactical control includes the detailed

⁵⁹ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23, para. D 6.



and local direction and control of movement or maneuvers necessary to accomplish an assigned mission or specific task. However, due to their criticality in civilian as well as military functions, military supporting assets are usually under the UN tasking authority of the civilian DMS/CMS.

The tasking authority includes the authority to assign tasks to mission enabling assets and deploy, redeploy and employ all or part of a mission enabling asset. The tasking should be guided by an integrated approach to planning and resource allocation, it is the responsibility of the HOM to ensure an accountable and cooperative approach to tasking and resource allocation in the mission.

The management of logistical support is integrated under the DMS/CMS, to provide efficient administrative and logistics support to the mission through optimization of the mission resources. The DMS/CMS is supported by the Chiefs of Service Delivery (CSD) and Chief of Supply Management (CSM), who provide supervision over the mission's civilian, commercial, police and military logistics support resources.⁶⁰

The DMS/CMS is responsible and accountable for the effective utilization and tasking of all UN commercial/military mission enabling assets.

The HOMC/FC exercises sole tasking authority over all combat units, i.e., attack helicopters and combat engineers. Tasking is done in coordination with and/or through the Mission Support Centre, as necessary.⁶¹

5.7.2 In Extremis Tasking Authority for Mission Supporting Assets

Even though the tasking authority lies with the DMS/CMS, there are emergency/crisis situations (e.g., Casualty Evacuation (CASEVAC) but also tactical transportation or every life-threatening situation) that need a fast response from a Mission Supporting Asset – such as Military Aviation Assets. Therefore, in order to provide adequate and timely support on a 24/7 basis, all missions shall establish standing approval procedures for tasking of mission enabling assets on short notice in times of operational urgency (e.g., Deployment of Quick Reaction Forces, high-risk operations launched on short notice), and a process for CASEVAC (in accordance with the CASEVAC Policy).⁶²

5.7.3 UN Military Logistics Unit

The UN Military Logistics Unit is 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. The UN Military Logistics Unit is not always deployed as part of a UN mission. Instead, it is deployed only as needed to meet contingency logistics requirements when military capability

⁶⁰ UN Policy on Authority, Command and Control in United Nations Peacekeeping Operation, Ref. 2019.23, para. D 6.1

⁶¹ Ibid., para. D 6.2

⁶² Ibid., para. D 6.2



is uniquely required, such as when contractor support cannot be obtained because security is less permissive. They can also be more appropriate to meet short-notice requirements when UN life support contract 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 missions Military Logistics Unit's functions may be reduced or re-tasked to other logistics work, given the inherent flexibility of its structure and capability.

The UN Military Logistics Unit is a purpose-built organization 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; petrol; oils and lubricants; aviation fuel handling; and fire fighters); vehicle recovery, maintenance and repair; as well as its own self-sustainment capability.

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 DMS/CMS, who coordinates second- and third-line support to all components and segments of the mission. Mission resources are distributed to all mission components based on functional need and assessed priorities. DMS/CMS's oversight does not include first-line self-sustainment, for which TCCs/contingents are responsible.

5.7.4 UN Military/Combat Transport Unit

The UN Military/Combat Transport Unit is a Force-level company- or battalion size organization generated to provide medium and heavy lift transport support in missions where the threat level creates a non-permissive environment requiring military capability. The existence of an active threat jeopardizing supply lines in the mission area is a major factor in establishing the requirement for a UN Military Transport Unit or a Combat Transport Unit. Creation of these two types of transport units is primarily dependent upon the threat environment in the mission. In low to medium threat environments, where there is a requirement to reinforce mission support with military transport capabilities, a UN Military Transport Unit (battalion/company size) with a limited force protection capability (corresponding to existing threat levels) will be deployed to support mission logistics efforts.

However, in high threat environments, a Combat Transport Unit will be deployed with dedicated and robust force protection capabilities that can ensure unhindered movement of mission military combat transport unit convoys.

Some missions have developed the concept of hybrid transport units comprised of both military and civilian transport personnel and vehicles. For these hybrid units, the process of command, control and tasking remains unchanged from that in the low to medium or high threat environments: Hybrid transport unit tasking priorities are based on mission-level priorities as determined by the mission's SMT. Direct tasking authority resides with DMS/CMS and duly



designated subordinates to the DMS/CMS. Operational and tactical control of the hybrid unit as it carries out its tasks is under the HOMC and delegated to subordinate commanders. The HOMC exercises operational or tactical control of movement/manoeuvre as necessary for the hybrid unit to complete its mission-level tasks.

FHQ has common functions executed by functional groups, including the UN Military/Combat Transport Unit. The U-4 Logistics Staff plan combat transport operations according to overall mission priorities.

UN Military/Combat Transport Units are under “UN operational command and control” of the HOMC. The HOMC is authorized to assign military units under Tactical Control of a designated commander for specific purposes and periods. The CSM exercises tasking authority over transportation and movements units, including military transport helicopters and transport units within the peacekeeping mission. The tasking authority is exercised in a collaborative and cooperative spirit to ensure the achievement of mission operational priorities in support of the mission plan.

5.7.5 UN Military Aviation Unit, including Unmanned Aerial Systems

UN military aviation assets are under “UN operational command and control” to the Force Commander, who is authorized to further assign aviation assets under tactical control to a designated commander for specific purposes and periods. The CSD centrally manages and exercises tasking authority on behalf of the DMS/CMS over all assigned UN military aviation assets.

The Light Utility Helicopter Unit is a Force asset operating day and night in support of UN mission operations. Its role is primarily operational, with a limited logistical role for UN operations in hostile areas where there is no ground support, or where airfield security cannot be guaranteed. The Light Utility Helicopter Unit will normally be based at SHQs, but 25-30% of helicopters from the unit may be detached for up to 30 days on the FC’s authority in support of operations in other parts of the area of operations. The unit must be able to sustain its personnel and equipment while maintaining a capacity for 24/7 operations.

The Medium Utility Helicopter Unit’s primary role is the projection of force across the mission area, particularly the rapid deployment of specialized troops. The unit’s secondary role is logistical support and support to the mission’s various monitoring responsibilities that contribute to situational awareness and decision making. The Medium Utility Helicopter Unit is a Force asset, sometimes assigned to the brigade/sector level, providing, day and night, tactical and logistical support. The unit is normally based at sector headquarters but, on the authority of the Force Commander, 25–30% of its helicopters may be detached to another part of the area of operations for up to 30 days, or as specified in the LOA. The unit must be able to sustain its personnel and equipment for 24/7 operations.



The Heavy Cargo Helicopter Unit is a Force asset. It operates day and night in support of mission operations. This unit has a primarily logistical role, with some operational tasks to support UN operations.

The Attack/Armed Military Aviation Unit is a Force asset and operates day and night in support of operations. It has a primarily defensive and deterrent role, especially in POC and must be able to sustain its personnel and equipment. To be most effective, the aircraft should possess forward arming and refueling capability, as well as capacity for 24/7 operations.

The Light Aerial Reconnaissance Unit is a Force asset. It operates day and night in support of mission operations. Its primary function is reconnaissance but can perform a limited transportation role. The unit must be able to sustain its personnel and equipment as well as have a 24/7 operational capacity on airfields where night landing and take-off facilities are available.

The Transport/Tactical Airlift Unit is a Force asset operating day and night in support of mission operations. Its primary function is cargo and passenger transportation, and it can be used for freight carrying and parachute/air drops in its secondary role. The unit must be able to sustain its personnel and equipment, as well as sustain 24/7 operations on airfields where night landing and take-off facilities are available.

Unmanned Aerial Vehicle (UAV) is an unmanned aircraft that is remotely controlled by a UAV operator who is tasked with the overall responsibility for operation and safety of the UAV.

Unmanned Aircraft System (UAS) is the overall term for a system whose components include one or more unmanned aircraft, the supporting network and all equipment and personnel necessary to control the unmanned aircraft.

5.7.6 UN Military Engineer Unit

The primary role of the UN Military Engineer Unit is to enable the deployment of the UN Mission under conditions allowing the Mission to fulfil its mandate in an efficient and safe manner. The UN Military Engineer Unit is part of the Mission's overall integrated effort to improve the operating environment by building facilities and providing engineer services throughout the Mission area of operations.

UN Military Engineer Units are categorized as “Combat Engineers” and “Construction Engineers.” Mission requirements can result in a UN Military Engineer Unit that is exclusively one type or the other; or a UN Military Engineer Unit that is a combination or “composite” of both. “Combat Engineers” refers to military engineers in direct support of military operations, as distinct from those engineers focused on construction projects. The U-8 staff plan military engineer operations at Force and Sector level in coordination with overall Mission priorities.

UN Combat Engineer Units are modular and scalable according to force requirements and may include Explosive Ordnance Disposal (EOD) and Improvised Explosive Device Disposal (IEDD), countermine support, obstacle crossing capability, the establishment of field defences for



Force and Sector HQs that are beyond the contingent's capability, force protection and limited road, airfield and landing zone repair.

Combat Engineers must be capable of providing their own force protection, including the use of personal and crew-served weapons such as pistols, rifles and machine guns. For the Force's own safety, Combat Engineers should also be capable of EOD and IEDD as well as counter-mine support. Combat Engineers are required to establish field defences and enhance installation security and access control, perform observation activity during hours of darkness and pinpoint their own locations. Combat Engineers are also expected to provide obstacle crossing capability and provide limited capacity to repair roads, airfields and landing zones in direct support of military operations, potentially under hostile conditions.

Combat Engineers are in direct support of military operations and thus come under the direct tasking authority of the Head of Military Component.

Construction Engineering requires the enhanced capability (primarily in terms of heavy equipment operator expertise) to provide rehabilitation and maintenance of access roads, runways and existing infrastructure (to include buildings, water supply and wastewater disposal). Construction Engineers provide enhanced capabilities in the construction of physical protection measures for UN installations and must have the capability to provide their own force protection, including the use of personal and crew-served weapons such as pistols, rifles and machine guns. For the Force's own protection, UN Military Engineer Units comprised of Construction Engineers must be capable of counter-mine and counter-improvised explosive device support, explosive ordnance disposal and improvised explosive device disposal.

Construction Engineers are military mission enabling assets and, while under the "UN operational command and control" of the HOMC, are under the direct tasking authority of the DMS/CMS designated subordinates to the DMS/CMS such as the CSD.

5.7.7 UN Military Explosive Ordnance Disposal Unit

UN Explosive Ordnance Disposal (EOD) units are enabling forces designed to support the Force and Sector Commander's ability to fulfil their mandates as safely as possible. EOD units can contain two separate capabilities, depending on deployment configuration, Conventional Munitions Disposal (CMD)⁶³ and Improvised Explosive Device Disposal⁶⁴ (IEDD) components. As an integral part of a UN force, the fundamental role of EOD units is to counter EO threats in

⁶³ CMD is defined as any EOD operation conducted on ammunition that is used as a conventional weapon. – UN EOD Unit Manual (UNMUM), August 2021

⁶⁴ IEDD is defined as: The location, identification, rendering safe and final disposal of IEDs. Final disposal refers to the final elimination of explosive ordnance hazards by explosive ordnance disposal personnel. This may include demolition, neutralization, burning, or other proper means. In some cases, the RSP is the final disposal - UN EOD Unit Manual (UNMUM), August 2021



support of peacekeeping operations. This is accomplished through the three-tiered Counter-IED⁶⁵ (C-IED) approach; Prepare the Force⁶⁶, Defeat the Device⁶⁷ and Degrade the Network⁶⁸. These activities enable the EOD Peacekeepers to accomplish their five core actions:

1. Save life
2. Preserve property
3. Remove the threat
4. Recovery of evidence and reporting
5. Return to scene to normal (pre-hazard)

EOD units can deploy as an individual company to serve as force assets and be tasked by the FHQ to serve as general area support, or dedicated unit or mission specific support. This is accomplished through the EOD staff officer embedded within the FHQ. EOD forces may also deploy as a dedicated enabler to a larger force, such as infantry or engineer battalions. Generally, these EOD forces will be solely dedicated to that contingent, supporting only their specific missions. EOD forces may also be found in Combat Convoy Companies who serve as route reconnaissance/route clearance units for logistics convoys.

EOD forces are best used in two separate methods; Quick response force, held at FOBs waiting for units in the sector to locate an explosive hazard or embedded within infantry, logistics, or route reconnaissance patrols to enable much faster response time, reducing the time on target of the larger force. EOD units are also sources of advice in the following areas, and should be relied upon by the sector and force leadership; route planning (historic targeting information), force protection (base perimeter security and blast mitigation), electronic warfare (Counter Electronic warfare (CREW) support within a Remote Controlled IED (RCIED) threat environment), IED evidence collection and exploitation, host nation capacity development, Force unit hazard education, and civilian populace risk education.

5.7.8 UN Military Signals Unit

The primary role of the UN Military Signals Unit is to serve as an integral part of the mission's communications and information technology support effort. It provides robust military capacity and augmentation to the mission's Communication and Information Technology Section (CITS) serving the entire mission while focusing its main efforts on ensuring communications and

⁶⁵ C-IED is defined as: The collective efforts to defeat an improvised explosive device system by degrading threat networks, defeating improvised explosive devices and preparing a force to operate in an explosive threat environment - UN EOD Unit Manual (UNMUM), August 2021

⁶⁶ Actions taken to train and prepare forces to safely operate within an IED threat environment. Includes the training and preparation of both specialized enablers that conduct Defeat the Device and the force writ large in explosive hazard awareness training.

⁶⁷ Actions to identify, detect, and neutralize IEDs prior to detonation or to mitigate the effect of detonation at the point of emplacement, to include search activities; conventional munitions disposal activities; and IED disposal procedures conducted by specially trained expert enablers such as EOD/IEDD personnel.

⁶⁸ To understand and identify threat networks, and discover and exploit vulnerabilities to develop proactive, adaptable, effective solutions that interrupt the chain of events and prevent IED events. IED threat networks are degraded through systematic evidence collection processes and information fusion, and by supporting national rule of law procedures.



information interoperability between key elements of the military and police HQs at Force, Sector, Battalion, and Independent Unit Headquarters level. The UN Military Signals Unit supports the Force communications links and information technology service requirements whenever military capability would be more appropriate than that available from UN civilians or contractors.

The Force and Mission receive communications and information technology support from the UN Military Signals Unit acting on behalf of CITS, including installation, configuration, operation and maintenance of UN-owned/CITS-provided communications and information technology equipment as well as the required training of military and civilian personnel on that equipment. The UN Military Signals Unit also supports the configuration and maintenance of UN-provided jammer systems in close cooperation with UN Counter-IED and Explosive Ordnance Disposal (EOD) experts. The UN Military Signal Unit supports permanent facilities and compounds, such as headquarters and offices, information nerve centres such as JOC, JMAC, Situation Centres, Mission Support Centres and planning and communication centres, but has only a limited mobile capability to support temporary facilities and mobile tactical operations, such as command and observation posts.

The UN Military Signals Unit are under the “UN operational command and control” of the HOMC. The HOMC is authorized to assign military units under Tactical Control of a designated commander for specific purposes and periods. The CSM exercises tasking authority over the UN Military Signals Unit. The tasking authority is exercised in a collaborative and cooperative spirit to ensure the achievement of mission operational priorities in support of the mission plan. UN Military Signals Unit tasking priorities are routinely determined by the Chief CITS under delegated tasking authority from the DMS/CMS; in cooperation with and working through the FHQ U-6 and the UN Military Signal Unit Commander, who determines how to best execute the tasking within the requested timeframe.

5.8. UN Level 1 – 4 Hospitals

Level 1 Hospital could be either contingent owed equipment (COE) or UN owned equipment (UNOE) and serves as a primary care facility providing immediate lifesaving and resuscitation capabilities along with routine clinical care. In the case of serious injury, a Level 1 Hospital is expected to stabilize patients and prepare them for transport to higher level facilities. A Level 1 Hospital is also mobile, and must be deployable to remote field locations, in whole or split into two forward medical teams. A Level 1 Hospital can be strengthened to a Level 1+ facility through the addition of one or more modular capabilities, including primary dental care, basic laboratory, preventive medicine, forward surgical team (FST) and air medical evacuation team (AMET). Level 1 Hospital is expected to be able to treat up to 20 ambulatory patients per day, have temporary holding capacity of five patients for up to two days, and hold medical supplies and consumables for 60 days.

Level 2 Hospital is providing surgical and life-saving capabilities, as well as common hospital services. It could be COE or UNOE. A Level 2 Hospital provides all Level 1 services and,



in addition, provides damage control surgery; post-operative services and high-dependency care; an AMET capability; intensive care-resuscitation; in-patient services; basic imaging services; laboratory, pharmaceutical, preventive medicine and dental services; as well as record maintenance and administrative support. A Level 2 Hospital can be strengthened to a Level 2+ facility through the addition of one or more modules providing orthopedic surgery, gynecological capabilities, internal medicine and diagnostic imaging. Level 2 Hospitals may average up to 60 personnel, including both medical, administrative and logistics staff, and an additional of about 6 personnel, if deployed with an AMET. Level 2 Hospitals are expected to be able to perform three to four surgical operations per day and provide hospitalization for 10 to 20 casualties for up to seven days. This level facility should treat up to 40 outpatients per day, conduct 5 to 10 dental consultations per day.

Level 3 Hospital is the highest level of medical care deployed within a mission area. It is usually COE but could be commercially contracted. Level 3 Hospitals includes all the capabilities of lower-level facilities. Additional capabilities include multidisciplinary surgical services, specialist services and specialist diagnostic services, increased high dependency care capacity, extended intensive care services and specialist outpatient services. Level 3 Hospital may average 90 personnel, depending on the capabilities provided. Level 3 Hospital is expected to be able to perform 10 surgical operations per day; provide hospitalization of 50 patients for up to 30 days; hold 60 outpatient consultations, 20 dental consultations, 20 X-rays and 40 laboratory tests per day.

Level 4 Hospitals are definitive care facilities provided outside of the mission area to provide all levels of care, including specialist services not otherwise available, rehabilitation and convalescence. Level 4 Hospitals are often commercially contracted or contracted under a LOA with a national government.

5.9. FHQ Battle Rhythm

Each FHQ has a routine to follow, be it on the meeting, reporting, assessment or tasking aspect, and be it on a daily, weekly, monthly, quarterly or yearly routine. This routine is called FHQ Battle Rhythm (BR). Whereas the FHQ BR varies over the missions and their different mandated tasks and responsibilities, it can even vary within a mission due to operational necessity for the FHQ to be able to swiftly act and react to certain events or crises. Every FHQ is required to define its routine BR.

As the MC is just one component of a UNPKO, and as described in Chapter 4, close coordination and cooperation with the other mission entities is crucial for the mission to reach its mandated tasks. This coordination can be institutionalized with regularly meeting with those entities or by the creation of working groups. These regular meetings should be part of the FHQ BR as well.

The BR is used to fuse staff effort and is tailored to the specific needs of each Mission according to varying parameters. It follows and supports the Commanders Decision Cycle and can



be weekly or even monthly. All BR meetings are described in a SOP which outlines the purpose of the meetings, the required products (inputs and outputs) and required representation of HQ staff, civilian experts or representatives from other mission components. BR events can also require participation of subordinated and superior HQ staff personnel. BR meetings should be grouped into boards and working groups (WG). In principle WGs are designed to prepare board level meetings or serve as coordination meetings of the various staff branches and subordinated HQs for example FPWG, Military Information Acquisition WG, etc. In general, WG level meetings can be chaired by a branch-head in lead of the subject area and are used for cross functional coordination. Boards typically are used to get decisions, provide recommendations and request decisions or further direction and guidance of the commander. Examples are the Military Coordination Board (defines mid-term prioritization of effort of the military component) or Military Operations Assessment Board (identifies the progress of the military component towards achievement of military objectives and provides the commander with prioritization recommendations). These boards are especially useful to prepare the commander for MLT discussions.

A well-designed BR facilitates inter branch and inter mission staff work but leaves the staff with sufficient time to work on routine task and coordinate the work within the own subject matter area. Design of the BR is usually a FCOS responsibility.

Many factors influence the BR, and these include UNHQ reporting, operations and the planning requirements.

5.9.1 FHQ internal Battle Rhythm

Important daily meetings are:

- Shift Change Brief. This aims to ensure a smooth transition between shifts and should be overseen by the shift leader. The outgoing shift will not depart until the incoming shift is sufficiently briefed to commence its duty period.
- Situational Awareness Brief (SAB). Designed to brief a Commander on the activities of the last 24 hours in detail and those of the of the next 24 hours in outline. The brief is coordinated by the MOC director, and all available staff should participate. It should be kept short (maximum 30 min) and to essential information for the Commander. All briefings are to be archived to enable future queries.
- FCOS Coordination Meeting. Key working level meeting for the HQ which is chaired by the FCOS. It is used to coordinate the effort of all staff functions and provide leadership guidance for the next 24 hours.

Regular meetings:

- Sector HQs, Subordinate unit Coordination Meeting. Conducted over videoconference (VTC) to give the Commander the opportunity to provide live direction and guidance to subordinated Commanders but also to provide an opportunity for subordinated Commanders to address the higher-level command with concerns and recommendations. This is a “Commander to



Commander” interaction. Staff participation is only allowed by exception of the higher-level Commander.

- Military Operations Assessment Board (MOAB/WGs). Provides Commanders with assessments on the impact and effectiveness of the MC based on the Operations Design and identified outputs/outcomes (effects). It is prepared by the MOAWG and recommends future operations and plans including changes to existing plans (e.g., branches/ sequels, contingency plans).
- Military Coordination Board. Key Meeting to coordinate and synchronize the effort of the MC and the support to cross cutting regional efforts. Prepared by the FHQ with representation of all Sector Commanders at the meeting. MLT and MOAB/WGs findings are essential for the conduct of this board. Decisions and guidance by the Commander at this board lead to the production of Military Coordination Orders.
- Operational Planning Group (OPG). Cross functional WG led by U-5 (or – if existing in the mission – by U 3/5) used to develop, review and revise plans and develop Operations Orders.
- Mission Support Board. Consists of representatives from all support functions and provides the Commander with assessments and prioritized requirements for the conduct of operations and activities by the military component. Findings are used for resource requests to MSC and the Resource Allocation Board of the Mission.
- Military Peacekeeping-Intelligence (MPKI) Coordination Board. Focal meeting for all MPKI activities in support of Commander’s Information Requests.
- MPKI Acquisition Management WG. Used to coordinate the acquisition efforts across the military component based on the Intelligence Acquisition Plan (IAP). Includes decisions on tasking of military acquisition assets by operations staff based on agreed priorities.

Other functional meetings (examples):

- (Key Leader) Engagement WG. Coordinates engagement activities of key leaders and the wider military engagement plan including levels of engagement.
- Force Protection WG.
- Special Forces WG.
- UN-CIMIC Coordination meeting.
- Weekly Mission Leadership meetings.
- Daily Operational Brief.
- Weekly FC’s Planning Meeting with FHQ Staff.
- Weekly SMT meeting.
- Monthly Operational Update to SRSG and OMA.
- Quarterly FC’s Meeting with FCs from the same region.
- Quarterly FC’s Conference with Commanders.
- Regular FC’s visit to all major units.
- Six Monthly Inter-Mission-Cooperation Conference.
- Six Monthly Mission Operational Capability Review.



- Six Monthly Contingent Commanders Conference.
- Annual Force Report.
- (Annual HOMCs Conference in United Nations Secretariat.)

5.9.2 FHQ Battle Rhythm with MHQ / other UN entities:

To enable mission-wide cooperation with the MHQ and other UN entities engaged in the mission area, regular coordination and information exchange meetings, sometimes even combined planning meetings, are crucial.

Listed below is an example of meetings, FHQ personnel is conducting on a regular basis with personnel from MHQ and other UN entities⁶⁹.

FC/DFC/FCOS:

- Principal Management Meeting (PMM)
- Head of Sections (HoS) Meeting
- Senior Management Group (SMG)
- Senior Management Team (SMT)
- Crisis Management Team (CMT)
- Technical Working Group
- IED Threat Mitigation Working Group

FCOS:

- Operational Coordination Committee (OCC)
- FCOS Staff Synchronization Meeting (includes Mission Support Division (MSD) and Political Affairs Division (PAD))
- COE and MOU Management Review Board (CMMRB)
- Weapon and Ammunition Advisory Board (WAAB)
- Integrated Project Team (IPT)
- Mission Peacekeeping-Intelligence Group

Other FHQ Staffs:

U-2:

- JMAC Early Warning
- FAID Meeting

⁶⁹ This FHQ Battle Rhythm with MHQ / other UN entities is an example from UNMISS, dated July 2021, the names of coordination mechanisms and the participating actors may vary in different missions; and other missions may have additional meetings as well.

U-3:

- Operation Assessment Board
- JOC Coordination Meeting
- Risk Assessment Coordination Meeting
- Risk Management Board (RMB)
- MOVCON Coordination Meeting
- Operation Lifeline (OLL) Meeting
- SAGE Meeting

U-4/FMO:

- Covid Working Group Meeting

U-5:

- Result Based Budgeting
- Comprehensive Performance Assessment System (CPAS)
- Rotation Working Group
- Security Sector Reform Meeting
- Secretary General's 90 days report

U-7:

- IMTC Training Coordination Meeting

U-9:

- Political Affairs Division (PAD) Meeting
- Military Civil Defence Assets (MCDA) Meeting
- World Food Program (WFP) Logistics Cluster
- Collection Management Board (CMB)
- UNHCR Protection Cluster
- OCHA Humanitarian Situational Briefing
- OCHA Civil Military Advisory Group (CMAG)
- Human Rights Division Meeting
- Migration Working Group

5.10. Reporting

Accurate, prompt and structured feedback and reporting from all entities form an obligatory and significant part of conducting UNPKOs. It significantly contributes to overall enhanced Situational Awareness, enabling each HQs – regardless of the level – not only to undertake informed decision making but also to modify ongoing operations based on the response and impromptu situations that may arise.



Hence it is paramount that all missions forward precise and timely reports to UNHQ with a uniform format and content, as well as all missions itself use their own uniform format and content (depending on the mandated tasks, the reporting requirements may differ from mission to mission), that supports an effective decision-making process.

Each FHQ has their reporting requirements towards UNHQ and their own internal reporting arrangements.

5.10.1 Guiding Principles on reporting

The following principles of reporting are to be observed:

- a. Each level of command analyses and filters information to ensure only important and relevant information is communicated with the next higher HQ. This ensures information discipline and prevents important information being overlooked.
- b. All information is to undergo analysis and assessment at all levels of command. All information should be treated with the “So What?”-question to determine its relevance and applicability **at the next higher HQs**.
- c. The Chain of Command is NOT to be changed, bypassed or skipped – reports must be provided along the chain of command.
- d. Distribution lists are to be scrutinized and disciplined. Excessive distribution of information dilutes ownership and accountability. The confidentiality of the information must be ensured, nevertheless the need to share information with other mission entities is not to be obstructed.
- e. Reporting periods are to be observed and where is nothing (new) to report, “Nothing significant to report (NSTR)” should be used. Retention of old information in routine reporting confuses the reader and prevents new and important information from being identified.
- f. Routine reporting schedules should be observed by all reporting missions/HQs/units. Information of a non-critical nature, but still important for higher HQs situational awareness, should be included within routine reporting templates and formats.
- g. Information relating to the Commander’s Critical Information Requirements (CCIRs), incidents, violations or time critical information should be reported to higher HQs in a timely manner, using the procedures for incident reporting.
- h. Identification and referencing of the reporting entity (FHQ / SHQ / Unit HQ / Platoon / Patrol, etc.) must be clear and unambiguous; therefore, unique identification mechanisms are to be generated by each mission and referenced in all reporting. This will ensure positive identification of all reports.
- i. When reporting on sexual violence incidents, information must be shared with the nearest Women’s Protection Adviser or CRSV focal point in the Human Rights component with the same sense of urgency as reporting to the chains of command. Immediate sharing of information is crucial to enable timely and adequate verification and follow-up of incidents, including through the referral systems. Personally identifiable information about victims/survivors and aggressors should never be included in reports (names, addresses, pictures etc.). If members of the MC happen to have this information, then they should only share it with the nearest Women’s Protection Adviser



or CRSV focal point in the Human Rights component to protect victims/survivors and prevent breaches of confidentiality.

j. All reports should reflect gender and age sensitive considerations, including by desegregating information by age and gender.

5.10.2 Reporting to UNHQ

The HOM is responsible for reporting regularly to UNHQ, through the USG DPO on developments concerning the activities of the UNPKO and the implementation of its mandate. On matters that are predominantly military/technical in nature, the HOMC is authorized to communicate directly with the UN Military Adviser in UNHQ. UN field missions have different reporting requirements to the UNSC, but all have a standard reporting requirement to UNHQ with specific reporting requirements of the MC⁷⁰.

The HOM is required to submit regular routine reports to UNHQ and the HOMC is to contribute to this reporting requirements as directed by the HOM.

The HOM is required to submit a special report immediately on occurrence of any development of importance. Special reporting is submitted in addition to the regular routine reporting requirement. The HOMC is to contribute to this special reporting requirements as directed by the HOM and, if necessary, by providing a special technical military report to the Military Adviser (MILAD) in UNHQ to address or clarify specific military related issues.

The HOMC maintains a technical reporting and communication link with MILAD. This technical reporting link must not circumvent or substitute the command chain between the USG DPO and the HOM, nor should it interfere with executive decisions taken by the HOM in the field.

For a more detailed overview on reporting, and for the relevant sample formats used to report from the mission to UNHQ refer to the 2023 UN DPO Guidelines The Role of the Head of the Military Component in a Peacekeeping Operation.

An overview of the most important reports sent by the MC to UNHQ is below:

5.10.2.1. Reporting to CMOS.

- a. Military Daily and Weekly Reporting. The HOMC, through the FCOS or designated FHQ staff, is required to provide military specific SITREPs, on a daily and weekly basis (Daily or Weekly SITREPs), to the MILAD via CMOS.
- b. Military Monthly Reporting. The HOMC, through the FCOS is required to provide a technical military report every month to the MILAD via CMOS, which is to include statistical and evaluative data concerning the Military Component and its operations in the field mission. This report is to reach the MILAD in UNHQ by the fifth day of the following month.
- c. Military Annual Reporting. In January of each year, an Annual Report on the Military Component is sent to the MILAD in UNHQ, covering the previous 12 months.

⁷⁰ UN DPO Guidelines on The Role of the Head of the Military Component in a United Nations Peacekeeping Operation, Ref. 2023.04



d. Significant Incident Reports need to be sent out, when an incident occurs or is on-going, and its significance is of a level, that an inclusion of the reported information into the regularly provided SITREPS would lead to an unacceptable loss of knowledge and reaction time for the higher command.

i. Flash Report.

(a) Flash Reports (and any necessary updates) are used to provide short and operationally focused information in the event of an incident of foremost urgency, such as a significant and/or critical event, an emergency, crisis or other rapidly deteriorating situation (e.g., a noteworthy change in the operational situation, a mission-area event that has immediate or potential impact on the mission's operations or preliminary information about UN personnel death or serious injury/illness). Flash Reports may be issued following significant incidents or events, including but not limited to, significant political events (e.g., election announcements or results, and progress made on peace agreements), operational incidents, safety and security incidents (e.g., air crash), significant disease outbreak (e.g., Ebola outbreak), and natural disasters (e.g., earthquake).

(b) Flash Reports should be transmitted by the mission's JOC and/or FHQ U3 Duty Officer to UNOCC and/or respective CMOS Desk Officer, as soon as possible following the incident. A verbal report may precede the flash report via email or phone call to CMOS Desk Officer. Flash reports should be supplemented by written and verbal updates provided to UNOCC and CMOS as additional information becomes available.

(c) While it is understood that information should be verified to ensure its accuracy, the timely issuance of Flash Reports is vital for DPO to effectively support peacekeeping missions and fulfill their responsibility to keep the Secretary General, the UNSC and countries that contribute personnel informed. Flash Report(s) should be followed by a more comprehensive report. Updates on casualty statistics should be reported to the UNHQ in subsequent updates of Flash Report(s) or SITREPS.

ii. Notification of Casualties. In accordance with the SOP on Notification of Casualties (NOTICAS) in Peacekeeping Operations and Special Political Missions, a NOTICAS shall be prepared by the Office of the HOMC and submitted to OMA in the event of any of the following incidents involving UN military personnel serving in United Nations Peacekeeping Operations or Special Political Missions in the field:

(a) Death, or

(b) Serious injury or illness, defined as an acute, life-threatening, medical or surgical condition that may lead to death or the significant and permanent loss of limb, eyesight or function.

iii. Intermediate Report, Final Report and After-Action Report. Incident and After-Action Report (AAR) provide accurate military information and analysis, needed for DPO to brief the UN



leadership, TCCs and other relevant stakeholders on an incident. The timing for AARs remains crucial to the information flow at the UNHQs. Initial (incident) Reports should be submitted as Flash Reports positively within an hour of the incident, reporting the basic facts even if without (full) verification; Intermediate Reports should be submitted within the first 24 hours of occurrence, and updated every 24 hours for ongoing incidents, verifying information and accuracy as more information becomes available. Final Reports/AARs should be sent after a comprehensive inquiry into the incident is done with the full details involving the MC, particularly in case of use of force. This would obviate the misinformation, on times received from other sources. The AARs are intended to answer to the need for immediate information and analysis without prejudice of any future analysis. The Final Report can include Lesson Learned, Lessons Identified and Recommendations on how to prevent the incident that caused the report.

- iv. Use of Force Reporting. On every occasion when armed or lethal force is used by a member of the MC, regardless of the circumstances, the HOMC is responsible for conducting an inquiry into the incident and promptly transmitting this report to OMA MILAD at UNHQ. A Military Component SOP should be developed and issued to guide this inquiry and reporting requirement.

5.10.2.2. Other relevant reporting from FHQ to UNHQ

A more detailed overview of the aim and content of the various reports send to UNHQ is given in the 2023 UN DPO Guidelines on the Role of the Head of the Military Component in a Peacekeeping Operation

Other relevant reports from FHQ to UNHQ include (this list is not inclusive, and the required reports may vary between the different missions in requested content and frequency – a detailed mission-specific reporting scheme should be laid out in mission-specific SOPs):

Technical Reports, which are reports on thematic or specialized issues. The following technical reports are to be sent to UNHQ on either monthly or quarterly basis:

Monthly Basis:

- i. Force Monthly Situation Report.
- ii. Mission Basic Fact Sheet.
- iii. Hostile Act Report.
- iv. Repatriation State.
- v. Deployment Map.
- vi. Field Mission Contact List.

Quarterly Basis:

- i. Caveats Report.
- ii. Road Traffic Accident Report.
- iii. Loss of Weapons/Ammunition and Related Equipment Report.



Personnel Status Reports. Personnel issues are reported to UNHQ DPO/OMA/FGS for the purpose of an effective and responsive administrative control and monitoring of force generation related matters. The mission's Chief Military Personnel Officer (CMPO), usually DFCOS PET or Chief U-1, is responsible for all Personnel Reports and returns required by DPO/OMA, such as: Daily Force Strength Report, Mission Monthly Strength Report, Mission Monthly Staffing Table, and others⁷¹.

Peacekeeping-Intelligence Reports. Mission Integrated Peacekeeping-Intelligence Reports (INTREPs), Intelligence Summaries (INTSUMs) and thematic reports are reported to UNHQ DPO/OMA/AT and convey a synopsis of events, incidents or developments and include any relevant deductions made in the time available of trends or threats, that could have strategic, political or operational implications on the mission's ability to execute its mandate or have adverse impact on safety and security of peacekeepers, within the reporting period⁷².

Performance Related Reports. Individual Performance Evaluation Reports are prepared for all officers in the MC and send via the national Senior National Military Officer to their respective national authorities, and for Officers in the rank of Lieutenant-Colonel and above (or equivalent) to UNHQ, Military Adviser's Office.

Unit Performance Evaluation Reports. The HOMC, through the FCOS or DFCOS PET, is responsible for ensuring that a minimum of one Performance Evaluation Report of each military unit evaluated are prepared and submitted to UNHQ DPO/OMA/MPET (any time after three months of deployment) during their tour of duty. A mission-specific evaluation SOP is to be developed and issued by the HOMC to ensure all performance evaluation reports within the MC provide the assessment and information necessary for UNHQ purposes. The respective FCOS or DFCOS PET and U-7 should ensure reports (including Performance Evaluation Plans) on all evaluated units are forwarded to UNHQ DPO/OMA/MPET through the designated online-tool.

End of Assignment Reports. When nearing the end of the assignment period in the mission, the HOMC is required to submit an "End of Assignment Report" to the USG DPO, with a copy to the UN Military Adviser via CMOS. The report should provide a review of the overall military situation, an assessment of the implementation of the mandated tasks by the MC and internal matters affecting the MC, including personnel, administration, and logistics. This report should be candid, highlighting what worked well and why, as well as the problems encountered. The HOMC is encouraged to offer suggestions, which could improve the effectiveness of the MC. This report should reach UNHQ three weeks prior to the last day of the HOMC assignment period. The "End of Assignment Report" will be treated as 'strictly confidential' within UNHQ. The outgoing HOMC will usually also be required to report to UNHQ for debriefing on completion of the assignment.

⁷¹ UN DPO SOP The Role of the Head of the Military Component in a Peacekeeping Operation, 2021

⁷² Ibid.



Data Collection. The HOMC shall ensure that data on all incidents, military operations and activities, is collected, verified and safely stored in an authorized mission-wide central situational awareness database, such as the “UN Sage Database” and/or “Unite Aware”, which are usually managed by the Mission JOC or JMAC. This will ensure all incidents, military operations and activities are stored in a comprehensive central database, which will facilitate and enable data visualization, usage and dissemination, trend analysis and mapping in support of the mission’s decision-making process. This responsibility of managing military data shall comply with the Data Strategy of the UN Secretary-General, as well as UN Peacekeeping’s Digital Transformation Strategy.

5.10.3 In-mission Reporting

To keep the leadership at all levels best possible informed in all mission relevant aspects, reporting is essential. Subordinated units use reports to higher command to inform them on a regular basis or on an ad-hoc basis in case of incidents or accidents for the FHQ and MHQ to compile these reports, evaluate them and be able to act and react accordingly. Furthermore, to fulfill the FHQs reporting requirements to MHQ and to UNHQ, regular reporting from subordinated units is essential.

The main types of reports used within a mission are listed below. As each mission has a different setup and different mandated tasks, it is not possible to provide samples of all possible types of reports. It is up to the FHQ of each mission to define the types of reports, their exact format and requested frequency to be used and the necessary content to be reported. To be able to conduct the mission’s operational tasks efficiently and effectively, FC are to distribute mission-specific directives on the mission’s reporting mechanisms. FHQ’s are encouraged to reduce the number of reports from subordinated units to the minimum amount necessary, e.g., by reducing the frequency or by consolidating reports in a way, that instead of using separate reports, the information will be forwarded combined and in less reports. FHQ’s own reporting requirements to MHQ and UNHQ are not to be changed by the FHQ unilaterally.

5.10.3.1. Situation Report (SITREP)

A Situational Report is a regularly provided report giving an overview of the general situation and will be send on a daily/weekly/monthly basis. It consists out of a description of the relevant incidents occurred, activities undertaken, and highlights and key findings out of these events within the reporting period. A SITREP should cover all relevant information collected in the reporting period and all fields in the reporting format should be filled out accordingly and no field should be left blank. The abbreviation “NSTR” for “Nothing significant to report” should be used instead of leaving a field blank, but it should be used only if there really was nothing significant to report -sometimes things that might seem of no significance for the reporting unit might be of importance for higher command, so in case of doubt it is better to report.



SITREPs will be sent by subordinate units via chain of command, each level HQ (Battalion HQ / SHQ) must consolidate and comprise the information provided in those SITREPs into its own SITREP to be sent to higher command, including the SITREPs from subordinated units as annexes. To ensure mission-wide information collection, the mission JOC and – if existing – regional JOCs at Sector level are to be included into the distribution list.

5.10.3.2. Patrol Report

After a patrol has finished its patrolling tasks, the patrol leader must write a patrol report summing up all relevant information and findings during the patrol, signed by various members of the patrol (including Liaison Officers, if they were part of the patrol), to ensure that the information provided by the report is verified by other members of the patrol.

5.10.3.3. Flash Report

Flash Reports are used to provide short and operationally focused information in case of an incident or accident to immediately give a status report of the situation on the ground. They should provide a rapid, clear, and concise description to FHQ/SHQ of any incident that requires action of the Mission Leadership, FHQ or SHQ. The value of Flash Reports is its issuance in a timely manner, thus these reports are not intended to be final reports and do not need to have full accuracy, instead updates of the situation are to be sent regularly (if available) until a more decent situational awareness is possible and will be reported via a detailed report or within the normal reporting cycle. If the mission has its own reporting format on Flash-Reports, it is of a higher importance to quickly inform the leadership about the incident than to ensure, that all fields of the reporting format are filled accordingly. To ensure appropriate information of Mission Leadership and UNHQ, the mission JOC and – if existing – regional JOCs are to be included into the distribution list and to ensure a timely contribution to all necessary addressees, the distribution list of Flash Reports should be updated regularly.

5.10.3.4. Incident Reports

There are different types of Incident Reports to be used after an incident happens (or even while it happens using a Flash Report). Depending on the mission's mandated tasks, the situation on the ground and the operational tempo, these vary from mission to mission and should be set out in mission-specific FC Directives. Usually, these types of incidents require timely reporting:

- Fatality and serious injuries to mission's personnel
- Use of weapons by the MC
- Serious physical assault against UN personnel
- Incidents which have the potential to affect the success of the mission in implementing its mandate
- CASEVAC of mission personnel



5.11. Plans and Orders

5.11.1 Plans

The FHQ develops the Operational Plan (OPLAN) mainly based on the information received from the Mission Plan and the Military CONOPS. The OPLAN is a comprehensive plan, and it details how the MC will implement its tasks. It details for example the mission, end state, objectives, line of operations, command structure and tasks for the subordinate units. The OPLAN is aligned with police component plans, the Logistics Support Plan and other plans from key partners (e.g., CRSV, Child Protection, DDR, SSR, etc.).

Contingency plans are used to react to local or mission wide emergency situations. The MHQ has the responsibility for whole-of mission planning and this planning will in most of the situations trigger further planning responsibilities to FHQ. A Mission Exit Plan, Relocation Plan or Counter Pandemic Plan are typical mission level contingency plans.

The FHQ is responsible for MC's contingency planning. The U-5 Cell has the planning responsibility supported by other cells. The main purpose of contingency planning in MC level is to improve the MC's readiness in extreme situations. Typical subjects for MC level contingency plans are the internal reinforcing plan, POC enhanced plan, etc.

In UNPKOs development of mission wide contingency plans is coordinated by the Joint Planning Unit. Contingency plans of the MC must be harmonized with each other and those of UN Agencies, Funds and Programmes and the national authorities, particularly at tactical level. Integrated local contingency planning will enable United Nations personnel to respond quickly to implement the local contingency plan and take appropriate action to protect United Nations personnel, civilians, other eligible persons, assets, or property. The HOM is responsible, through the COS, for integrated contingency plans that are both responsive and practical.

Contingency plans must be reviewed and rehearsed at all levels of the mission on a regular basis.

The FHQ is required to establish a system for the approval, promulgation, review, revision, and cancellation of all plans of the military component. This includes that

- All subordinate operations plans including supporting plans are approved by the initiating authority which is the superior military commander (except for the FHQ OPLAN).
- Each commander maintains a current status of the command's operations plans (including related plans at the next immediate subordinated level) and forwards all status changes to FHQ U-5 who maintain a record of Mission wide military plan list (down to Battalion/ unit level).
- Plan reviews occur when there are significant changes to the situation, any related plan is superseded or whenever there is a significant change that alters the basic concept of the plan (e.g., higher-level guidance, change of the mandate, ...).
- Revised plans with major changes are approved by the higher-level authority.



- Cancellation of plans are approved by the higher-level authority and the plan is marked as cancelled in the registry (an archived copy is to be maintained).

5.11.2 Orders

The primary role of the staff in a Field HQ is to assist the Commander to plan the operations of, and to exercise tactical control over deployed UN military units and personnel in accordance with the missions mandated tasks. To accomplish this, the Field HQ needs to communicate the HOMC's intent accurately and concisely.

With orders and taskings, a higher command is giving subordinate units directives on what to do and to some extent - how to do it. The subordinate units use reports to provide feedback but also to give the higher command the possibility to create a situational awareness of the situation in the area of responsibility of the unit, but also on the implementation of the given tasks. Orders are written after a UN Military Decision Making Process (UNMDMP) has been conducted and typically require inputs of all staff functions, including the advisory functions. The issuing HQ is required to document the distribution and file incoming/ outgoing orders.

As the formats and content of the orders vary over the missions, each mission is to provide their staff members the mission-specific forms of the orders in their own SOPs.

There are different types of orders for different types of required actions, the most common orders produced by field HQs are:

5.11.2.1. *Military Component Operations Order (OPORD)*

An Operations Orders (OPORD) is an order, meant to direct subordinate units' activities with the conduct of military operations. An OPORD describes the situation, the tasks of the unit and what supporting activities the unit will conduct in order to achieve their commander's desired end state. OPORD are used to conduct operations and exercises involving subordinated units/ HQs including Combat Support (e.g., Engineers, indirect fire) and Combat Service Support (Logistic) subunits. Operations Orders are used to change the main effort of subordinated units/HQs.

OPORD Standards

1. The OPORD includes a Task Organization which is concise and includes all elements participating in the operation to ensure unity of command.
2. The Situation paragraph is concise and complete and contains information on threat actors, Friendly forces, and the civilian population (esp. vulnerable groups).
3. The Mission paragraph is concise and complete and contains Essential tasks and On-order missions (if necessary).
4. The Execution paragraph is concise and complete and contains Commander's intent, Concept of Operation, considerations on different operation elements (Manoeuvre, Fires, ISR, Engineering, STRATCOM/ Public Affairs, Military Police, CIMIC, Engagement), Tasks for the manoeuvre units, Tasks for Combat support and Combat service support (enabling) units and Co-ordinating instructions.



5. The Service Support paragraph is concise and complete and contain the Support concept of how the operation will be logistically supported, medical support concept, including evacuation procedures and locations of ambulances/ helicopters and casualty collection points, Movement instructions and priorities of support/traffic, Host nation and Mission Support.
6. The Command and Signal paragraph is concise and includes all locations of involved HQs/Command Posts, Operating instructions not specified in the SOP.
7. All essential elements of the operation as described in the main body of the OPORD like the battlespace (borders, coordination lines, timings, etc.), fires, HQs/Command Posts, phases are included in an operations overlay (Annex).

5.11.2.2. Military Coordination Order

Military Coordination Order (MCO): This is the medium to transmit the Force Commander's Directive and Guidance to subordinated HQs especially on the mid-term (e.g., 90 days prioritization of effort), assign resources and tasks for this to subordinated HQs and units and provide guidance on the coordination of activities with other mission components. Ideally the MCO will also identify areas where the military component or specific subordinated HQs or units are in lead for a specific effort (supported) or in support (supporting) the effort of other mission components/ actors (who are in lead).

5.11.2.3. Fragmentary Order (FRAGO)

A Fragmentary Order (FRAGO) is a form of an operation order issued as needed after an operation order to change or modify that order or to execute a branch or sequel to that order. FRAGOs are used to task Routine Operations and are issued at the minimum weekly to order changes to existing Operations Orders (OPORD).

A SHQ or BHQ operates at the tactical level within its designated AOR, commanding and guiding subordinated UN InfBns and units. The main responsibilities of the SHQ/BHQ are to conduct AC2 and execute FHQ's OPORDs or FRAGOs in close cooperation with other mission components and partners in the sector, in accomplishment of the mission mandate.

5.11.2.4. Warning Order (WARNORD)

A Warning Order (WARNORD) is distributed to prepare the subordinated units for an upcoming task that will be directed by a FRAGO or OPORD.

1. The Warning Order is sent out on time to give subordinate commanders enough preparation time.
2. The Warning Order contains a short summary of the general situation.
3. The (provisional) mission to be accomplished, including its purpose is stated.
4. The Warning Order contains the commander's intent, including (if available) the Concept of Operations, tasks of units, coordinating instructions.
5. The Warning Order contains tactical movement and logistical movement constraints and logistics measures to be taken.



6. The Warning Order contains C2 guidance, relationships, code words and location of the (Fwd) CP/HQ.

5.12. Information and Knowledge Management

Information and Knowledge Management is needed to ensure that all important information gathered as well as all lessons learned/lessons identified from operations or incidents are well managed and stored in a way, that the information can be used when planning new (similar) operations and activities and the information can be passed over to new personnel in the mission area.

Knowledge Management is everyone's responsibility. All managers and personnel shall demonstrate a commitment to continuous learning and knowledge sharing by regularly capturing, sharing, and using lessons learned. Managers shall create an enabling environment and incentives for personnel to share knowledge and to integrate lessons learned into their activities. Missions are to establish a system (e.g., through the use of shared drives), that facilitates the process of creating, sharing, using, and managing files and documents within the staff of the HQs, regardless which level. Standardized naming conventions for files and documents (e.g., Date/Month/Day, Subject, Section/Branch), as well as basic, simple folder systems helps facilitate cooperation, ensures information and knowledge is backed up during planned and unplanned absences of colleagues and facilitates the hand over/take over at the end of the assignments. A clearly defined access system must be implemented to ensure that the information is only accessible to those who need to have access but still enabling an effective information sharing.

Furthermore, Information Management includes tracking of tasks and orders assigned to various HQ sections (internal), subordinated HQs or units by military leadership, to ensure a timely and orderly completion of the tasks/orders within the MC including the collection of necessary After-Action Reviews.

The position of a dedicated Information and Knowledge Manager, or even an Information and Knowledge Management Cell, should be implemented and located, ideally in the Military Operations Centre (MOC)⁷³, to ensure that – in cooperation with the U-6/G-6/S-6 Section – the information collected is stored and shared in a feasible manner and – in cooperation with the Military Best Practice Officer – a knowledge management system is installed.

5.12.1 Archiving

All documents issued by the HOMC must be archived, electronically or otherwise, and maintained in secure facilities designated by the HOMC for the purpose of maintaining institutional memory. These MC archives must be kept in the Office of the HOMC and shared with

⁷³ Depending on mission setup and structure, the position of the Information and Knowledge Manager might be located different, e.g., at the Office of the Chief of Staff. It must be ensured, that the Information Knowledge Manager is able to access to all information as required.



the HOM and UNHQ as necessary⁷⁴. Field HQs should develop a system of archiving all important documents, statistics, maps, and best practices both in digital (with back up) and – if no digital version of the document is applicable – in printed form. Archives may be maintained in each office or centrally, as convenient. Proper handing/taking over of the archives should be ensured during rotation of Staff Officers to maintain continuity of institutional memory. Arrangement/ Design of the archive may be specified in the Forces' SOP. Besides, FHQ can/ should maintain an 'Operational Diary/ Journal' where all significant events and achievements can be recorded on daily basis.

5.12.2 Handover Notes

As SOs constantly rotate on a regular basis, effective use of handover notes must be made to maintain operational continuity. They are created by personnel who are about to leave their positions temporarily or permanently. These notes assist their successors to carry out their duties and afford maintaining of the institutional/ functional memory – especially when a physical Hand-Over / Take-Over is not feasible or possible.

5.13. Physical Security and Alarm Scheme of HQ.

- Each HQ must prepare and practice its own alarm scheme for different situations (e.g., direct/ indirect fire attack, civilian unrest etc.)⁷⁵.
- Contingency locations/ procedures must be planned in case main HQ cannot function from existing location.
- Evacuation Plan should be made for crisis situations
- Selection criteria for HQ's location –
 - Not inside populated city centres/ market areas
 - Not in disputed areas/ collocated with vulnerable people
 - Not near any IDP camps
 - Allows uninterrupted communication with other HQs/ bases
 - If possible, co-located with mission civilian counterparts, for ease of coordination and communication

⁷⁴ UN DPO SOP The Role of the Head of the Military Component in a Peacekeeping Operation, 2021

⁷⁵ This alarm scheme should be developed in close coordination with the mission UNDSS.

CHAPTER 6



6. Branches and Functions

6.1. Introduction

As outlined in Chapter 4, a FHQ is structured with different branches and functions to be able to assign and coordinate the mandated tasks accordingly. Each branch has its own function and responsibilities and therefore has its own structure.

6.2. Purpose

This chapter describes the roles and responsibilities of the different branches and functions within an FHQ.

6.3. Deputy FCOS (DFCOS) Structure

Because of the difference in mission environment, the FHQ organization needs to be dynamic, versatile, and multifaceted to function in an integrated environment to accomplish multidimensional responsibilities. A certain degree of standardization of the FHQ organization is required to reflect UN approaches and methodologies of executing the mandate.

As mentioned in Chapter 4, the FHQ is structured in different branches and functions, following United Nations U-Structure. The FCOS is responsible for organizing the effective work of the staff. In missions with a large FHQ, the FCOS will be supported by one more DFCOS, depending on the staff structure.

6.3.1 DFCOS Operations and Plans

The DFCOS Operations and Plans (DFCOS Ops) deputizes in the absence of the FCOS, and the main function is to direct, coordinate and supervise the work of each operational branch and advise the HOMC/FC on military operational matters in the mission area. The DFCOS Ops is responsible for the organization of the mission's operational assets, for the operational planning process and represents the FC for SMT and HQ committees, liaises with the FGS on aspects pertaining to the generation/ rotation of units. A possible structure of the Operations Section is shown, but due to the mandated tasks and the need of the Mission Leadership, the mission-specific structure may vary.

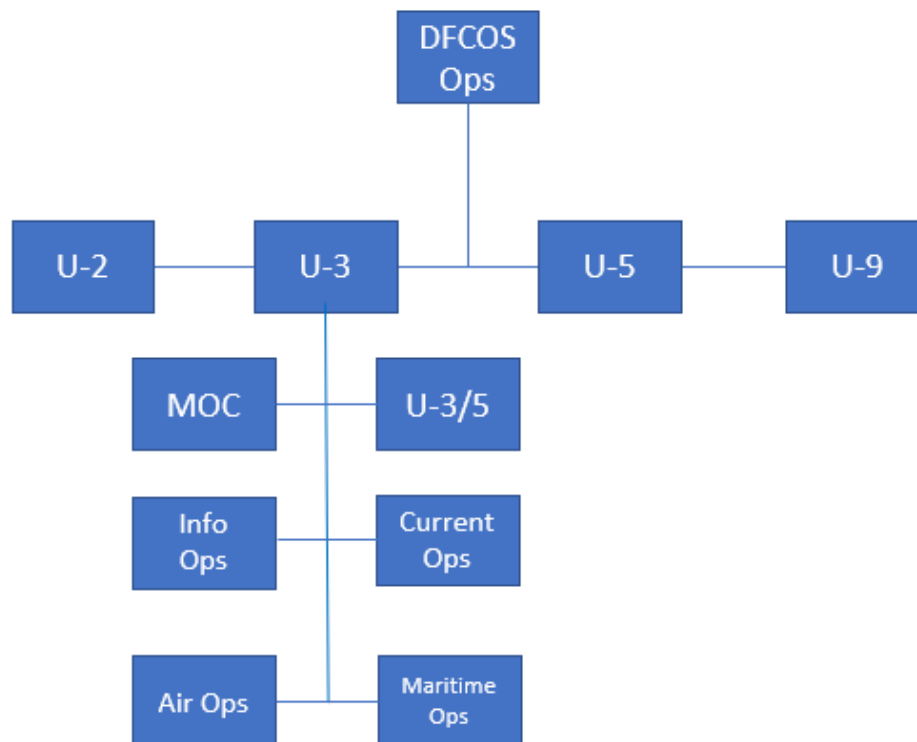


Figure 7 Generic Structure of an Operational Section

The operational branches generally consist of

U-2: Military Peacekeeping-Intelligence (MPKI)

U-3: Operations / Short Term Planning

U-5: Plans

U-9: UN-CIMIC

The main functions of the DFCOS Ops are as follows:

- Remains abreast of the operational situation, solves outstanding issues, updates the HOMC/FC, COS, FHQ and operational units on developments in the mission area.
- Disseminates information to and coordinate with other military and civilian staff branches on pertinent matters.
- Coordinate all military activity and deployment of units in the mission area.
- Defines the responsibilities of all subordinate MSO.
- Produces and reviews all operational documentation (e.g., Code Cable to UNHQ, Special Reports, OPOrd, Instructions, SOPs, etc.).
- Supervises the preparation of contingency operations plans.
- Represent the MC in POC coordination mechanisms and coordinate the POC planning and operations within the MC.

6.3.2 DFCOS Operations Support

The DFCOS Operations Support (DFCOS Spt) is responsible for those assets, capabilities and processes that are of supportive nature, like logistics, communications or engineers and advises the FC on all logistics matters, supervises and ensures provision of military support to ongoing operations. The DFCOS Spt is responsible for coordinating all support related matters between the FHQ and the MSC.

Further assets that can be integrated into the Operations Support Section may be Military Mine Clearance or Explosive Ordnance Disposal (EOD).

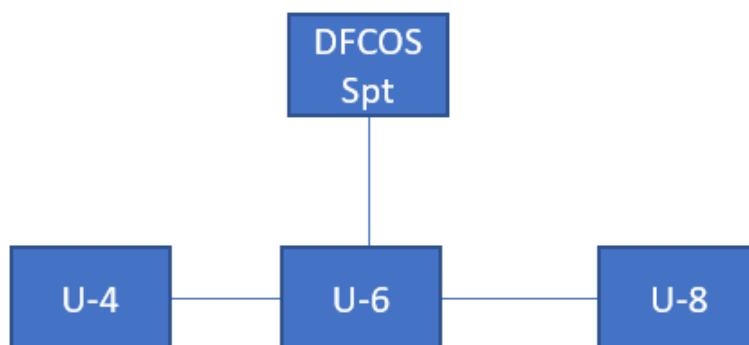


Figure 8 Generic structure of an Operations Support Section

The Operations Support Section usually consists of following branches:

U-4 – Logistics

U-6 – Communications

U-8 – Engineers

The main functions of the DFCOS Spt are as follows:

- Advise the HOMC/FC on the support of the military operations.
- The planning and conduct of the MC support.
- The coordination of support operations between the civilian branches, FHQ and SHQ.
- Managing the logistic concept for the MC.

6.3.3 DFCOS Military Personnel, Evaluation and Training

The DFCOS Military Personnel, Evaluation and Training (DFCOS PET) is responsible for those aspects covering personnel issues and evaluation and training of military personnel and units. The DFCOS PET directs, coordinates and supervises the implementation of the Force policy on personnel and assumes supervisory and technical responsibilities for developing and maintaining manpower standards. Other prominent responsibilities are as below:

- Acts as the mission's Chief Military Personnel Officer (CMPO).
- Determines functional responsibilities, manning requirements, assignment of personnel, facilities, and services according to program management and resource capabilities.

- Ensures personnel management of contingents and individually deployed military officers (MSO/UNMEM) is conducted using the available UN tools.
- Responsible to plan, conduct and report on military performance evaluations of subordinated HQs and units.
- Implementation of amendments to the establishments of the FHQ and contingents.
- Preparation of estimates for Military Personnel Office budget. Assists with preparation and formulation of costs estimates for submission to UN Headquarters and reviews the final budget proposals.
- Implements policies on matters such as utilization, effectiveness ratings of personnel, personnel accountability and reporting during contingency and emergency operations.
- Responsible for maintaining the Military Mission's staffing table.
- Maintains rotations and repatriations, discipline, records, strength returns, staff lists, injuries, death and leave.

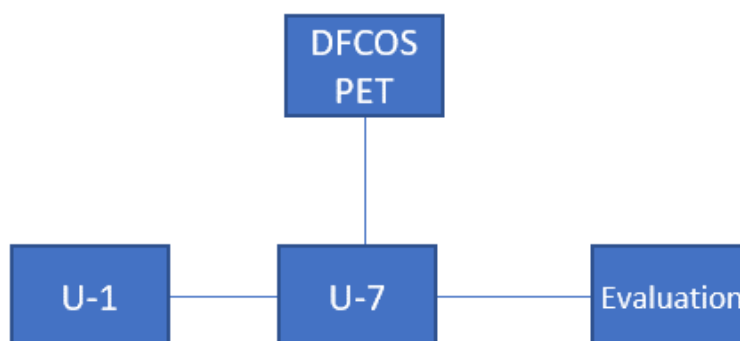


Figure 9 Generic structure of a PET Section

DFCOS PET acts as the point of contact on rotations/ recruitment aspects of MSOs and UNMEMs with FGS/ OMA.

The PET Section usually consists of the following branches:

U 1 – Personnel (incl. Personnel Management, Personnel Services and Welfare)

U 7 – Military Training (incl. Induction Training, In-Mission-Training, Unit and joint Exercises)

Furthermore, an Evaluation Cell, headed by the Chief Evaluation Officer, is part of this section, who looks after and coordinates the Evaluation of the FHQ, Sector HQs and subordinate units. This cell is responsible for regular (at least yearly) evaluations of contingents once they complete their initial induction training and ORA by U-7 after their deployment in the mission. The evaluation report is shared with UNHQ/OMA/MPET through an online tool for subsequent follow up with the TCCs.



6.4. Staff Branches and Functions

This section describes the functional responsibilities of FHQ Staff Branches.

6.4.1 Support Branches and Functions

6.4.1.1. Assistants to the FC, DFC and FCOS

The HOMC/FC, the DFC (or Deputy HOMC) and the FCOS need personal assistants to organize the schedules and office work as directed. Depending on the mission size and structure, it can be one or more Military Assistant(s) (MA), Personal Assistants (PA) or even a group of assistants, headed by a Senior Military Assistant (SMA).

(Senior) Military Assistant (SMA or MA). The MA serves as a personal assistant to the HOMC/FC (or DFC, or FCOS) in designated positions. The main responsibilities are:

- Prepare and organize schedules, activities and calendars.
- Prepare and execute trip itineraries.
- Meet and host the visitors of HOMC/FC (DFC / FCOS).
- Coordinate protocol activities.
- Acts as an executive assistant.
- Supervise other personal staff members (secretaries, assistant aides and drivers).
- Perform varied duties as defined by the HOMC/FC (DFC / FCOS), including personal wellbeing and security.

6.4.1.2. Advisory Group

Next to the staff functions which are organized in branches under the coordination of the FCOS, there are certain designated positions for direct advisers to the HQ's leadership. With the mandated tasks and responsibilities for UNPKOs, the number of advisers needed grew significantly, so depending on the mission mandate, its structure and HQs size, it might be necessary to create a special "General Advisory Group" under Leadership of a Chief General Adviser (CGAD), who is coordinating the work of some of those advisers and the direct access to the HQ's leadership, if needed. Furthermore, the CGAD is responsible for organizing the administrative issues for those advisers in the Advisory Group on behalf of the HOMC/FC. Depending on the mission's size and structure, as well as the mandated tasks, it might not be necessary to have designated positions for each of those advisers and some might be "double-hatted", but it must be ensured, that the functions and responsibilities of each single adviser-position is fully covered.

Due to the special function, duty and responsibilities of the advisers, some of them will not be under the coordination of the CGAD, as they usually deal with sensitive information and regularly need direct access to the HOMC/FC.

These advisers usually are the Force Legal Adviser, Force Medical Officer and the Force Provost Marshall.

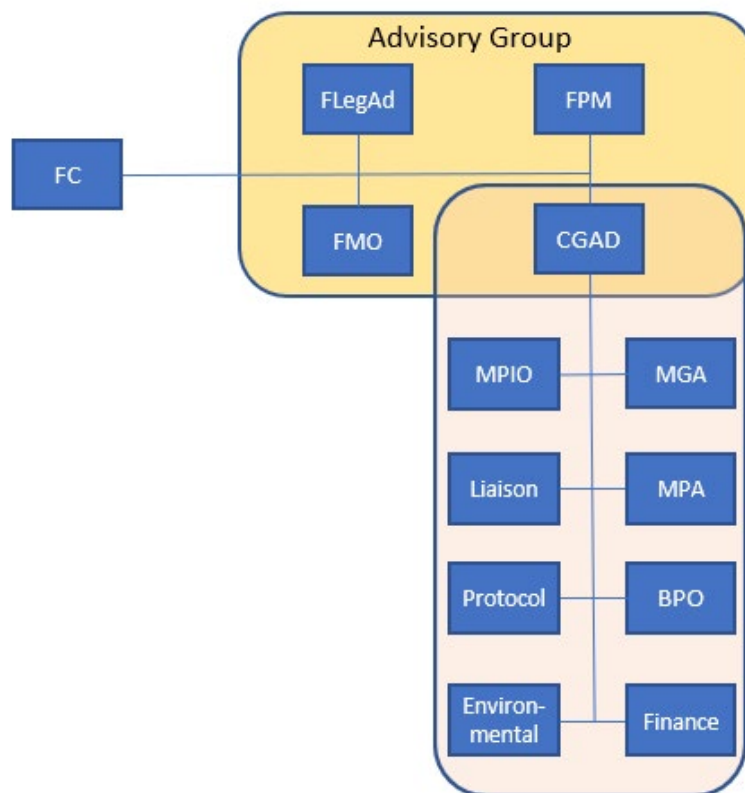


Figure 10 FC Advisory Group

Force Legal Adviser (FlegAd). The FlegAd provides legal advice to the HOMC/FC, SCs and military units on legal issues concerning the military component

The main responsibilities are:

- Integrate legal advice in all military plans and orders.
- Provide specialized military legal advice on substantive and procedural issues related to military components.
- Provide legal guidance on international humanitarian law and the ROE in connection with military measures pursuant to the mission mandate.
- .
- Develop training programmes and impart training to members of the Military Component. the
-
- Represent the FHQ in various standing and ad-hoc committees, boards, working groups and task forces, when legal aspects of military operational issues are discussed.
- Obtain periodic reports and returns, from the lower formations and units and maintain a database of legal cases at the FHQ to be sent to UNHQ as an Annual report.
- Provide specialized military legal input to UN HQ, based on analysis made on the data compiled from the reports and returns of legal cases.



- Coordinate and work closely with the Mission’s Senior Legal Adviser / Legal Affairs Unit, Mission Conduct and Discipline Team, Office of Internal Oversight Services (OIOS) and Rule of Law entities to support development and implementation of mission legal guidance.
- Ensure regular lectures on the mission-specific ROE are presented to all contingents.

Force Medical Officer (FMO). The FMO provides advice to the FC on health-related issues and coordinates additional health service support for contingents. The main responsibilities are (depending on the mission, they may vary):

- Maintain close communication and coordination with the Mission’s Chief Medical Officer (CMO).
- Plan, organize, and execute health service support functions for the Military Component.
- Participate to the operational planning in a role of medical subject matter expert.
- Maintain and prepare the CONPLAN for the outbreak of infectious diseases of epidemic or even pandemic scale in a coordination with U-5 cell.
- Advises the FC on how operations impact the health of personnel.
- Supervise the professional and clinical performance of the TCC medical facilities and preventive medicine and health education programs.
- Exercise technical supervision (to maintain professional and clinical standards) over all TCC Levels 1, 2 and 3 medical facilities, including assessments and evaluations.
- Assist the CMO in developing or reviewing the Medical Support Plan, SOPs and Guidelines for mission medical facilities and supervise its implementation.
- Based on mission guidance, establish guidance and procedures for medical evacuations pertaining to military personnel.
- Oversee the implementation of preventive health measures, disease prophylaxis and field hygiene, including food and water inspections, sanitation and waste disposal.
- Updating medical knowledge and first aid training of military peacekeepers.
- Create HIV/AIDS awareness and promote compliance on Mission Policy on HIV/AIDS.
- Promote adherence to Malaria prophylaxis.
- Foster cooperation and coordination between all TCC medical facilities and other UN bodies, Governmental Organizations, IOs and NGOs and local health authorities.
- Oversee the collection and reporting of epidemiological and casualty data.

Force Provost Marshal (FPM). The FPM should be the senior Military Police (MP) officer in the command, preferably in the rank of Colonel. The main task of the FPM is to provide advice to the HOMC/FC on all MP related issues and to assist the HOMC/FC in exercising command and control over assigned UN MP personnel by ensuring the proper coordination and synchronization of UN MP assets. The FPM provides advice on all MP-related issues. The position may also be “dual-hatted” with being an UN MP Unit commander. The FPM should be involved in the staff planning process to be able to coordinate MP activities at all levels and phases of the mission.



In addition to coordination authority over all available UN MP assets, the FPM is the functional liaison to host nation security authorities and any non-UN police agencies in the mission area. The primary purpose of liaison is to establish a professional relationship that fosters the sharing of information and eases the resolution of problems that may arise. When conducting liaison with local organizations, the FPM must ensure the appropriate UN authorities have authorized discussions and agreements on matters affecting Mission policy.

FPM responsibilities may include:

- Advising the HOMC/FC and FHQ staff on proper UN MP functions and tasks.
- Providing recommendations to the HOMC/FC and FHQ staff on UN MP support to the military (in particular), other components of the mission (in general) and host nation in accordance with mission-specific requirements for specialized tasks such as customs, investigations, forensics, detention, civil disturbance and close protection operations (in close cooperation and coordination with UNPOL, where applicable).
- Participation as the senior Military Police Adviser during staff working groups.
- Tracking, monitoring and providing information on the status of UN MP forces on hand.
- Recommending future employment of UN MP forces to meet operational requirements.
- Developing the required input for the HOMC/FC's orders.
- Ensuring the FPM staff is properly trained.
- Conducting liaison and sharing information with UNPOL, civilian authorities, host nation police and international organizations.
- Taking measures to promote and ensure good conduct and discipline throughout the MC.
- Ensuring, including in cooperation with other mission investigation entities, that required fact-finding activities, in particular those needed for the purpose of Boards of Inquiry to be conducted by the mission, are carried out.
- Ensuring, including in cooperation with other Mission investigation entities, that investigations to be carried out by the United Nations in instances of misconduct involving military personnel, other than military contingent personnel and military staff officers, are carried out.
- Ensuring, including in cooperation with other Mission investigation entities, that investigations to be carried out by the United Nations in instances of misconduct involving military contingent personnel and military staff officers, when member states have declined or not conducted such investigations, are carried out.
- Ensuring, including in cooperation with other Mission investigation entities, that required support is provided to investigations conducted by Troop Contributing Countries or the Office of Internal Oversight Services.

General Advisory Group

All other advisers can be coordinated in a General Advisory Group, headed by a Chief General Adviser (CGAD). Even though each adviser is of specific importance, these functions can be organized under the administrative leadership of a CGAD.



Chief General Adviser (CGAD). The main responsibilities of the CGAD are:

- Acting as point of contact for the HQ's leadership on questions regarding the advisers;
- Coordinating the work of the Advisory Group and the direct access of advisers to the HQ's leadership;
- Informing HQ's leadership on any issue of importance, whenever necessary;
- Organizing the administrative issues for those advisers under his/her command.

The CGAD is not to interfere with the advisory functions themselves and not to restrict access to HQ's leadership if needed by a specific adviser, but to organize and administer the work of the advisers.

Military Public Information Office (MPIO). The MPIO is responsible for overseeing the Force's external communications. Furthermore, as stated in Chapter 4.16, MPIOs work in close collaboration and frequently under the direction of the Chief SCPI or spokesperson. It is essential, that these officers, who are under the command of the HOMC/FC, are trained professionals in communications, so that they can readily integrate their efforts into the overall SCPI component of the mission. The Chief SCPI or the spokesperson must provide guidance and, when required, training to the MPIOs and should ensure that MPIOs are fully briefed on the mission's communication strategy and understand their role in its implementation.

The main responsibilities of the MPIO are:

- Advise the FC on all matters regarding military press and public information and inform the HOMC/FC of the public affairs impact and implications of planned or implemented operations.
- Serve as the spokesperson for HOMC/FC on communication with external media.
- Analyses military mission, unit policies, and relationship with the population of local communities to determine requirements for communication.
- Prepares public affairs annexes to OPLANs.
- Prepares or supervises preparation of information relative to unit participation in military operations, world events, environmental matters, and national and local affairs, through news releases, special activities, photographs, radio and television programs, and other informational material.
- Plan positive and continuous host countries' relations programs to gain and maintain public understanding and goodwill that support Organization's operations.
- Coordinate information with local media sources to ensure that disseminated information is not contradictory.
- Plan and supervise a commander's public affairs program.
- Assess information requirements, monitor the media and public opinion, and evaluate the effectiveness of public affairs plans and operations.
- Facilitate media efforts to cover operations.
- Develop, disseminate, educate, and train the FHQ staff on policies and procedures for protecting against the release of information detrimental to the mission and personal privacy.



- Advise the HOMC/FC and staff when interacting with news media.

Military Gender Adviser (MGA). According to UN guidance, an MGA should be appointed in FHQ to support mission-wide efforts to implement mandates on women, peace and security and support the integration of a gender perspective into the work of the military component, as described under Chapter 4.10. The MGA can also support liaison with the mission's gender unit and local women's organizations on UN civil-military coordination (UN-CIMIC) activities, as well as the engagement activities of the Engagement Platoon of the UN Infantry Battalions. This officer is located in the FHQ with a direct reporting line to HOMC/FC (or via the CGAD). SHQs should nominate MGAs as well, whereas all separate units, Team sites and branches should nominate Military Gender Focal Points (MGFPs), as described under Chapter 4.10.4, to coordinate efforts with the MGA at SHQ and FHQ. This is critical to ensure that gender is integrated throughout the military operations.

Main functions of the MGA are:

- Provide advice to the HOMC/FC and senior military leadership on strategies for effective implementation of women, peace and security mandates.
- Integrate a gender perspective into the planning and conduct of military and integrated mission operations.
- Ensure a gender perspective is integrated into Force Operational Orders, Plans and Policy.
- Develop military directives and guidance on gender, for the MC in support of the mission and in coordination with the relevant civilian staff and in line with the relevant UN policies.
- Monitor the inclusion of security priorities of local women, men and children in information analysis and assessments, to inform the FC's planning and execution in the area of operation.
- Monitor and support delivery of gender training for all military peacekeepers.
- Monitor and support gender-sensitive reporting activities, and the use of gender disaggregated data to facilitate planning for military operations.
- Monitor and advise on operational requirements for female military personnel at operational and tactical levels.
- Liaise with the MPA on gender related protection issues, especially regarding Child Protection and CRSV.

Military Protection Adviser (MPA) ⁷⁶: Especially multidimensional UNPKO are mandated with up to 4 protection mandates (see Chapter 4.9.). The implementation of these mandates is crucial to the mission's success, and whereas the coordination of the MCs efforts on the implementation of the POC mandate lies – on behalf of the FC – with the DFCOS Ops, a dedicated position for a Military Protection Adviser (MPA) could be appointed to coordinate and synchronize the MC's protection efforts on the promotion and protection of Human Rights, Child

⁷⁶ In some missions, the position of MPA is “double-hatted” with the MGA – and the position is called MGPA (Military Gender and Protection Adviser) but depending on the mission's size and mandate it is recommended to have separate positions for these separate tasks.



Protection and Protection against CRSV within the MC, the other mission entities and to enable close coordination and cooperation with the mission's Women Protection Adviser, Child Protection Adviser and Human Rights Officer.

The MPA should advise on the protection issues when the MC is planning operations and should participate in the MDMP.

The MPA is to support the military leadership in coordinating the activities on the Child Protection, CRSV and Human Rights mandates, and to establish routine working relations with the stakeholders as a point of contact to streamline information related to these protection issues and to ensure participation of, or information exchange with, the relevant stakeholders within the MC (like U-3, U-5, U-9).

While all peacekeepers are responsible for integrating the protection mandates into the work of the MC, the MPA provides advice and guidance on UNSCRs, UN and mission specific SOPs, rules and regulations relating to the Child Protection, CRSV and Human Rights mandates, in close coordination with those responsible for the implementation of the POC mandate (usually the DFCOS Ops). Operational staff work such as the CONOPS, orders and policies published on behalf of the FC should always be reviewed in reference to the protection mandates.

Main functions of the MPA are:

- Provide advice to the HOMC/FC and senior military leadership on strategies for effective implementation of the protection mandates.
- Act as the Point of Contact to the mission's Child Protection Advisers, Human Rights Officers and Women Protection Advisers.
- Ensure proper participation of the relevant stakeholders of the MC in respective Working Group Meetings.
- Ensure information exchange of relevant results of Working Group Meetings with the relevant stakeholders of the MC.
- Consolidate and synchronize MC's input to relevant planning documents.
- Ensure the integration of protection issues into the planning and conduct of military and integrated mission operations.
- Synchronize the development of military directives and guidance on Promotion and Protection of Human Rights, CRSV and Child Protection with the relevant stakeholders in the MC.
- Monitor and support delivery of training on the mission-specific implementation of the protection mandates for all military peacekeepers.
- Monitor, support and – if necessary, synchronize protection related reporting activities, including on the six grave violations against children, on human rights violations and on CRSV.
- Monitor implementation of guidance on Promotion and Protection of Human Rights, Child Protection and CRSV by military peacekeepers in accordance with the mission's mandate.



- Coordinate and synchronize any activities with those responsible for the implementation of the POC mandate.

Environmental Adviser/Focal Point: The HOMC/FC will appoint an officer to serve as the Environmental Adviser/Focal Point within the MC to liaise with the Mission Environmental Officer/Unit and to deal with environmental issues as per UN guidance, policies, procedures and objectives.

The main responsibilities of the Environmental Adviser/Focal Point are:

- Report on environmental issues and provide advice on appropriate measures to be taken to address environmental issues within the MC in a manner consistent with the environmental measures instituted by the mission.
- In collaboration with the Mission Environmental Officer, coordinate actions on environmental issues within the MC, including inspections, risk assessments, audits, environmental data collection and related activities.
- In collaboration with the Mission Environmental Officer, provide an environmental briefing to military contingents and personnel during their induction training, and implement training activities aimed at building the capacity of the MC to meet mission environmental objectives.
- Support the mission environmental action plans and, when required, prepare an environmental action plan for the Force, incorporating guidance on the use of materials and instructions aimed at achieving environment objectives.
- Promote environmental awareness, provide briefings/training to MC.
- Act as the focal point on cultural heritage for the MC in compliance with the Environmental Policy.
- Any other task on environmental and culture issues related to military operations as directed by the FC.

Further guidance on the tasks of the Environmental Adviser/Focal Point can be found in Section 4.14.

Protocol Officer. The Protocol Officer is responsible for organizing all external visits to the mission.

- Advises the FC and FHQ staff on all matters relating to protocol.
- Coordinates visits in coordination with the MPIO and Military Personnel.
- Coordinates reception and departure for senior personnel visiting the FHQ or mission.

Military Best Practice Officer (BPO). The Military BPO is responsible for the following tasks:



- In conjunction with senior mission management and civilian/police BPOs, develops a knowledge management strategy and work plan that will address the mission's institutional learning needs and help the mission share its lessons with other missions and UNHQ.
- Promote the active use of UN DPO/DOS knowledge sharing systems, tools and guiding principles in the MC to capture and share lessons, experiences, reports and other best practice documents intra and inter missions and with UNHQ.
- Ensure that best practices are collected and shared in all areas of the work and train military staff on the use of the tools (Best Practices Toolbox reports), promoting and facilitating the production and sharing of reports.

Military Liaison Cell. Usually, UNPKO are not cooperating but coordinating their operations with the host nations security forces. To be able to conduct this coordination efficiently, missions are to establish liaison elements at least on FHQ level (and preferably on SHQ level) with those forces. Depending on the mandate, it might also be necessary to have other liaison elements in the HQs, like liaison officers from signatory groups of ceasefire agreements, or from regional organizations that are operating in the same area. These liaison elements are usually organized by a liaison office under the guidance of a Chief Liaison Officer.

The Military Liaison Cell is responsible to maintain close and continuous liaison with Host Nation security forces and sometimes other organizations to develop mutual understanding, information sharing and promote unity of purpose. Acting as a bridge between the FHQ and other UN and Non-UN military/security actors in the field (conflict zone), it enhances cooperation and interoperability to establish required levels of synergy in operations. Main functions are:

- Monitor FHQ operations, understand intent of HOMC/FC, know the current situation and planned operations.
- Establish contact/deploy Military Liaison Officers with Host nation security forces or other organizations.
- Establish contact and provide liaison support to identified and approved parties to the conflict as part of the reconciliation efforts.
- Assist FCOS, FCOS Ops and U-3 branch in their respective functions.
- Acquire/share relevant information to support FHQ in execution of tasks.
- Provide information to U-9 branch for outreach and engagement with civilian organisations, local population, humanitarian and developmental actors, etc.

Financial Officer. The Force Budget and Finance Officer ensures the development and maintenance of the Force's operating budget and that it is properly coordinated across the mission.

Main functions are:

- Provide support and guidance to all Sections and Branches in development of individual budget inputs and works with the relevant Mission Support Sections on its inclusion in the mission proposals.
- Reports directly to FCOS on progress and status of all budget information.



- Provide budgetary support to FCOS for supporting mission RBB.
- Works closely with the Mission Budget and Finance Officer and Mission Strategic Planning Unit to coordinate and synchronize budget and financial inputs.
- Responsible for the consolidation of inputs across the FHQ for the Budget Performance Report and for submission within the mission’s final reports.

6.4.2 U-1 Personnel and Administration Staff Branch

The U-1 Staff Branch deals with all matters concerning human resources, including personnel readiness/services, and HQ management. The Chief U-1 is also acting as CMPO in missions without a DFCOS PET.

U-1 Staff Branch Responsibilities.

- Monitor unit strength status and reporting monthly military strength to UNHQ.
- Personnel replacement management (receive, account, process, and deliver personnel, request and allocate individual replacements).
- Coordinate and integrate personnel plans and procedures for local civilian staff support to FHQ.
- Ensure casualty reporting through the chain of command and maintain casualty data in coordination with Force Medical Officer.
- Arrange and coordinate UN Medal Awards for FHQ staff and TCC with Protocol Section.
- Force Commander, Deputy Force Commander hand-over/take-over arrangements.
- Staff planning and supervising, this includes morale support activities, including recreational and fitness activities.
- Ensure the timely preparation and submission of performance evaluations for designated individuals in accordance with the established UN guidelines.
- Postal operations (operational and technical control).
- Responsible, in coordination with the mission’s Conduct and Discipline Team, for conduct and discipline arrangements of all military personnel including aspects of prevention and response to alleged misconduct.
- Management (recommending manpower allocation).
- Act as lead for implementing Screening and Human Rights Due Diligence Policy (HRDDP).

Policy on Human Rights Screening of UN Personnel (2012)

On 11 December 2012, the Secretary-General endorsed the “Policy on Human Rights Screening of UN Personnel” (Decision No. 2012/18). The policy applies to all UN personnel in the Secretariat – staff and non-staff, uniformed and civilian, including those in peacekeeping operations. It includes a section on principles, which includes that the UN should, as a principle, neither select nor deploy for service in the Secretariat any individual who has been involved in violations of international human rights or humanitarian law. The policy outlines a three-prong approach by which the UN will gather information for purposes of human rights screening:



1. States that nominate or provide personnel to serve with the UN are requested to screen their personnel and certify that they have not committed or alleged of having committed violations;
2. Individuals seeking to serve with the UN will submit self-attestations; and
3. The UN Secretariat will set up an information exchange mechanism, such as a focal point network and procedures to support the exchange of information on prior human rights conduct of candidates for the purpose of screening.

Optional Cells/Staff.

Welfare Officer. The Force Welfare Officer shall disseminate relevant aspects of the DPO/DOS guidance, including the Policy and SOP on Welfare and Recreation, and monitor its implementation, carry out evaluation and report to the FHQ. The Welfare Officer shall represent the Military Component in the Mission Welfare and recreation Committee and liaise/coordinate with the Mission Welfare Focal Point. The Force Welfare Officer shall ensure the following:

- Monitor, evaluate and report on contingent level welfare and recreation arrangements.
- Analyse mission environmental factors and suggest appropriate approaches to maintain physical and psychological health of the military peacekeepers.
- Project and coordinate provision of welfare and recreation support on a required basis.
- Has oversight on the welfare budget and is responsible for the distribution and expenditure of welfare funds as directed by FC and CMPO.
- Plan and organize for the improved wellness, working and living conditions of military peacekeepers.
- Monitor effective utilisation of welfare and recreation funds as authorised to contingents.
- Ensure that all welfare and recreational activities respect local culture or practices.
- Ensure that all welfare and recreational activity correspond to the required degree of safety and security conditions as per mission procedures.

6.4.3 U-2 Military Peacekeeping-Intelligence (MPKI)

The U-2 Staff Branch deals with all matters concerning MPKI and military security operations within the FHQ. United Nations MPKI is the non-clandestine acquisition, and processing of information by the Force, within a secure and directed mission peacekeeping-intelligence cycle to enhance situational awareness and the safety and security of UN personnel, and inform activities and operations related to the protection of civilians tasks of SC mandates. The U-2 Branch plans and coordinates this peacekeeping-intelligence cycle. It also provides accurate and comprehensive situational awareness to the HOMC/FC on all matters which could affect the fulfilment of the Mission/Force Objectives.

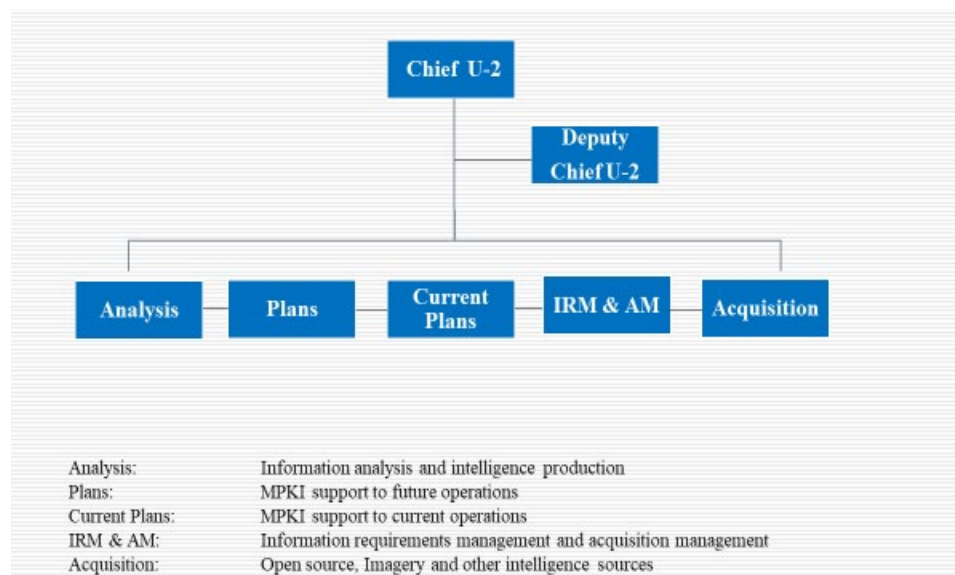


Figure 11 Generic U-2 structure

U-2 Staff Branch Responsibilities.

- Support HOMC/FC with short/medium/long term military peacekeeping-intelligence for accomplishment of military objectives in the mission;
- Manages the MPKI Cycle, in line with UNDPO peacekeeping-intelligence policy and this handbook, through the direction, acquisition, analysis and dissemination phases. This is to ensure that the Force Commander's decision-making process is fully supported with timely, succinct, and relevant peacekeeping-intelligence products;
- Ensures that its information acquisition activities are conducted in support of mission and force Priority Peacekeeping-Intelligence Requirements (PIRs) and other Peacekeeping-Intelligence Requirements (IRs). To this end, the U-2 cell will maintain an Information Acquisition Plan (IAP), that fully aligns with HOM and FHQ IRs.. This will be regularly updated;
- Preparation and updating of IAP and Analysis of the Operating Environment (AOE); Ensures that appropriate acquisition assets are tasked to acquire relevant information;
- Ensure that all incoming information is collated on a central database, and available to the relevant personnel;
- Maintains a source register for the MPKI;
- Produces timely, relevant, concise, and predictive peacekeeping-intelligence products to support effective mandate implementation relating to the protection of UN personnel and civilians, as required;
- Gives early warning of all threats to mandate implementation, with a special emphasis on force protection and the protection of civilians;
- Identifies relevant trends;
- Ensure that the Peacekeeping-Intelligence Estimate is complete and up to date;

- Supports all operations with a Short Peacekeeping-Intelligence Estimate;
- Conducts a full AOE and Actor Analysis for the entire AOR;
- Ensures that a full AOE, and Actor Analysis is carried out by all subordinate units down to Company level, or whenever a new Forward Operating Base (FOB) is established. A detailed AOE must be carried out for all areas of interest for the military component, to include: POC sites, all FOBs, and other areas related to mandate implementation, and as directed by the FC;
- Works with the MGA to ensure a gender and protection perspective is mainstreamed into all peacekeeping-intelligence products;
- Ensures that all relevant information and peacekeeping-intelligence is provided to higher and subordinate HQs in a timely fashion;
- Coordination of all peacekeeping-intelligence related activities in the AOR including coordination with JMAC, UNPOL and other stakeholders;
- Represents the Force Commander at the Mission Peacekeeping-Intelligence Coordination Mechanism.

6.4.4 U-3 Operations

The U-3 Military Operations Branch deals with all matters concerning operations and force deployment and is composed of the different cells MOC, Current Operations, U-3/5, Air Operations, and – if applicable – Maritime Operations and Information Operations. All cells are headed by separate chiefs.

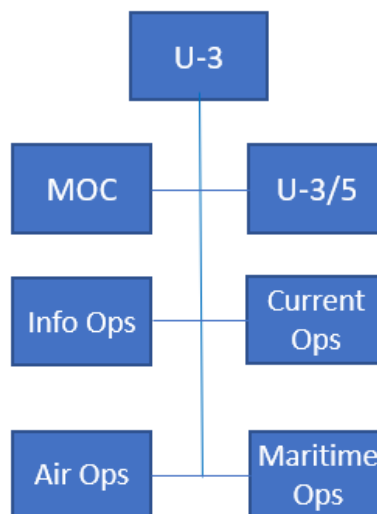


Figure 12 Generic U-3 structure

U-3 Staff Branch Responsibilities.

- Prepare, coordinate, authenticate, publish, and distribute the FHQ SOP, FRAGOs and WARNORDs orders – in close coordination with U-5.
- Coordinate with the U-2 on the operation of ISR assets and provide information requirements to the U-2 if the mission is operating these assets.



- Plan troop movements, including route selection, priority of movement, timing, providing of security, quartering, staging, and preparation of the movement orders.
- Establish a 24/7 Military Operations Centre (MOC).
- Coordinate and direct terrain management and pay attention to environmental restrictions (overall ground manager).
- Recommend the general locations of command posts and Temporary Operating Bases (TOBs).
- Recommend task organisation and assign missions to subordinate military elements as per approved plans.
- Force protection.
- Information operations.
- Coordinate support to humanitarian assistance/disaster response operations, if requested by humanitarian leadership.
- Coordinate POC activities with Police Component and other entities as required.
- Coordinate with the DDR team (if part of the mission).
- Coordinate with the Human Rights component. Monitor and report Human Rights Violations.
- Operate 24-hour Situation Centre or provide duty officers to JOC.
- Air Ops: If it is not an independent branch, synchronize Air Operations with Operations Staff Branch and Coordinate with U-2 or the Information and Communication Centre to operate the reconnaissance and surveillance assets.
- Maritime Ops: If it is not an independent branch, synchronize and coordinate maritime operations with Operations Staff Branch.
- Coordinate with all U-Staff Branches, subordinate HQ/units, and other UN and Non-UN actors (as necessary) to plan and execute operations.

6.4.4.1. Optional U-3 Cells/Staff.

Military Operations Centre (MOC). The Military Operations Centre (MOC) is a Command, Control, Communication and Information Centre designed to control and execute operational activities of the MC, to include coordination, integration and timely passage of information and orders in accordance with operational plans and commander's intention. The MOC will function under the Chief U-3 Operations and will have dedicated personnel to fulfill its functions. The amount of personnel needed is depending on the mission's size, structure and operational tempo, but a MOC should at least consists of a Chief MOC, assisted by several Watch Keepers (depending on the number of sectors in the mission), two Battle Captains, two SITREP Warrant Officers, two Chief Clerks, signal personnel and additional personnel for operational issues like Convoy Coordination (two, to be able to operate in a 24/7 modus).

The MC may preferably collocate its MOC with the JOC to ensure close coordination of daily activities and reporting together with the mission's police and civilian entities. An effective and time sensitive information sharing with the JOC is important.



The Information and Knowledge Manager / the Information and Knowledge Management Cell (see Section 5.12) should be collocated with the MOC or be part of the MOC, as the MOC is the centre to collect and disseminate all important information.

U-3/5. Whereas U-3 is responsible for planning and conducting of current operations and U-5 is responsible for planning in the longer term, U-3/5 is a group that can be implemented, if there is a special need for medium-term-planning (one to four weeks range). The U-3/5 is the tactical planning element of the HQ through creation of tactical level operation orders for subordinated HQs and units while U-5 is managing long term and predominantly the operational level plan of the MC. Once an operation has been planned, coordinated, written and approved the order is handed over for execution to U-3 or the MOC.

This Cell is responsible for:

- Preparing and updating of OPORDs.
- Preparing, maintaining and updating CONPLANS.
- Reviewing of plans for subordinate units (to include evacuation, redeployment, reinforcement).
- Establishing coordinating instructions.

Information Operations (Info Ops). The Info Ops cell integrates and synchronizes the core capabilities of Info Ops with related agencies and may be integrated as part of the mission. The relationships between the military Info Ops cell and mission organizations that support the Info Ops cell are per FC direction. These supporting organizations provide guidance on the employment of their respective capabilities and activities. **The use of information in UN peacekeeping is inherently multi-service in nature.** Info Ops cell should coordinate the military Information operations with other UN agencies; and non-governmental, private voluntary, and international organizations in the area of operations. Info Ops Cell may also establish an Info Ops Working Group. It develops Info Ops capabilities, plans, programs, and communications support as a part of the mission's strategy and coordinates with UN components and partners within and outside the mission. Info Ops should be aligned with the MPIO and with the Strategic Communications Policy, as outlined under Section 4.15.

Disarmament, Demobilization and Reintegration (DDR) Cell. Involvement in DDR programmes is not part of the normal work of the Force. However, the military component can contribute to DDR operations by seeking information on the locations, strengths and intentions of former combatants who may or will become part of a DDR programme and by distributing information on a DDR programme to potential participants and the local population. Military staff officers could fill posts in a DDR unit or the Military Component can create a separate DDR cell (preferably under U-3 Operations) for focal points of military support.

Air Operations (AIROPS) Cell. This Cell coordinates the employment of military aviation assets with DMS/CMS. The Chief AIROPS remains the Aviation adviser of the FC.

Some of the responsibilities of the AIROPS Cell are:



- Coordinate with Sectors, Mission AIROPS and MOVCON to ensure adequate air effort is available for conduct of planned operations and patrols.
- Monitor and assist special flight request submissions.
- Monitor and assist flight security assurance submissions.
- Plan, coordinate and facilitate the deployment of aviation assets in conjunction with MSC.

Maritime Operations Cell. This Cell coordinates the employment of military maritime assets.

6.4.5 U-4 Logistics

The U-4 Staff Branch is the principal adviser to the HOMC/FC on the overall logistics that affects the military operations and works closely with the Mission Support Division (MSD) in fulfillment of logistics requirements of the force.

U-4 Staff Branch Responsibilities.

- Advise the FC on all matters pertaining to logistics support of the mission's forces.
- Work in conjunction with U-5 and MSD to facilitate a smooth and efficient troop rotation.
- Plan, coordinate and facilitate logistics support in conjunction with MSD.
- Ensure close logistics support to Military Component during crisis situations.
- In close consultation with DMS/CMS, provide logistics policy and procedural guidance for the MC.
- Serve as the FHQ focal point for coordination of logistics support.
- Inform the FHQ of logistics support impacting mission accomplishment.
- Monitor and synchronize logistics support through liaison with MSD to exchange information and resolve problems at the lowest practical level.
- Act as the coordination interface between the FHQ and MSD.
- Plan logistics support to humanitarian assistance/disaster response, as required and requested by humanitarian leadership.
- Participate in all planning operations with U-5, U-3/5 and U-3 to ensure logistics considerations and needs of the force are included in all tasking from the FHQ.

6.4.5.1 Optional U-4 Cell/Staff. Depending on the size and mandate of the mission, additional staff may be required in the U-4 Cell.

Senior Ammunition Technical Officer (SATO)

The SATO is responsible to the Chief Weapons and Ammunition Management Unit (WAMU) for registration, verification and reporting of ammunition and ammunition storage areas in the mission and is the primary source of technical advice on ammunition safety issues.

The main responsibilities of the SATO are:

- Provide technical assistance and advice in connection with the safety, storage and maintenance standards of ammunition and explosives held by the units of TCC/PCCs.



- Carry out periodic, operational and arrival/repatriation inspections of ammunition and explosives of TCC/PCC units along with the Contingent-Owned Equipment (COE) Unit team or separately. Report on all mission ammunition/explosives and their storage condition in the SATO Ammunition Inspection Report.
- Act as the senior ammunition specialist and safety officer and be responsible for advising the FC on all ammunition and explosives safety matters.
- Provide direction and advice on all technical matters related to ammunition/explosives.
- Conduct special inspections of unserviceable, expired and segregated ammunition and explosives and recommend their disposal (in the mission area) to the concerned force EOD units/UNMAS.
- As and when required, conduct Dangerous Goods (DG)-Ammunition/Explosives inspections and provide a DG certificate prior to any bulk move of ammunition/explosives, particularly when moved by air.
- Coordinate risk assessments in connection with ammunition and explosives.
- Prepare/update all necessary Ammunition and Explosives Regulations and technical SOPs according to the United Nations ammunition/explosives safety criteria.
- Develop and operate of the ammunition storage licensing system in accordance with International Ammunition Technical Guidelines (IATG) Clause 2.30, “Licensing of Explosive Facilities”.
- Attend the COE and MOU Management Review Board (CMMRB)/and any meeting the matter is related to ammunition and explosives.
- Assist the COE Team during Operational Readiness Inspections (ORI) with expert opinion on ammunition and, to a limited extent, armaments.
- Advise the PDV Team on matters related to TCC/PCC ammunition and explosives prior to the visit.
- Act as WAAB Manager.

6.4.6 U-5 Plans and Policy

The U-5 Staff Branch is responsible for conducting future planning and the provision of advice to the FC on military plans and policy issues. These are guided by existing higher direction (Mandate, CONOPS, ROE, SOFA, Mission Plan, etc.), specific guidance from FC/DFC/FCOS, operational environment and anticipated future challenges).

U-5 Staff Branch Responsibilities.

- Perform long-term planning with MHQ, follow-on phase planning, and contingency planning.
- Perform intermission planning in close coordination with other UNPKOs.
- Prepare FHQ OPORDs, OPLANs and CONPLANs, Military Coordination Order with support of U3 or U-3/5), U-2 and others.
- Responsible for Military Operations Assessment incl. MOAWG/B with other staff inputs.
- Manages the OPLAN incl. Reviews/ revisions.



- Integrate appropriate staff/component involvement into plans and maintain oversight of the entire planning process within the FHQ.
- Coordinate strategic and operational planning issues and guidance.
- Develop, coordinate, and implement FHQ policy issues.
- Review HOMC/FC's operational plans for adequacy and ensure compliance with FHQ guidance and policies.
- Advise the HOMC/FC on political-military aspects of operations.
- Coordinate with the Human Rights component to integrate Human Rights and IHL advice and analysis into military planning. Foresee the potential Human Rights implications of an operation and plan for preventive measures.
- Coordinate for the provision of potential support to humanitarian assistance/disaster response operations, as required.
- Act as military lead in integrated planning process and support missions SPCC.
- Coordinate with Civilian Component (substantive sections) and Police Component.
- Act as lead staff branch for interaction with OMA.
- Act as lead for preparation of Military Component Work Plan.
- Act as military lead in support of mission's Protection of Civilian implementation plans.

6.4.7 U-6 Communications

The U-6 Staff Branch is responsible for all matters concerning military communications and Information Technology (IT) related topics.

If FHQ and MHQ are co-located, the U-6 branch should be co-located with the respective CITS; otherwise, the U-6 provides a liaison element that serves within CITS to provide information sharing and integrated planning and decision making.

For more information, please refer to the United Nations Peacekeeping Missions Signals Manual.

FHQ U-6 staff responsibilities include:

- Advise the commander, staff, and subordinate commanders on communications requirements, operations and network priorities.
- Prepare, maintain and update command, control, communications, and computer operations, operation estimates, plans, and orders.
- Prepare a Communication Plan in line with the Mission OPLAN.
- Coordinate, plan, and manage electro-magnetic spectrum within the area of responsibility.
- Develop, produce, change/update, and distribute signals operating instructions and SOPs for command posts to ensure effective and reliable communications.
- Establish communications policies and procedures for the use and management of information tools and resources.



- In conjunction with Field Technology Service (FTS), plan and coordinate with higher and lower headquarters regarding information systems integration, upgrades, replacement and elimination.
- Coordinate, plan and direct all information architecture activities and communications operations vulnerability and risk assessments (in conjunction with FTS, and in coordination with all other staff elements).
- In coordination with other staff, actively coordinate with a variety of external agencies to develop the information and communications plans, manage the information network, obtain required services, and support Mission requirements.
- Confirm and validate user information requirements in direct response to the mission.
- In close collaboration with FTS, facilitate the distribution of communications equipment (including mobile phones for staff) and collection of non-operational equipment.

6.4.8 U-7 Military Training

The U-7 is responsible for military induction training, in-mission training, establishing the training needs of military contingents and supporting the IMTC in the delivery of training to the Military Component.

U-7 Staff Branch Responsibilities.

- Implement and monitor Force annual training programme.
- Plan, coordinate, and where appropriate supervise troop exercises.
- Prepare training guidance for the HOMC/FC approval.
- Identify training requirements, based on the Mandate, situation, and training status.
- Ensure that training requirements reflect the conditions and standards of UN guidance.
- Determine the requirements for and allocation of training resources.
- Plan and conduct operational readiness confirmations and evaluations required.
- Compile training records and reports as appropriate.
- Ensure planning and coordinate conduct of periodic training for Sector Commanders and/or Battalion Commanders/selected officers with emphasis on following aspects:
 - Mission mandate(s)
 - ROEs
 - CONOPS
 - Mission Plan
 - SOFA
 - Essential operational orders
 - Human Rights and International Humanitarian Law aspects

6.4.9 U-8 Military Engineering

The primary responsibility of U-8 Branch is to plan, coordinate and implement the assigned engineer tasks (field/combat and construction) in accordance with mission priorities. In a peacekeeping operation, engineers may be engaged for humanitarian and non-military activities.



Often, peacekeeping engineer units are required to support rebuilding infrastructure of host countries. This entails supporting civilian construction projects that are deemed crucial to implement the UN mandate. This cell may be attached to U-3 depending on the operational requirement.

U-8 Staff Branch Responsibilities.

- Advise HOMC/FC, Force HQ Staff, Chief Integrated Support Services and Chief Engineer on military engineering resources, capabilities and employment.
- Develop Force Engineer support plans and programmes.
- Assess mine, IED and Explosive Ordnance threats and develop counter EO/IED SOPs and measures (with United Nations Mine Action Service (UNMAS), if deployed).
- Plan, coordinate, implement and monitor counter IED, de-mining and EOD tasks under military domain.
- Coordinate, liaise and assist mission EOD/de-mining resources and other UN partners in the planning of EOD and de-mining operations.
- Provide Chemical, Biological, Radiological and Nuclear (CBRN) advice, if necessary, to the HOMC/FC.
- Maintain close liaison with Mission Engineer Section and other relevant offices for daily operation and management of engineering works/projects.
- Monitor and supervise the utilization of Military Engineering resources.
- Vet all engineering task orders for accuracy, relevance, and correctness and disseminate once approved.
- Ensure timely, accountable and cost-effective delivery of engineering support by Military Engineering Contingents.
- Identify military engineering shortfalls and advise Force leadership on alternative resources and solutions.
- Coordinate humanitarian and non-military activities assigned to military engineers.
- Assess, coordinate and assist mission response to severe weather impacts and natural/man-made disasters.
- Assist environmental protection programme managers to ensure that all projects are carried out in accordance with UN environmental policies and guidance.
- Prepare project concepts including design specifications, engineering plan and estimation of all construction and maintenance projects under Military Engineers domain.
- Prepare and submit Project Status Reports periodically.
- Develop, implement and maintain a comprehensive Quality Control Program to assure that all engineering, construction, equipment and workmanship provided for assigned projects are in compliance with required standards and sound engineering and construction practices.
- Develop methodologies and tools to enable full development and control of military engineering equipment.



- Coordinate explosive hazards awareness training of Military Component and local population (in coordination of UNMAS if in situ).
- Flood and other natural disasters management and mitigation measures.
- Technical and financial approval of UN-CIMIC Quick Impact Projects (QIPs)
- Coordinator for the UN-CIMIC QIPs.

6.4.91 Optional Cells/Staff. Depending on the size and mandate of the mission, additional staff may be required in the U-8 Cell.

Explosive Ordnance Disposal (EOD). The Force EOD officer is responsible for coordinating the detection, identification, recovery, evaluation and final disposal of explosive ordnance to include IEDs. In UNPKO with a high IED threat a complete and independent EOD branch within the FHQ with direct links to U-2, U-3, U-5 and U-7 is required and described as “Model A” in the United Nations Peacekeeping Missions Military Explosive Ordnance Disposal (EOD) Unit Manual.

The main responsibilities are:

- Establish and operate an EOD-incident reporting system.
- Coordinate requirements for EOD support (of EOD units in the mission, if applicable) with requesting units and other UN partners.
- Monitor the supply status of special EOD tools, equipment, and demolition materials (and organize – in conjunction with the U-4 and MSD the replenishment of expendable items to keep the EOD forces operational).
- Advise the chain of command on EOD matters.

6.4.10 U-9 UN Civil-Military-Coordination (UN-CIMIC)

The U-9 facilitates the interaction between the Military Component and other entities in the mission area, such as UN humanitarian and developmental actors, host country civilian authorities and population, women’s groups, governmental and regional organizations, IOs, NGOs, etc. In most areas of operation OCHA has established dedicated UN-CMCoord coordination platforms to allow for the continuous dialogue between humanitarian and military entities. Effective participation in these platforms will help inform the mission’s UN-CIMIC policy and mitigate the risk of negatively impacting the civilian populations and humanitarian assistance programs. They are a key platform intended to facilitate the sharing of information thereby contributing to a common situational awareness.

U-9 Staff Branch Responsibilities.

- Coordinate the military UN-CIMIC operations with other UN agencies; and non-governmental, private voluntary, and international organizations in the area of operations throughout established UN-CMCoord coordination mechanisms as and where relevant.



- Plan positive and continuous community relations programs to gain and maintain host nation support and goodwill, and to support military operations in consultation with humanitarian and development actors through established coordination mechanisms.
- Provide the U-2 operational information gained from civilians in the area of operations
- Coordinate with the U-3 on trends in public opinion.
- Coordinate with the Military Public Information and the U-3 to ensure that the disseminated information is not contradictory.
- Provide guidance to TCC units in identifying, planning, and implementing programs to support the civilian populations and strengthen the host nation development in consultation with humanitarian and development actors through established coordination mechanisms.
- Assist the U-3 with inputs for Information Operations.
- Coordinate with the Engagement Platoons of the UN Infantry Battalions to give guidance for engagement with local community.
- Coordinate with humanitarian civil assistance and disaster relief (emergency food, shelter, clothing, and fuel for local civilians) through established UN-CMCoord coordination mechanisms as and where relevant.
- Coordinate with mission civil affairs section.
- Facilitate information sharing and planning for the provision of support to humanitarian assistance operations with other staff units, as required.
- Represent the mission/force in UN-CMCoord coordination platforms and, if requested, the humanitarian Protection Cluster (led by UNHCR).
- Act as the Force's focal point for QIPs.



CHAPTER 7



7. Main Planning Processes conducted in a UN Field HQ

7.1. Introduction

To be able to fulfill the mandated tasks, a lot of different activities must be coordinated by a Field HQ. To be able to structure these activities at the operational and tactical level, a military decision-making process is used to develop courses of action for the commanding officer to decide and based on this decision, plans and orders are produced.

Especially in a diverse mission setup as in UN peacekeeping missions – with personnel from all over the world working in the HQs, all with a different military background, being trained according to their own national doctrines – a clear description of processes and standardization is of importance to assist all staff personnel to be able to contribute to the mission accordingly.

7.2. Purpose

This chapter briefly describes two of the main processes conducted in an UN Field HQ. It does not describe processes which are conducted within one single branch (like personnel planning) or with basically only one branch contributing to a process (like logistical planning), as those branches are expected to conduct those processes along mission-specific and/or branch-internal SOPs. This chapter focusses on the main processes needed to efficiently operate the military component of a UNPKO, the UN Military Decision-Making Process (UN MDMP) and Force Protection Planning.

7.3. Process structure

As the processes are thoroughly described in other documents like Directives or mission-specific SOP, this handbook will focus on the outline of the process.

Each process will be described as follows:

- Name of the process
- Purpose
- Process description
- Process participants
- Process steps and role of the participants in this step
- Desired Outcome of the Process



7.4. UN Military Decision-Making Process (UN MDMP)

Good planning is the cornerstone of any successful military operation. Decision-making is knowing if to decide, when to decide and what to decide. It includes understanding the consequence of decisions. Decisions are the means by which the commander translate his vision of the end state into action.

The military decision-making process is a single, established, and proven analytical process to solve problems. It is a tool to assist the commander and the staff in developing estimates and a plan.

The process helps the commander and his staff apply thoroughness, clarity, sound judgement, logic and professional knowledge to reach a decision.

Each TCC has its own doctrines and follows its own planning process, their officers are trained to work according to this process. The UN Infantry Battalions are supposed to do their planning in accordance with their own planning process. The UN MDMP complements rather than replaces national doctrine and is designed to assure interoperability and operational planning consistency between UN contingents, and that UN principles are included in the planning and operations of UN units.

To be able to conduct effective planning in a multinational Field HQ, it is of importance to the UN to establish its own standard process to enhance interoperability, thereby facilitating combined operations at the FHQ/SHQ level.

The UN MDMP leads to the development of OPORDs at FHQ/SHQ and combined unit levels, integrating the important aspects of UN civilian agencies/components and peacekeeping considerations into the UN-MDMP.

The UN-MDMP consists of the following steps:

- An assessment of the operating environment,
- Mission Analysis,
- Development of Courses of Action (COA),
- COA Analysis, Comparison and Selection, and
- Preparation and Delivery of Orders.

Each step is subdivided into several sub-steps. In addition, each step normally ends with a briefing or at least a discussion with the Force/Sector Commander on the respective findings and allows the Force/Sector Commander to provide further guidance before initiating the next step.

It is of critical importance that members from all HQ branches participate in the UN MDMP.

Furthermore, in an UNPKO, there are several important aspects to be considered in the UN MDMP, like POC, Legal Considerations, Engagement and UN-CIMIC, etc., as described in Chapter 4 of this handbook.



All military operations must include steps to protect civilians and mitigate potential harm to them that might arise from these operations. Efforts to mitigate harm to civilians must be taken before, during and after the planning and implementation of operations.

Name of Process:	
UN Military Decision Making Process	
Purpose / Process Description:	
Process conducted at the tactical planning level to develop an OPORD for the military component within a peacekeeping operation in close coordination with all stakeholders needed.	
Main Participants:	
FC/HoM, FCOS, DFCOS, U-2, U-3, U-4, U-5, U-6, U-9, Advisers and Subject Matter Experts (SMEs)	
Process Steps:	
<ol style="list-style-type: none"> 1. Analysis of the Operating Environment 2. Mission Analysis 3. COA Development 4. COA Analysis and Comparison 5. Decision and Production of OPORD 	
Description of the Steps	
Step 1: Analysis of the Operating Environment	
Gain complete picture of the situation	FCOS, U-2, U-3, U-9, Advisers and SMEs
<p>The purpose of the Analysis of the Operating Environment is to gain a complete picture of the situation and all relevant factors on operations and tactical levels.</p> <p>The Analysis of the Operating Environment is a continuous process and normally completed by the military peacekeeping-intelligence staff (U-2/G-2 branch – MPKI). Additional detail can be found in the UN Military Peacekeeping-Intelligence Handbook.</p>	



MPKI personnel must work to update it constantly, particularly during operations. It involves three sub-steps:

Sub-Step 1: Operating Environment Evaluation

Analysis of the physical, human and terrain information.

The physical terrain information consists of the effect of terrain obstacles such as water bodies, road networks, urban areas and other terrain factors that may obstruct mission and other UN operations as well as broader humanitarian operations.

The human (social) factors such as ethnicity, culture, tribes and religion but also intercommunal relations and their effect on operations must be considered.

Further communication infrastructure and the weather impact on mobility, visibility, and sustainability of operations must also be considered.

Sub-Step 2: Actor Evaluation

Aim of the Actor Evaluation is to identify relevant non-UN actors' intent, capabilities, strengths, weaknesses and other critical factors. Non-UN actors are not only the parties to the conflict, but should also include possible militias, criminal gangs, organized crime groups or tribal situations in the AOO. These parties are often a threat to the civilian population including humanitarian aid workers and to the UN itself.

The analysis of such parties should consider locations, behavior (hostile, indifferent, friendly, unsure), strengths and weaknesses, human rights records and behavior against the civilian population.

It also assists planners to understand key local personalities, influencers and community groups, including men and women, who the mission is likely to engage with during operations.

Sub-Step 3: Situation Integration

This is an informed, predictive assessment that integrated the understanding of the operating environment and the actors within it. In this phase, potential future scenarios (most likely and most dangerous) are generated, and actor courses of action are developed and evaluated.

In a UN context, the impact of UN operations on other relevant actors must also be assessed, including the likely reaction to UN operations by local key leaders, and vulnerable population groups.

Step 2: Mission Analysis

Clearly define the tasks needed to be accomplished

FCOS, U-2, U-3, U-4, U-5, U-6, U-8, U-9, Advisers and SMEs

The purpose of Mission Analysis is to clearly define the tasks which need to be accomplished by the military units. This step should result in a restated mission, planning guidance, Commander's intent, incorporating purpose, method and end state.

UN Mission Analysis follows these steps:

- Identification of the Commander's intent.
- Identification of specific tasks



<ul style="list-style-type: none"> • Identification of constraints, restrictions and freedom of action • Assets available • Acceptable levels of risk • Time, threat actor, space and terrain • Actual or likely changes to the situation • Implied tasks • Mission essential tasks 	
Step 3: Course of Action (COA) Development	
Establish options that will fulfil the assigned task	FCOS, U-2, U-3, U-4, U-5, U-6, U-8, U-9, Advisers and SMEs
<p>In this step two or more feasible COAs, based on the deductions made from the previous planning steps, will be developed, that will fulfil the assigned mission or military tasks, based on threat actor COAs for actors with capacity to interfere/influence the UN operations developed by U-2. The COA development is a process which leads from very general deductions to more and more specific descriptions of own activities and tasks. The forces required will be analyzed for each option.</p> <p>The COAs must be feasible, acceptable, complete, exclusive and suitable.</p> <p>In the COA development cross-cutting issues like POC and SSR need to be considered as well as the participation of specific units like the Engagement Platoon.</p> <p>Each COA must have the following elements:</p> <ul style="list-style-type: none"> • <u>What</u>: tasks to be executed • <u>When</u>: critical timing parameters • <u>Where</u>: locations where military effects will be achieved • <u>How</u>: the concept of operations and incorporating tasks • <u>Why</u>: the purpose of the mission <p>The staff should develop at least two different COAs for each assigned task.</p> <p>Generally, each COA will be depicted visually and in words which outlines: the mission, the commander's intent, scheme of maneuver, a purpose, method and end state and information requirements.</p> <p>Each COA must then be considered from a threat perspective, and it is necessary to consider the impact of the COA on non-threat actors such as vulnerable civilian groups, local key leaders and other important actors of the local environment.</p>	
Step 4: COA Comparison and Selection	
Determine the most suitable COA	FCOS, U-2, U-3
<p>The purpose of the COA comparison is to determine the most suitable COA. This involves an analysis of each identified COA individually and then compare them against each other using approved criteria.</p> <p>Several analytical frameworks can be used for this like a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) or a list of advantages/disadvantages of each COA. It</p>	



may also be useful to measure the COA against a set of weighted criteria such as surprise, flexibility, simplicity, security, force protection and POC. To be able to unbiased measure the COAs against each other, the weight of each of the criteria should be defined and approved by the Commander before the comparison of the COAs takes place.

The FHQ/SHQ staff may also consider the impact on UN principles such as the effect of a COA on the perception of UN's impartiality, consent and the non-use of force, except in defence of the mandate, ROE, POC, etc.

Step 5: Decision and OPORD Production

Commander's decision and orders

FC, FCOS, U-2, U-3, Advisers and SMEs

The COA comparison is presented to the Commander who, after being briefed on an overview of each COA, together with their relative strengths and weaknesses, likely reactions to the threats and any UN-specific criteria (ROE, UN principles, POC, etc.), makes an informed decision on which COA the Commander will choose.

The Commander then issues a decision and concept, which forms the basis of WARNORDs to subordinate units and commanders. An OPORD (or MCO or FRAGO) will then be produced.

All orders should include the following: Situation, Commanders Intent, Mission, Execution, Logistics and Command, Control and Communications Paragraphs (see Chapter 5.11).

Desired Outcome of the Process

Clearly defined OPORD which includes the following: Situation, Mission and Concept Execution, Logistics, and Command, Control and Communications Paragraphs.



7.5. Force Protection Planning

As already outlined briefly in Chapter 4, FP is a mission’s task, but the MC will be responsible to cover most aspects of it. Force Protection Planning will most likely not be conducted by the MC alone and in coordination with other entities of the mission (like UNDSS and MSD).

The FP Plan is not intended to replace the OPLAN, but rather to provide commanders and FP planners with a logical process to successfully manage FP at its lowest practical level.

Name of Process:
Force Protection Planning
Reference Document: Guidelines on Force Protection for Military Units
Purpose / Process Description:
The FP process is to provide military decision makers and FP planners with a methodology to assess threats, hazards, and plan implementable FP measures at all levels. The process consists of mission analysis, threat and hazard identification, risk assessment, development of FP measures, tasks and activities, as well as execution (implementation).
Main Participants:
FC, FCOS, DFCOS, U-2, U-3, U-4, U-5, U-8, U-9, Advisers and Subject Matter Experts (SMEs)
Process Steps:
<pre> graph TD A[Mission Analysis] --> B[Threat & Hazard Identification • Threat/Hazard Assessment • Vulnerability Assessment] B --> C[Risk Assessment] C --> D[Develop FP Measures, Tasks and Activities] D --> E[Execution/Implementation] E --> F[Monitor and Review] F --> A </pre>
<ol style="list-style-type: none"> 1. Mission Analysis 2. Threat & Hazard Identification



<ol style="list-style-type: none"> a. Threat/Hazard Assessment b. Vulnerability Assessment 3. Risk Assessment 4. Develop FP Measures, Tasks and Activities 5. Execution / Implementation 6. Monitor & Review 	
Description of the Steps	
Step 1: Mission Analysis	
Clearly define the tasks needed to be accomplished	FCOS, U-2, U-3, Advisers and SMEs
<p>This is normally completed by the U-2 branch (MPKI).</p> <p>The Mission Analysis and maybe a prior analysis of the operating environment follows the same steps and procedures as within the respective steps in the UN-MDMP, but FP planners would focus on FP matters.</p> <p>Any tasks and actions identified through mission analysis that fall within the FP basic components should be covered in detail in a FP annex to the OPLAN.</p>	
Step 2: Threat and Hazard Identification	
Identify actors/factors/actions that may cause harm	U-2, U-3, U-8, Advisers and SMEs
<p>In this Step those actors, factors and actions in the operations area will be identified, that may potentially cause harm. Identifications consists of providing an objective description of the prevailing security threats and hazards in the area. The FHQ is responsible for identifying threats for the mission area at the operational level. In addition, units must identify threats within their respective AOR.</p> <p>This Step consists of the two phases “Threat and Hazard Assessment” and “Vulnerability Assessment”</p> <p>Phase 1: Threat and Hazard Assessment</p> <p>A threat/hazard assessment in the peacekeeping-intelligence assessment of threats and hazards in the AOO. It requires the fusion of information and peacekeeping-intelligence from military, police and civilian sources. Threat assessments determine the targets, perpetrators, capabilities, most likely and most dangerous courses of action, and overall intentions of identified threats.</p> <p>The threat assessment also provides the FC with situational awareness that reduces the probability of surprise, enhances decision making and enables effective management of the operational environment thus enhancing the overall effectiveness of the force.</p> <p>Phase 2: Vulnerability Assessment</p> <p>A vulnerability assessment enables planners to determine the susceptibility of personnel, facilities or assets to attack or degradation due to hazards. Planners shall assess vulnerabilities to identify deficiencies and/or weaknesses that render their personnel, bases, facilities, materiel or mission vulnerable to a range of known or possible threats or hazards.</p>	



Step 3: Risk Assessment	
Determine the likelihood and the impact of threats	FCOS, U-2, U-3, U-4, U-8, Advisers and SMEs
<p>Commanders at all levels should prioritize threats to identify those situations where FP action or risk mitigation is the most needed. This process of prioritizing threats is facilitated by a risk management, which determines (a) the likelihood a threat materializes, and (b) the impact the threat would have, if it materializes. The combination of these two factors allows commanders and staff to determine the risk associated with each threat identified.</p>	
Step 4: Develop FP Measures, Tasks and Activities	
Identify, develop and analyse FP measures, tasks and activities	FC, FCOS, U-2, U-3, U-4, U-8
<p>In the next step, FP measures, tasks and activities should be identified, developed and analyzed. After FP measures are put in place, hazards are re-assessed to determine any residual risk. FP measures, tasks and activities are to prevent, pre-empt and negate identified threats with the aim to reduce or eliminate the risks posed on the force. FP measures should reduce the likelihood and impact of the threats and hazards identified.</p>	
Step 5: Execution / Implementation	
Execute and implement FP measures	FCOS, U-3, U-4, U-5, U-8, Advisers and SMEs
<p>The implementation is achieved by converting the developed FP measures, tasks and activities into clear and simple execution orders, establishing proper authorities and accountabilities and providing the necessary support to implement while remaining fully aware of any residual risk. The implementation plan should have clear responsibilities for each component of the force. FP planning should culminate in a clear implementable plan as an Annex to the OPLAN, and subsequently translated into FRAGOs, SOPs, directives and instructions for implementation. Mission-specific FP SOPs should provide specific measures of FP for bases, patrols, convoys, etc.</p>	
Step 6: Monitor and Review	
Periodic review of the FP Plan	U-2, U-3, U-5
<p>Monitoring and Reviewing is not the final step but should be conducted during every Step of the FP Planning process and during the implementation and execution to be able to make changes or adjustments based on changing situations or events. Periodic reviews are required to validate the effectiveness of the FP plan.</p>	
Desired Outcome of the Process	
FP Plan that clearly describes possible threats and measures to cope these threats.	



ANNEXES



Annex A: Abbreviations

A4P	Action for Peacekeeping
AAR	After Action Report
AC2	Authority, Command and Control
AIROPS	Air Operations
AMET	Air Medical Evacuation Team
AOE	Analysis of the Operating Environment
AOO	Area of Operations
AOR	Area of Responsibility
ASMT	Area Security Management Team
AT	Assessment Team
ATO	Ammunition Technical Officer
BHQ	Brigade Headquarters
Bn	Battalion
BPO	Best Practice Officer
BR	Battle Rhythm
C2	Command and Control
C3	Command, Control and Communication
CAAC	Children and armed Conflict
CASEVAC	Casualty Evacuation
CBRN	Chemical, Biological, Radiological and Nuclear
CCIR	Commander's Critical Information Requirement
CGAD	Chief General Adviser
CITS	Communication and Information Technology Section
CMD	Conventional Munitions Disposal
CMLO	Chief Military Liaison Officer
CMT	Crisis Management Team
CMO	Chief Military Observer
CMO	Chief Medical Officer
CMPO	Chief Military Personnel Officer
CMOS	Current Military Operations Service
CMS	Chief of Mission Support



COA	Course of Action
COE	Contingent Owned Equipment
CONOPS	Concept of Operations
CONPLAN	Contingency Plan
COS	Chief of Staff
CP	Child Protection
CPA	Child Protection Adviser
CPAS	Comprehensive Performance Assessment System
CREW	Counter Electronic Warfare
CRSV	Conflict-Related Sexual Violence
CSD	Chief Service Delivery
CSM	Chief of Supply Management
DMS	Director of Mission Support
DDR	Disarmament, Demobilization and Reintegration
DFC	Deputy Force Commander
DFCOS	Deputy Force Chief of Staff
DG	Dangerous Goods
DHOMC	Deputy Head of Military Component
DHOPC	Deputy Head of Police Component
DO	Designated Official
DOS	Department of Operational Support
DPET	Division for Policy, Evaluation and Training
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DSRSG	Deputy Special Representative of the Secretary-General
DSRSG RC/HC	DSRSG Residential Coordinator / Humanitarian Coordinator
DSS	Department of Safety and Security
EO	Explosive Ordnance
EOD	Explosive Ordnance Disposal
EP	Engagement Platoon
FC	Force Commander
FCOS	Force Chief of Staff
FGS	Force Generation Service



FHQ	Force Headquarters
FlegAd	Force Legal Adviser
FMO	Force Medical Officer
FOB	Forward Operating Base
FP	Force Protection
FPM	Force Provost Marshal
FRAGO	Fragmentary Order
FST	Forward Surgical Team
FTS	Field Technology Service
HN	Host Nation
HOM	Head of Mission
HOMC	Head of Military Component
HOPC	Head of Police Component
HQ	Headquarters
HRDDP	Human Rights Due Diligence Policy on UN Support to Non-Un Forces
HUMINT	Human Intelligence
IAP	Intelligence Acquisition Plan
IAP	Integrated Assessment and Planning
ICT	Information and Communications Technology
IDP	Internally Displaced People
IED	Improvised Explosive Device
IEDD	Improvised Explosive Device Disposal
IHL	International Humanitarian Law
IHRL	International Human Rights Law
IMTC	Integrated Mission Training Centre
Inf Bn	Infantry Battalion
Info	Information
INTREP	Intelligence Report
INTSUM	Intelligence Summary
IO	International Organizations
IR	Information Requirements
ISF	Integrated Strategic Framework
ISR	Intelligence, Surveillance and Reconnaissance



IT	Information Technology
ITF	Integrated Task Force
JLOC	Joint Logistics Operations Centre
JMAC	Joint Mission Analyses Centre
JOC	Joint Operations Centre
MA	Military Assistant
MARA	Monitoring, Analysis and Reporting Arrangements (Working Group)
MC	Military Component
MCO	Military Coordination Order
MEDEVAC	Medical Evacuation
MGA	Military Gender Adviser
MGFP	Military Gender Focal Point
MGPA	Military Gender and Protection Adviser
MHQ	Mission Headquarters
MILAD	Military Adviser at UNHQ
MLO	Military Liaison Officer
MLT	Mission Leadership Team
MOAB/WG	Military Operations Assessment Board/Working Group
MOC	Military Operations Centre
MOPA	Military Operations Performance Assessments
MOU	Memorandum of Understanding
MOVCON	Movement Control
MP	Military Police
MPA	Military Protection Adviser
MPET	Military Performance and Evaluation Team
MPIO	Military Public Information Officer
MPKI	Military Peacekeeping-Intelligence
MPS	Military Planning Service
MRM	Monitoring and Reporting Mechanism
MSC	Mission Support Centre
MSD	Mission Support Division
MSO	Military Staff Officer
MTF	Maritime Task Force



NGO	Non-Governmental Organization
NSTR	Nothing significant to report
OCB	Operations Coordination Body
OCHA	Office for the Coordination of Humanitarian Affairs
OIOS	Office of Internal Oversight Services
OMA	Office of Military Affairs
OPG	Operational Planning Group
OPLAN	Operations Plan
OPORD	Operations Order
Ops	Operations
OPSP	Office of Peacekeeping Strategic Partnerships
OROLSI	Office of Rule of Law and Security Institutions
PA	Personal Assistant
P/CSA	Principal / Chief Security Adviser
PCC	Police Contributing Country
PDT	Policy and Doctrine Team
PET	Personnel, Evaluation and Training
PIR	Priority Information Request
PKISR	Peacekeeping-Intelligence, Surveillance and Reconnaissance
PKO	Peacekeeping Operation
POC	Protection of Civilians
QIP	Quick Impact Project
QRF	Quick Reaction Force
RC/HC	Resident – Humanitarian Coordinator
RCIED	Remote Controlled Improvised Explosive Device
ROE	Rules of Engagement
SAB	Situational Awareness Brief
SATO	Senior Ammunition Technical Officer
SC	Sector Commander
SCPI	Strategic Communication and Public Information
SDD	Service Delivery Division
SEA	Sexual Exploitation and Abuse
SFR	Statement of Force Requirements



SG	Secretary General
SGBV	Sexual Gender-Based Violence
SHQ	Sector Headquarters
SICU	Security Information Coordination Unit
SIGINT	Signal Intelligence
SIOC	Security information and Operations Centre
SITREP	Situation Report
SLA	Senior Legal Adviser
SMA	Senior Military Assistant
SME	Subject Matter Expert
SMT	Senior Management Team
SNO	Senior National Officer
SOFA	Status of Forces Agreement
SOMA	Status of Mission Agreement
SOP	Standard Operating Procedures
SPCC	Strategic Planning and Coordination Cell
SPM	Special Political Mission
Spt	Support
SPU	Strategic Planning Unit
SRSG	Senior Representative of the Secretary General
SSR	Security Sector Reform
STRATCOM	Strategic Communications
SUR	Statement of Unit Requirements
TAM	Technical Assessment Mission
TCC	Troop Contributing Country
TMAT	IED Threat Mitigation Advisory Team
TOB	Temporary Operating Base
TTP	Tactics, Techniques and Procedures
UAS	Unmanned Aerial System
UAV	Unmanned Aerial Vehicle
UN	United Nations
UN-CIMIC	United Nations Civil Military Coordination
UN-CMCoord	United Nations Humanitarian Civil Military Coordination



UNCT	United Nations Country Team
UNDSS	United Nations Department of Safety and Security
UNHCR	United Nations High Commissioner for Refugees
UNHQ	United Nations Headquarters
UNIBAM	United Nations Infantry Battalion Manual
UNMAS	United Nations Mine Action Service
UN MDMP	United Nations Military Decision-Making Process
UNMEM	United Nations Military Expert on Mission
UNMO	United Nations Military Observer
UNOCC	United Nations Operations and Crisis Centre
UNOE	United Nations Owned Equipment
UNPKO	United Nations Peacekeeping Operation
UNPOL	United Nations Police
UNSC	United Nations Security Council
UNSCR	United Nations Security Council Resolution
UNSMS	United Nations Security Management System
USG	Under Secretary General
VTC	Videoconference
WAM	Weapons and Ammunition Management
WAMU	Weapons and Ammunition Management Unit
WARNORD	Warning Order
WG	Working Group
WPS	Women, Peace and Security



Annex B: References

Notice: The list of references below is not exhaustive.

Overarching Guidance

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