

# Pocket Reference Guide for Military Commanders in Peacekeeping Operations

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Department of Peacekeeping Operations  
Office of Military Affairs

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## Foreword

Peacekeeping today operates in a complex multi-dimensional environment that requires clear, unambiguous interaction between all the components. This excellent Pocket Reference Guide provides links to key documents by military staff function. Each document is briefly summarised, and then a quick link to the document is provided. I hope that this reference will address many of the questions that Force Commanders and military staff may have while they are working in the field. It also contains the contact information for key mission support staff in the Headquarters who are always available to help you.

I am indebted to the Division of Policy, Evaluation and Training, which has gathered so many key documents into a central database. I also commend the Office of Military Affairs which has produced this Pocket Reference Guide to allow our military commanders to have direct access to all the key elements within this invaluable doctrinal *corpus*.

I look forward to your feedback on the Pocket Reference Guide. The Office of Military Affairs will continue to refine and improve it to meet your needs, while keeping it as brief and concise as possible. I praise this initiative by the Office of Military Affairs, driven by experience, pragmatism and the will to deliver, in the spirit of the New Horizons initiative, and I commend it to you.

A handwritten signature in black ink, appearing to read 'A. Le Roy', with a stylized flourish at the end.

Alain Le Roy



## Scope

The purpose of this Pocket Reference Guide is to provide military personnel in UN peacekeeping missions with an overview of available and relevant military documents in support of their duties.

The target audience of this Reference Guide are military commanders at mission level, but it would be useful for all military personnel in peace missions.

It contains reference to documents (Policies, Standing Operating Procedures (SOP), Guidelines, Manuals, Papers and Handbooks) produced by the DPKO/DFS, other United Nations Headquarters entities, specialised agencies, funds and programme's. This Reference Guide is merely a "catalogue" structured according to generic staff functions found in military headquarters.

As indicated under the section "Accessing UN Documents", it points to documents to be found on the DPKO website:

<http://ppdb.un.org/>

In order to ease document search and access, this Reference Guide is distributed in the forms of

- a booklet,
- a soft version distributed by email (especially for updates) allowing to connect to documents stored on the DPKO website, and
- a CD designed to install documents on workstations for local access.

Feedback on this guide will be appreciated, as it will contribute to improving subsequent versions.





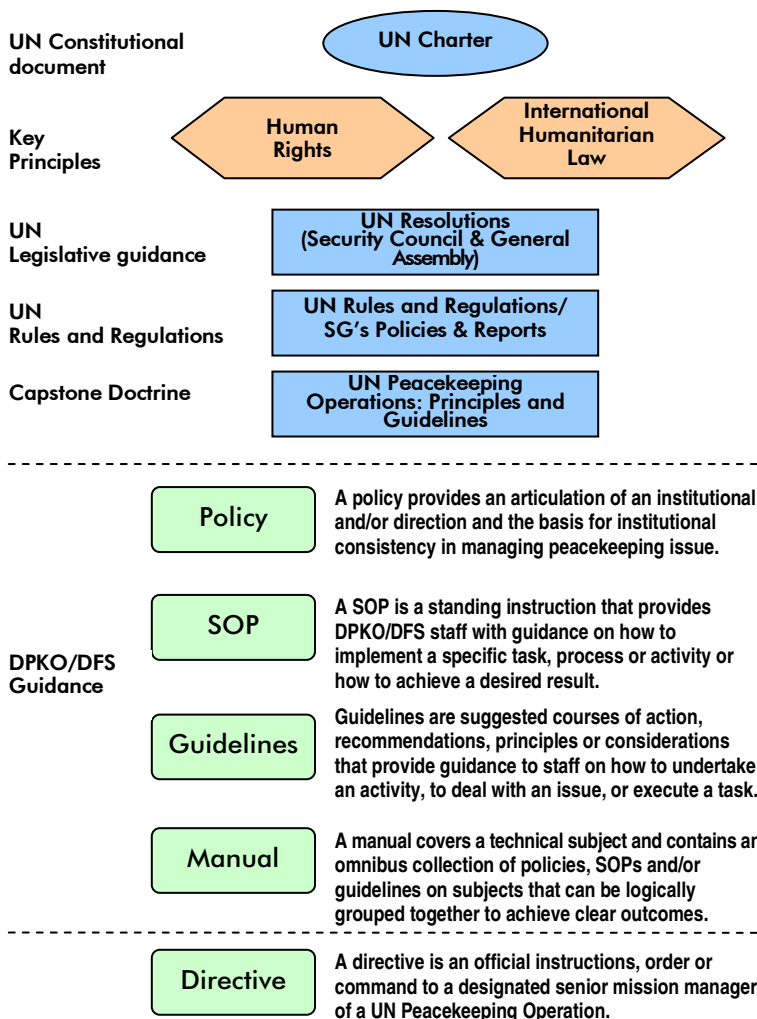
## Acronyms

ASG	Assistant Secretary-General
BOI	Board of Inquiry
CA	Civil Affairs
CAAC	Children And Armed Conflict
CIMIC	Civil-Military Coordination
CMLO	Chief Military Liaison Officer
CMO	Chief Military Observer
COE	Contingent-Owned Equipment
CRC	Convention on the Rights of the Child
DDR	Disarmament, Demobilisation and Reintegration
DFS	Department of Field Support
DPA	Department of Political Affairs
DPET	Division for Policy, Evaluation and Training
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
ERDC	Enhanced Rapidly Deployable Capacities
ESMT	Expanded Senior Management Team
EU	European Union
FC	Force Commander
FPU	Formed Police Unit
GA	General Assembly
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HOM	Head of Mission
HOMC	Head of Military Component
IASC	Inter-Agency Standing Committee
ICAO	International Civil Aviation Organisation
IDDRS	Integrated Disarmament, Demobilisation and Reintegration Standards
IMC	Inter-Mission Cooperation
IMPP	Integrated Mission Planning Process
IOT	Integrated Operational Teams
JLOC	Joint Logistics Operations Centre
JMAC	Joint Mission Analysis Centre
JOC	Joint Operations Centre
LOA	Letter of Assist
M&ST	Monitoring and Surveillance Technology
MILAD	UN Military Adviser
MLO	UN Military Liaison Officer
MOSS	Minimum Operating Security Standards

MOU	Memorandum of Understanding
MTST	Mobile Training Support Teams
NOTICAS	Notification of Casualties
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
OMA	Office of Military Affairs
OO	Office of Operations
ORM	Operational Risk Management
PCC	Police Contributing Country
PDT	Pre-Deployment Training
PDV	Pre-Deployment Visits
PKTI	Peacekeeping Training Institutions
QIP	Quick Impact Project
ROE	Rules of Engagement
SDS	Strategic Deployment Stocks
SG	Secretary-General
SGB	Secretary-General's Bulletin
SOFA	Status Of Force Agreement
SOMA	Status Of Mission Agreement
SOP	Standard Operating Procedure
SRM	Security Risk Management
SRSG	Special Representative of the Secretary-General
ST	Secretariat
TCC	Troop Contributing Country
TOT	Training Of Trainers
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UNICEF	United Nations International Children's Emergency Fund
UNMEM	UN Military Expert on Mission
UNMO	UN Military Observer
UNOE	UN-Owned Equipment
UNSAS	UN Stand-by Arrangements System
UNSMS	United Nations Security Management System
USG	Under-Secretary-General

# UN Guidance

## 1 Architecture of DPKO/DFS Guidance



## **2 Guidance Development Responsibilities**

All DPKO/DFS unit chiefs are responsible for;

- (i) Identifying guidance requirements;
- (ii) Designating staff resources for the production;
- (iii) Exercising due diligence in the drafting and consultation process.

The **Assistant Secretary-General (ASG)** is responsible for;

- (i) Considering proposals for guidance development and ensuring responsible drafting offices deliver agreed guidance products;
- (ii) Confirming that due diligence was exercised in the preparation and consultation of each guidance document.

The **DPKO/DFS Expanded Senior Management Team (ESMT)** is responsible for;

- (i) Providing strategic direction for guidance development;
- (ii) Ensuring that appropriate resources are allocated;
- (iii) Making recommendations on high profile or contentious guidance materials.

The **DPKO/DFS Policy Focal Points Group** is responsible for;

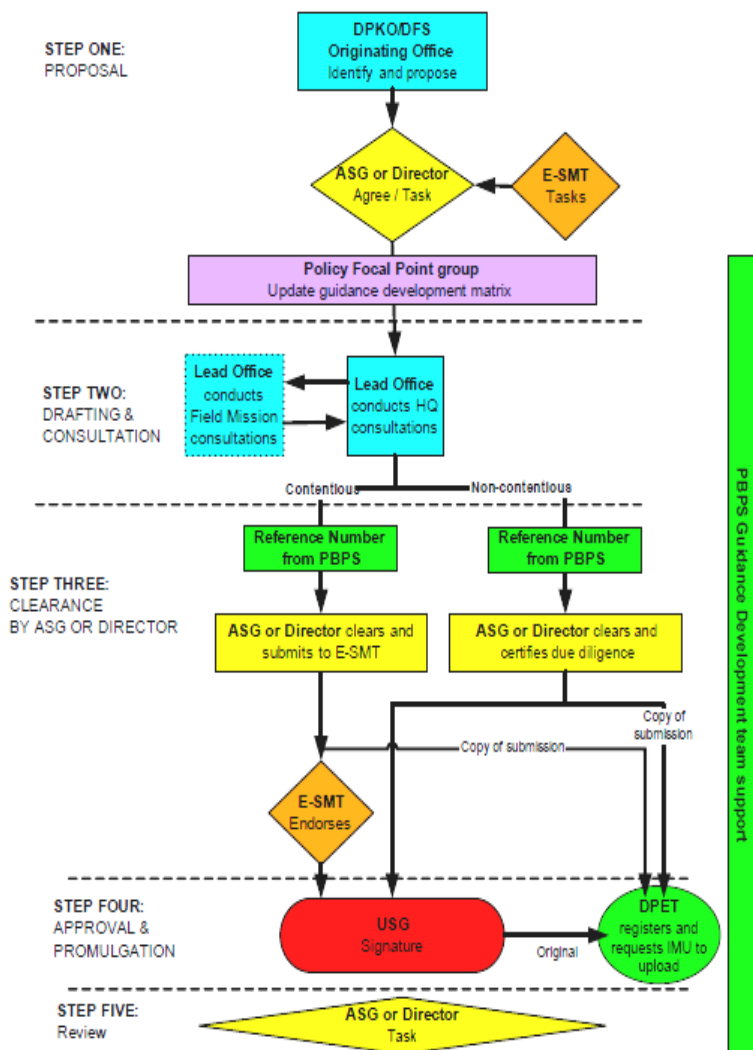
- (i) Coordinating guidance development across the departments;
- (ii) Sharing information on proposed and new guidance projects;
- (iii) Providing updates on ongoing consultation processes;
- (iv) Providing inputs to guidance priorities in the context of the forward agenda.

The **Division for Policy, Evaluation & Training (DPET)** is responsible for;

- (i) Providing recommendations to the ESMT for priority guidance development;
- (ii) Ensuring the coordination and monitoring of guidance development;
- (iii) Providing guidance development support;
- (iv) Disseminating approved guidance materials.

**USG/DPKO and USG/DFS** are responsible for the approval of guidance materials.

### 3 Guidance Development Process



# Ten Rules Code of Personal Conduct for Blue Helmets

1. Dress, think, talk, act and behave in a manner befitting the dignity of a disciplined, caring, considerate, mature, respected and trusted soldier, displaying the highest integrity and impartiality. Have pride in your position as a peacekeeper and do not abuse or misuse your authority.
2. Respect the law of the land of the host country, their local culture, traditions, customs and practices.
3. Treat the inhabitants of the host country with respect, courtesy and consideration. You are there as a guest to help them and in so doing will be welcomed with admiration. Neither solicit nor accept any material reward, honour or gift.
4. Do not indulge in immoral acts of sexual, physical or psychological abuse or exploitation of the local population or United Nations staff, especially women and children.
5. Respect and regard the human rights of all. Support and aid the infirm, sick and weak. Do not act in revenge or with malice, in particular when dealing with prisoners, detainees or people in your custody.
6. Properly care for and account for all United Nations money, vehicles, equipment and property assigned to you and do not trade or barter with them to seek personal benefits.
7. Show military courtesy and pay appropriate compliments to all members of the mission, including other United Nations contingents regardless of their creed, gender, rank or origin.
8. Show respect for and promote the environment, including the flora and fauna, of the host country.
9. Do not engage in excessive consumption of alcohol or any consumption or trafficking of drugs.
10. Exercise the utmost discretion in handling confidential information and matters of official business which can put lives into danger or soil the image of the United Nations.

# I Peacekeeping Operations Principles

## 1 Principles and Guidelines for Missions

<b>Treaty</b>	<b>The Charter of the United Nations</b>
<p>The Charter of the United Nations is the foundational treaty of the United Nations. Even though the concept of peacekeeping is not specifically mentioned in the Charter of the United Nations, as a rule, peacekeeping operations are established by the Security Council, the organ designated by the Charter as primarily responsible for the maintenance of peace and security. Peacekeepers need to understand the existing legal framework for peace operations under the command or authority of the United Nations. It is recommended that you understand the Charter of the UN, especially Chapters VI and VII. (26/06/1945)</p>	
<b>Policy</b>	<b>United Nations Peacekeeping Operations: Principles and Guidelines</b>
<p>This is an overarching policy document that sets out the basic principles and concepts guiding the planning, management and conduct of United Nations peacekeeping operations as well as their core functions and the main factors contributing to their success in the field. It is intended to serve as a basic reference for all UN peacekeeping operations supplemented by the Handbook on Multidimensional United Nations Peacekeeping Operations. It will guide the ongoing development of policies, guidelines and SOPs by DPKO and DFS. This document is also referred to as “Capstone Doctrine”. (18/01/2008)</p>	
<b>Unofficial Guidance</b>	<b>Report of the Panel on United Nations Peace Operations (“Brahimi report”)</b>
<p>The Report is a set of recommendations made to improve peacekeeping operations (PKO) in the new environment faced by UN PKO. (21/08/2000)</p>	

<b>Key report</b>	<b>Report of the Secretary General: “Global Field Support Strategy”</b>
<p>Protecting and nurturing a fragile peace is a critical role of the UN. This endeavour depends upon a coalition of will and action on the part of multiple actors. Within this framework, the Department of Field Support (DFS) was created to be primarily responsible for the mobilization all human, material and support services necessary to ensure that UN field missions are largely self-sufficient and can succeed under a wide range of post-conflict conditions. The overall intention of this proposed global field support strategy is to transform service delivery to field missions. It is designed as an integrated comprehensive programme that draws on the lessons learned from several decades of operational experience. The strategy is designed to achieve four core, operationally focused objectives and two objectives that consider the impact of field missions’ deployment footprints. [A/64/633] (26/01/2010)</p>	
<b>Non-Paper</b>	<b>Charting A New Horizon For UN Peacekeeping</b>
<p>This is a consultation document prepared by DPKO and DFS, not an official policy. This is a contribution to an ongoing discussion about the future direction of UN peacekeeping. (07/2009)</p>	
<b>Handbook</b>	<b>UN Multidimensional Peacekeeping Operations</b>
<p>This handbook is intended to serve as an introduction to the different components of multidimensional peacekeeping operations. It is not intended to provide strategic or policy guidance. Rather it is intended to provide field personnel who are new to the United Nations, or who are being deployed to one of UN multidimensional peacekeeping operations for the first time, with general background on the responsibilities of each component of UN operations and how these fit together to form the whole. Military is described in Chapter 5 of this handbook. (12/2003)</p>	



## 2 Core Principles of Peace Operations

### 2.1 Human Rights

<b>International Law</b>	<b>Key Instruments of International Humanitarian and Human Rights Law</b>
<p>Universal Declaration of Human Rights and Principle Human Rights Treaties. (10/12/1948)  <a href="http://www.un.org/en/documents/udhr/index.shtml">http://www.un.org/en/documents/udhr/index.shtml</a>            The Geneva Conventions (1949)  <a href="http://www.icrc.org/customary-ihl/eng/docs/home">http://www.icrc.org/customary-ihl/eng/docs/home</a></p>	
<b>MOU</b>	<b>MOU between OHCHR and DPKO</b>
<p>In keeping with the Brahimi Report, DPKO and OHCHR sought to increase the effectiveness of UN peacekeeping and human rights activities. To these ends, DPKO and OHCHR have agreed in strengthening and expanding cooperation. Policy on Human Rights in Peace Operations (still in draft) is to replace this memorandum of understanding (MOU) between OHCHR and DPKO. (22/11/2002)</p>	
<b>SG's Decision</b>	<b>Decisions of the Secretary-General: Human Rights in Integrated Missions</b>
<p>This document contains the Secretary-General's decision together with the summary record of discussion from the Policy Committee Meeting of 26 October 2005 on human rights in integrated missions. It provides principles why human rights should be integrated into peace operations. (26/10/2005)</p>	
<b>Policy Directive</b>	<b>Public Reporting by Human Rights Components of United Nations Peace Operations</b>
<p>The policy directive is to ensure consistency in public reporting by human rights components of peace operations led by the Department of Peacekeeping Operations (DPKO) and the</p>	

<p>Department of Political Affairs (DPA). The policy directive sets out the purpose, periodicity, content, format, clearance and release procedures for public reports on the situation of human rights produced by human rights components of United Nations peace operations. (01/07/2008)</p>	
<b>Guidelines</b>	<b>The UN System and Human Rights: Guidelines and Information for the Resident Coordinator System</b>
<p>This document provides guidelines to Resident Human Right Coordinators, including guidelines to communications, statements and positions, visiting human rights missions, Human Rights Treaties and Support to Member States, Briefings and Staff Training, and Assistance Available from the UN Human Rights Programme. It also provides Information on the Human Rights Programme.(03/2000)</p>	

## 2.2 Humanitarian Aspects

<b>Policy Instruction</b>	<b>OCHA's Structural Relationships within an Integrated UN Presence</b>
<p>This instruction clarifies the structural relationships that Humanitarian Coordinators and OCHA should have with any political mission or multidimensional peacekeeping operation within an 'integrated UN presence.' By doing so, this policy instruction will help ensure that Humanitarian Coordinators and OCHA field offices are best placed to support both the UN's need for coherence and their own responsibilities for humanitarian coordination under General Assembly resolution 45/182. (01/05/2009)</p>	
<b>Guidelines</b>	<b>Use of Military or Armed Escorts for Humanitarian Convoys</b>
<p>This is a guide on the use of military and armed escorts for humanitarian convoys. The text was developed in collaboration with IASC member bodies, UNSECOORD, DPKO, academic reviewers and field colleagues in a number of organizations. It was approved for implementation by the Inter-Agency Standing Committee Working Group meeting of May 2001. The approved</p>	

text was then submitted to the Office of Legal Affairs for review, after which a number of additional modifications were made. (14/09/2001)

**Manual**

**Humanitarian Negotiations with Armed Groups**

This manual provides guidance on humanitarian negotiations with non-State armed groups and is intended for use by humanitarian, development and human rights organisations and by humanitarian personnel tasked with conducting these negotiations. Humanitarian negotiations do not in any way confer legitimacy or recognition on armed groups, nor do they mean that the humanitarian negotiators support the views of an armed group. At all stages of negotiations, humanitarian organisations must consult with designated security officials and must ensure that the operational aspects of the negotiations are conducted in accordance with the relevant security procedures. (01/2006)

## 2.3 Protection of Civilians, Children and Women

**SG Report**

**Report of the Secretary-General on the Protection of Civilians in Armed Conflict**

The report on the protection of civilians in armed conflict is submitted in accordance with Security Council resolutions 1674 (2006) and 1738 (2006). Resolution 1674 (2006) marked a watershed in the protection of civilians by providing a clear framework for action by the Council and the United Nations and this report provides an update on progress made in implementing resolution 1674 (2006) and strengthening the framework for the protection of civilians elaborated by the Council and other partners in recent years. This report highlights four challenges of particular importance and concludes a set of key actions for the Security Council's consideration, all aimed at further strengthening the protection framework in areas that require more prompt and systematic action. (28/10/2007)

<b>Policy</b>	<b>Mainstreaming the protection, rights and well-being of children affected by armed conflict within UN Peacekeeping Operations</b>
<p>This Policy defines the scope of DPKO's engagement on the protection of children affected by armed conflict and is issued as part of the Department's strategy and efforts to mainstream the concerns of children affected by armed conflict in the department's activities. This Policy applies to all peacekeeping personnel. Senior mission leadership (including heads of other mission components, Police and Military Components) as well as all child protection staff should be informed of this Policy. (01/06/2009)</p>	
<b>Guidance Note</b>	<b>Secretary-General: UN Approach to Justice for Children</b>
<p>This guidance note outlines strategies for a common UN approach towards justice for children within existing rule of law principles and framework as outlined in the UN approach to rule of law assistance. The approach aims to ensure that relevant provisions of the Convention on the Rights of the Child (CRC) and other international legal instruments related to child justice are reflected in the broader policy reform and implementation efforts. (09/2008)</p>	
<b>Joint Project</b>	<b>Addressing Conflict-related Sexual Violence: An Analytical Inventory of Peacekeeping Practice</b>
<p>This document began with a 2008 desk review of protection strategies employed by international and regional peacekeepers regarding sexual violence. The military component of peacekeeping operations can play a vital role in the protection of women and children as part of its mandated task of protecting civilians. DPKO/OMA has been actively engaged in this work, and has participated in assessment missions to areas where sexual violence has been a prominent feature of the conflict and its aftermath. This document gives insights and recommendations how to take the process forward into doctrine, pre-deployment/mission-specific training, force generation, planning and operational orders. (01/06/2010)</p>	

## 2.4 Gender Aspects

<b>SG Report</b>	<b>Gender Mainstreaming in Peacekeeping Activities</b>
<p>The report prepared in response to General Assembly resolution 56/293 of 27 June 2002 to develop a coherent policy on gender mainstreaming in all of the Organisation's peacekeeping activities. Gender mainstreaming is a strategy that emphasises the importance of considering the contributions of both women and men, as well as the differential impact of activities on women and men, in all sectors, including peace support activities. (13/02/2003)</p>	
<b>SG Report</b>	<b>Report of the Secretary-General on Women and Peace and Security</b>
<p>This report is the review of the implementation of the 2005-2007 System-wide Action Plan and its update for 2008-2009 on the issue of women and peace and security, which was a consultative, collaborative process, with the participation of all concerned United Nations entities and in cooperation with civil society organisations. (12/09/2007)</p>	
<b>Guidance</b>	<b>Gender Resource Package for Peacekeeping Operations</b>
<p>This gender resource package offers concrete guidance on how to identify the various gender issues in peacekeeping and how to integrate, or mainstream, gender into all aspects of peacekeeping. This improves the effectiveness with which peacekeeping operations discharge their mandates and is, therefore, integral to their success. The materials presented in this package are intended for use by all peacekeeping personnel - gender specialists and non-specialists alike - and cover all functional areas of peacekeeping. (07/2004)</p>	
<b>Guidelines</b>	<b>DPKO/DFS-DPA Joint Guidelines on Enhancing the Role of Women in Post-Conflict Electoral Processes</b>
<p>The guidelines are to provide advice on measures that could be implemented in future electoral processes in post-conflict environments to increase the participation of women as voters, candidates and electoral officials and to ensure that electoral</p>	

processes have an equal impact on women and men. The guidelines are designed to assist UN field personnel in implementing their obligations under Security Council Resolution 1325 and the 'DPKO/ DFS Policy Directive on Gender Equality in United Nations Peacekeeping Operations'. (09/2007)

## **Guidelines**

### **Guidelines for Gender Advisers and Gender Focal Points in UN Peacekeeping**

These guidelines are designed to assist Gender Advisers in integrated United Nations peacekeeping missions and Gender Focal Points in traditional United Nations peacekeeping missions to operationalise Security Council resolution 1325 (2000) on women and peace and security and DPKO's Policy Directive on Gender Equality in United Nations Peacekeeping Operations, in accordance with mission mandates. They are intended to serve as a tool to enable Gender Advisers and Gender Focal Points to develop consistent and strategic priorities for their work. (15/04/2008)

## **Policy**

### **Gender Equality in UN Peacekeeping Operations**

This policy defines and describes requirements for ensuring the equal participation of women, men, girls and boys in all peacekeeping activities. It outlines the key principles underlying DPKO/DFS' work for gender equality and embraces gender mainstreaming as a strategy to advance the goal of gender equality in post-conflict societies. The policy applies existing United Nations system-wide mandates for advancing gender equality. (01/07/2010)

## **Guidelines**

### **Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations**

These guidelines aim to enhance the operational effectiveness of military peacekeeping tasks by serving as a tool to guide practical translation of existing mandates on women, peace and security in the performance of these tasks. They are intended to support military personnel working at the strategic, operational and tactical levels to ensure that the security priorities and concerns of all sectors of the local population—women, men, boys and girls—inform the planning process as well as the operational activities of the military in its areas of operation. (03/2010)

## 2.5 Environmental Aspects

<b>Policy</b>	<b>Environmental Policy for UN Field Missions</b>
<p>This document is to provide policy for the Department of Peacekeeping Operations (DPKO), the Department of Field Support (DFS) and field missions on environmental matters and its implementation in field missions. This policy deals with environmental issues in field missions. It places responsibilities on senior DPKO and DFS staff members in headquarters and within each mission. According to this policy, each field mission establishes its environmental policy and objectives and control measures which are to be implemented through all phases of the mission. (01/06/2009)</p>	
<b>UNEP Report</b>	<b>Protecting the Environment During Armed Conflict – An Inventory and Analysis of International Law</b>
<p>This report inventories and analyses the range of international laws that protect the environment during armed conflict. United Nations Environment Programme (UNEP) is providing technical assistance to a number of UN, including DPKO and DFS in assessing the role of natural resources and the environment in conflict and peacebuilding. And the main objective of this technical cooperation is to prevent natural resources and environmental stress from undermining the peacebuilding process. (11/2009)</p>	





## II Command and Control

### 1 Strategic Level

<b>SG's Bulletin</b>	<b>Organisation of the Department of Peacekeeping Operations (DPKO)</b>
<p>The Secretary-General's bulletin, which amended ST/SGB/2002/11, defines functions and organisational structures of the Department of Peacekeeping Operations. The mission of the DPKO is to plan, prepare, manage, and direct UN peacekeeping operations so that field mission should understand this role as part of commanding concept. Under the authority vested in the Secretary-General, the DPKO provides political and executive direction to UN peacekeeping operations. Section 7 of the document describes Office of Military Affairs (OMA). (ST/SGB/2010/1) (05/02/2010)</p>	
<b>SG's Bulletin</b>	<b>Organization of the Department of Field Support (DFS)</b>
<p>The Secretary-General's bulletin, which amended ST/SGB/2002/11, defines functions and organizational structures of the Department of Field Support. Personnel, budget and finance, logistics support, and Information and communication technology area are defined. (04/03/2010)</p>	
<b>Guidance (SG Note)</b>	<b>The Relationship Among SRSGs, Resident Coordinators and Humanitarian Coordinators</b>
<p>Guidance on the relations between Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators. This guidance is intended to supplement the directives applicable to SRSGs heading multi-dimensional peacekeeping missions dated 31 August 1998. (11/12/2000)</p>	

## 2 Operational Level

Policy	Authority, Command and Control in United Nations Peacekeeping Operations.
<p>This policy clarifies the authority and command and control arrangements for the uniformed components of United Nations peacekeeping operations. In this policy, the strategic, operational and tactical levels of authority, command and control in UN peacekeeping operations is defined and described; the authority of the Head of Mission (HOM), the command and control arrangements within the military and police components, the tasking authorities for both military and civilian logistics units, guidance on civilian management structures as well as joint and integrated structures, and the national administrative control retained by Member States over their personnel. Command and Control terms and definitions are also included. (15/02/2008)</p>	

## 3 Guidance Development

Policy	Guidance Development
<p>The policy sets institutional direction for the development and issuance of DPKO/DFS guidance materials within the authority of the USG for Peacekeeping Operations and Field Support. Staff in DPKO/DFS and in DPKO-led field missions should be aware of this policy. The framework described in this policy is tailored to the requirements of DPKO/DFS headquarters and DPKO-led field missions. (01/07/2009)</p>	
SOP	Guidance Development
<p>The SOP provides instructions for the development and review of DPKO/DFS operational guidance materials: Policies, SOPs, Manuals or Guidelines. Template for policy, SOP, guidelines and guidance development drafting tips are also provided. (01/07/2009)</p>	

### III Functional Peacekeeping Military Staff Areas

## 1 Personnel

### 1.1 Personnel General

<b>Manual</b>	<b>DPKO/DFS UNMEM Manual: Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations</b>
<p>This manual contains general information on various administrative aspects relating to the selection, deployment, rotation, transfer and repatriation of all UN Military Experts on Mission (UNMEM), which include UN Military Observers (UNMOs), UN Military Liaison Officers (MLOs) or UN Military Advisers (MILADs). The manual provides the respective Governments of the Member States with relevant information enabling them to select suitable officers finalise their pre-deployment preparation; standardise the administrative procedures for the selection, deployment, rotation (replacement), extension and transfer of UNMEM in UN PKOs. UNMO Guidelines (1995) replaced. (23/04/2010)</p>	
<b>Guidelines</b>	<b>Generic Guidelines for Troop Contributing Countries Deploying Military Units to the UN Peacekeeping Missions</b>
<p>The document provides comprehensive guidelines to TCCs on deploying military units in UN Peacekeeping missions. It covers administration and logistics; Military personnel deployment; medical standards for peacekeeping missions and HIV testing policy for uniformed peacekeepers. (07/03/2008)</p>	

## 1.2 Casualty Management

<b>SOP</b>	<b>Notification of Casualties in Peacekeeping Operations and Political and Peace-building Missions (NOTICAS)</b>
<p>The SOP standardises and provides guidance on the notification and recording of casualties, identifies Field Mission Units responsible for notifying DPKO Headquarters (HQ), identifies Responsible HQ Units that are to be notified and initial steps that they will have to perform, and provides procedures enabling the centralised recording of peace operation casualties at HQ. NOTICAS sample format, facsimile cover and letter of condolence format included. (03/06/2006)</p>	
<b>Policy/SOP</b>	<b>Boards of Inquiry (BOI)</b>
<p>The Policy Directive, together with its accompanying Standard Operating Procedure, which shall be read in conjunction with it, is to clarify what Boards of Inquiry are, when they shall be convened and what they are to do. The SOP advises when the conduct of a BOI is mandatory and ensures a consistent approach in the conduct and reporting format for the final report. BOI are used as a basis to review claims by staff members, Member States and third parties against the Organisation. Recommendations of BOI can provide managers with a proposed course of action or way forward when further action is required. (28/05/2008)</p>	

## 1.3 Welfare and Recreation, UN Medal

<b>Policy/SOP</b>	<b>Welfare and Recreation</b>
<p>The Policy and the SOP provides guidance to mission management (including military and police command), welfare and recreation committees, welfare focal points, staff counsellors and other personnel engaged in providing welfare and recreation measures on the minimum standards of welfare and recreation facilities and measures for all categories of UN personnel. (30/04/2007)</p>	

<b>Policy</b>	<b>United Nations Medal</b>
<p>The policy regulates on the eligibility for the award of the United Nations Medal based on the 1966 Regulations, which have been clarified by specifying qualification period and deeming civilian police as military personnel for the purposes of the Regulations (Regulations for the United Nations Medal (ST/SGB/119/Rev.1, dated 16 February 1966). It supersedes all previous documents on the same subject. The policy applies to all personnel with tours of duty starting on or after 1 September 1994 for existing missions and applies to all new missions established after 1 September 1994. (29/08/2000)</p>	

## 1.4 Conduct and Discipline

<b>Guidance/ Directives</b>	<b>Compilation of Guidance and Directives on Disciplinary Issues for All Categories of Personnel Serving in United Nations Peacekeeping and Other Field Missions</b>
<p>Compilation of documents relating to conduct and discipline: Directive for Disciplinary Matters Involving Military Observers (2 copies), Public Information Guidelines for Allegations of Misconduct Committed by United Nations Peacekeeping and Other Field Missions (3 copies), Directive Sexual Harassment in UN Peacekeeping and Other Field Missions (3 copies), Directives for Disciplinary Matters Involving Military Members of National Contingents and Undertaking by UN Military Observers. (01/01/2000)</p>	
<b>SOP</b>	<b>Implementation of amendments on conduct and discipline in the model MOU between the UN and TCCs</b>
<p>The SOP is to provide guidance on the procedures to be followed, at headquarters and in field operations, following amendments to the model MoU between the UN and TCCs, in respect of alleged misconduct or serious misconduct, as defined in the SOP in Section E. The procedures outlined in this SOP shall be followed by HOM, HOMC, DPKO, DFS and personnel responsible for conduct and discipline matters at headquarters and in field operations.(01/03/2011)</p>	

<b>GA Report</b>	<b>'The Zeid Report' - Comprehensive Strategy to Eliminate Future Sexual Exploitation and Abuse in UNPKOs</b>
<p>This General Assembly Report elaborates defines comprehensive strategy to eliminate future sexual exploitation and abuse in UNPKOs after the revelations in 2004 of sexual exploitation and abuse by a significant number of United Nations peacekeeping personnel in the Democratic Republic of the Congo. The report described the background of the problem of sexual exploitation and abuse in peacekeeping operations and outlined the major causes and effects on victims and suggests recommendations to take effective action to stop sexual exploitation and abuse. (24/03/2005)</p>	

## 1.5 Legal Affairs

<b>Guidelines</b>	<b>Guidelines for Development Rules of Engagement (ROE) and Sample ROE for the UN Peacekeeping Operations (UNPKO)</b>
<p>The Guidelines is to ensure consistency in the development and implementation of ROE for UNPKO in order to simplify and speed the planning process. The Guidelines assist in the development of ROE for a new UNPKO. It is intended that the document provide simple and informative direction which not only expedite the production of ROE for UNPKO but can also be used for generic training purposes. (14/11/2000)</p>	
<b>Interim SOP</b>	<b>Detention in United Nations Peace Operations</b>
<p>The Interim SOP relates to persons detained by United Nations personnel in United Nations peace operations. Actions shall be in compliance with Mission-specific military rules of engagement and SOFAs and SOMAs, police directives on the use of force and applicable international human rights, humanitarian and refugee law, norms and standards. (25/01/2010)</p>	

<b>Secretariat Instruction</b>	<b>Reporting of Arrest or Detention of Staff Members, Other Agents of the United Nations and Members of Their Families</b>
<p>These are the administrative instructions on reporting of arrest or detention of staff members and their family. Annex 1 is Memorandum on the UN legal rights when a staff member or other agent of the UN or a member of their family is arrested or detained. Annex 2 is applicable legal provisions relating to the security and independence of international civil servants. (ST/AI/299 10/12/1982)</p>	

## 1.6 Evaluation

<b>Policy</b>	<b>DPKO/DFS Mission Evaluation Policy</b>
<p>The policy establishes the DPKO and the DFS approach to the evaluation of peacekeeping missions. It outlines the main roles and responsibilities; defines the types of peacekeeping mission evaluations conducted by the Evaluation Unit of the Policy, Evaluation and Training Division; and describes the process to plan, conduct and follow up evaluations. The policy also outlines the disclosure arrangements for evaluation findings. It supersedes the policy of Inspector General Office in DPKO concept and policy guidelines. (01/08/2010)</p>	
<b>Guidance</b>	<b>Guidance on Cooperating with OIOS in Investigations</b>
<p>This paper sets out the way in which OIOS and DPKO will interface in conducting investigations in DPKO and its Missions. Missions are requested to hand-over to OIOS responsibility for investigating Category I misconduct allegations for all categories of peacekeeping personnel including military peacekeeping personnel. (22/11/2005)</p>	

## 2 Intelligence / Information Management

### 2.1 Joint Mission Analysis / Joint Operations Centres

<b>Policy</b>	<b>Joint Mission Analysis Centres (JMAC)</b>
<p>This policy lays out the overarching principles to guide the establishment and basic functions of JMACs. It outlines the roles, tasks and structures of JMACs. It provides criteria which codify the requirement for missions to establish a JMAC and provides guidance to ensure that mission have in place a capacity to collect and synthesise multi-source information. JMAC shall be comprised of civilian and uniformed personnel. (Revised 01/02/2010)</p>	
<b>Guidelines</b>	<b>Joint Mission Analysis Centres (JMAC)</b>
<p>These guidelines support implementation of the Policy on JMAC by providing with a generic set of practical procedures, methods and implementation material for use in the field (samples, models and formats). It uses for collecting and synthesising information to produce multi-source integrated analysis. Military intelligence needs to closely coordinate with JMAC and co-location is recommended. (Revised Feb 2010)</p>	
<b>Policy</b>	<b>Joint Operations Centres (JOC)</b>
<p>This policy provides guidance for the establishment of Joint Operations Centres (JOC) and outlines the functions, structures and processes. The JOC incorporates all mission information sources and will be staffed civilian and uniformed personnel. (Revised 01/02/2010)</p>	
<b>Guidelines</b>	<b>Joint Operations Centres (JOC)</b>
<p>The guidelines describe JOC's main functions: 24/7 situational awareness; operational reporting; contact service; and support to crisis response management. The guidelines can be applied to</p>	



establishment of JOC core functions in all missions. It also addresses other common issues that can be encountered by staff members involved in setting up or running day-to-day operations (e.g. interactions with UNHQ, staffing, IT issues, etc). The guidelines include templates for developing Standard Operating Procedures (SOP) and further facilitating the establishment and the operations of specific tasks at the mission level. (Revised Feb 2010)

## 2.2 Information Collection

<b>Policy</b>	<b>Monitoring and Surveillance Technology in Field Missions</b>
This Policy explains the principles and the purpose of using Monitoring and Surveillance Technology (M&ST) for mandate implementation and protection of United Nations personnel and facilities. Monitoring and Surveillance Technology also provides guidelines on the Status of Mission/Force agreement (SOMA/SOFA), information processing, and training. (19/11/2010)	
<b>SOP</b>	<b>Monitoring and Surveillance Technology in Field Missions</b>
This Standard Operating Procedure (SOP) provides instructions on the implementation of Monitoring and Surveillance Technology (M&ST) and equipment with field mission HQ responsibilities, procurement manual example. Use of M&ST requires coordinated planning, tasking, operating, analysing and integration. (19/11/2010)	
<b>SOP</b>	<b>Submission of Situation and Special Incident Reports by DPKO Field Missions</b>
The SOP provides guidance on the format, content and transmission of daily and weekly Situation Reports and Special Incident Reports and also gives contact information for the DPKO Situation Centre. (01/09/2006)	

<b>Policy</b>	<b>Video/Audio Recording and Photography Policy</b>
The principle of DPKO's policy on this subject is to reaffirm the authority of the Head of Mission to exercise their direction regarding the use of photography/video equipment for official and private purpose. (02/10/2001)	
<b>Paper</b>	<b>The Use of Digital Satellite Images in United Nations Peacekeeping Operations</b>
This paper examined the state of United Nations involvement in commercial satellite technology and make recommendations on the use of such technology in current and upcoming peacekeeping operations. Specifically this paper looks at the quality and resolution of commercial satellite imagery, the applications and limitations of using this technology in the field, and some possible policy concerns that should be taken into consideration. (01/01/2003)	

## 2.3 Information Security

<b>SG's Bulletin</b>	<b>Information Sensitivity, Classification and Handling</b>
The Secretary-General, for the purposes of ensuring the classification and secure handling of confidential information entrusted to or originating from the United Nations, promulgates classification principles, classification levels, identification and markings, declassification, and handling of classified information. (ST/SGB/2007/6)	
<b>Manual</b>	<b>Information Sensitivity Toolkit, Version 1</b>
This toolkit provides easy to understand guidance on a number of topics relating to information sensitivity and security, including: United Nations security classification principles and levels, when and who classifies information; how to mark sensitive information; the requirements for access to information; the handling of sensitive information; and the downgrading, declassification and destruction of sensitive information. This manual also provides 3 case studies. (24/02/2010)	

<b>SOP</b>	<b>Access to Information</b>
<p>This Standard Operating Procedure (SOP) allows for the management of access rights and restrictions to information produced by all offices within peacekeeping. Specifically, this SOP provides offices instruction on establishing a common framework for access to information, called an Access Rights Matrix. An Access Rights Matrix serves as an office's baseline access policy. It shall be applied whenever a collection of information is being created or actively managed, regardless of physical format (paper, digital or otherwise). This procedure is mandatory at all levels. (01/01/2011)</p>	
<b>SOP</b>	<b>Access and declassification of Archives and non-current records</b>
<p>The SOP is to establish access and declassification procedure for archives and non-current records of the peacekeeping group, further to ST/SGB/2007/5 on Record-keeping and the Management of United Nations Archives and ST/SGB/2007/6 on Information Sensitivity, Classification and Handling. This SOP applies to DPKO and DFS Headquarters, and to all DPKO and DFS-led peacekeeping and political missions. This SOP applies only to archives and non-current records. For guidance on access to and declassification of current records, consult the Archives and Records Management Section's Information Sensitivity Toolkit, available through <a href="http://archives.un.org">http://archives.un.org</a> as of April 2010. (01/01/2006)</p>	

## 3 Operations

### 3.1 Protection of Civilians (Operational aspects)

<b>Code Cable</b>	<b>DPKO/DFS Operational Concept on the Protection of Civilians in United Nations Peacekeeping Operations</b>
<p>This note provides an operational concept for the implementation of protection of civilians mandates by UN peacekeeping operations. This concept draws on operational experience and lessons learned to present a basic framework for conceptualising the protection of civilians by UN peacekeeping missions. The operational concept is organised around a three-tiered approach to protecting civilians: (1) Protection through political process, (2) Providing Protection from physical violence, and (3) Establishing a protective environment. (09/04/2010)</p>	
<b>Joint Study</b>	<b>Protecting Civilians in the Context of UN Peacekeeping Operations: Successes, Setbacks and Remaining Challenges</b>
<p>This study examines the creation, interpretation, and implementation of mandates for United Nations peacekeeping missions to protect civilians. It is a joint study by OCHA and DPKO and contains insights and recommendations for the entire range of UN protection actors, including the Security Council, troop and police contributing countries, the Secretariat, and the peacekeeping operations implementing protection of civilians' mandates. (11/2009)</p>	

### 3.2 Crisis Management and Monitoring

<b>SOP</b>	<b>HQ Crisis Response in Support of DPKO-Led Field Missions</b>
<p>This SOP provides the framework for DPKO and DFS Headquarters to respond to crises in DPKO-led field missions. It recognises that the affected mission will be responsible for</p>	

managing the crisis based on approved crisis management procedures. DPKO and DFS Headquarters provide overall political guidance and direction, as well as expert advice and technical support as needed for the duration of the crisis, based on the crisis response procedure described herein. (2006.17 amended on 01/12/ 2008)

<b>Policy</b>	<b>Enhanced Rapidly Deployable Capacities (ERDC) Reinforcement for Field Missions</b>
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This policy provides the concept for the identification, generation and regular review of Enhanced Rapidly Deployable Capacities (ERDC) in support of United Nations Peacekeeping Operations (UNPKO), in time of severe crisis. A severe crisis is one that threatens to overwhelm the capabilities of an existing UNPKO, including mission level reinforcements. ERDC are primarily military but may include police and civilian reinforcement, including inter alia members of Formed Police Units and the United Nations Standing Police Capacity, as determined by the nature of the crisis in the field mission. (26/02/2007)

<b>SOP</b>	<b>Inter-Mission Cooperation, Reinforcement for Field Missions</b>
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This SOP provides general guidance on how to plan for Inter-Mission Cooperation (IMC) within the scope of the Enhanced Rapidly Deployable Capacities (ERDC). One of the ERDC options identified is Inter-Mission Support (IMS) that involves the use of UN resources (for example, military/police, personnel and/or formed units in a downsizing mission) deployed from one or more nearby UNPKO to be operationally employed on a temporary basis as ERDC in another UNPKO facing, or in, a severe crisis situation. (26/02/2007)

<b>Handbook</b>	<b>Monitoring Peace Consolidation: United Nations Practitioners' Guide to Benchmarking</b>
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This handbook aims to provide basic principles, guidelines and resources that will enable United Nations field presences to measure progress towards or regress away from peace consolidation. It is a first step towards establishing more formalised benchmarking systems to be used by United Nations field presences, including more specific formats and procedures

for benchmarking organisations, data collection and aggregation, reporting, and templates of benchmarks and indicators. It aims to identify principles and methodologies that practitioners can use in establishing benchmarking systems adapted to their own unique country contexts. The structure of the handbook follows a step-by- step approach to peace consolidation benchmarking and the appendices include examples from recent benchmarking practice and links to a wide range of UN and external resources. (06/12/2010)

### 3.3 Aviation

<b>Policy</b>	<b>Aviation Operational Risk Management (ORM)</b>
This policy sets out the DPKO and DFS policy on the management of operational risk in aviation related activities in United Nations peace operations. This policy establishes the requirements to integrate and sustain Operational Risk Management within all DPKO/DFS air operations. (10/04/2008)	
<b>Policy</b>	<b>Aviation Safety</b>
This policy sets out the DPKO and DFS policy on aviation safety, through which aviation safety is established as one of the organisation's fundamental principles, thus ensuring that top priority is given to the safety of aviation operations in all missions that utilise air assets contracted by DPKO/DFS (the Missions). The Policy applies to the following categories of personnel: all civilian, military and police DPKO/DFS staff at UNHQ and in the Missions; aviation-related commercial contractors providing services to DPKO/DFS; military aviation units operating under the Letter of Assist (LOA); all agencies and funds that utilise air assets contracted by DPKO/DFS. (18/04/2009)	
<b>Code cable</b>	<b>UNSECOORD Directive on the use of military helicopters by UN system staff</b>
Clarification of a security directive issued by the United Nations Security Coordinator (UNSECOORD) on 24 October 2002 regarding the use by UN personnel serving in peacekeeping operations of helicopters operated by military staff or aviation	

companies chartered by peacekeeping missions. (06/11/2002)	
<b>Standards</b>	<b>Aviation Standards for Peacekeeping and Humanitarian Air Transport Ops</b>
As the UN has significantly increased its aviation activities, Commercial operators and military units from different countries are taking part in these operations. In line with the ICAO recommendation that the UN promulgates its own aviation standards and procedures, DPKO and the World Food Programme have established common aviation standards for humanitarian and peacekeeping air transport operations to facilitate interoperability. (21/01/2003)	
<b>Policy</b>	<b>Night Flight Operations by Military Aircraft</b>
This is the policy that DPKO has developed on night flight operations to clarify the UNHQ position on night flying. It should be incorporated into Air Operation and Aviation Safety Manuals. (05/12/2003)	

### 3.4 Communication / Reporting

<b>Guidelines</b>	<b>Guidelines for handling Code Cables</b>
This is a report about the procedures for handling code cables and other incoming information (i.e. telephone calls and incoming faxes). During silent hours, weekends and holidays the Secretariat Communications Centre has been instructed to copy to the Duty Room all "IMMEDIATE" and "MOST IMMEDIATE" cables and other messages requiring urgent or immediate action. In addition, some of the field missions might fax cables directly to the Situation Centre for action or distribution.(02/01/2002)	
<b>Guidance</b>	<b>Guidance on communication to and from the field</b>
This document presents guidelines for the communications between HQ and field missions focusing on points such as classifications, facsimile messages and indications of urgency. The document contains new instructions on code cables and other communications, and requests attention to classification in	

particular; also introduces a new procedure to identify the drafter(s); detailed guidance attached.(23/05/2002)	
<b>Guidelines</b>	<b>Report Writing for Members of Integrated Operational Teams</b>
<p>The Guidelines are intended to help members of IOTs draft reports in English in a clear, concise, coherent and tactful manner and in accordance with UN principles of writing, UN editorial guidelines and DPKO/DFS templates. It will be helpful for all UN peacekeeping personnel to improve overall efficiency by reducing time spent on outlining, drafting, revising, editing and formatting reports. The Guidelines consist of five checklists of do's and don'ts on how to draft SG reports, oral briefings, talking points, meeting notes and options papers for DPKO/DFS issues; samples on each of those five types of reports; and three new templates. The samples have been formatted using the new and/or revised DPKO-DFS templates. (01/06/2009)</p>	
<b>Guidelines</b>	<b>Use of Peacekeeping File Classification Scheme</b>
<p>The uniform Peacekeeping File Classification Scheme (FCS) is an alphanumeric filing system designed to standardize the arrangement and titling of file folders across all peacekeeping business units. The FCS is designed for use in both paper and electronic records management systems.(16/12/2008)</p>	

## 3.5 Integrated Operations Issues

### 3.5.1 UN Country Team (UNCT)

<b>Guidelines</b>	<b>Common Country Assessment and UN Development Assistance Framework</b>
<p>These guidelines are for UN country teams (UNCTs) engaged in strengthening country analysis and the preparation of United Nations Development Assistance Frameworks (UNDAFs). In these guidelines, UNCT refers to the agencies, funds and programmes working in a particular country, both resident and non-resident, under the leadership of the Resident Coordinator. (02/2007)</p>	



### 3.5.2 UN CIMIC and Civil Affairs

<b>Policy</b>	<b>Civil-Military Coordination in UN Integrated Peacekeeping Missions (UN-CIMIC)</b>
<p>This policy provides guidance to military staff and contingents in United Nations Peacekeeping Operations on the role of UN-CIMIC in the operational and tactical coordination between the UN military and civilian partners. Such coordination encompasses activities undertaken and/or facilitated by military components of UN missions across the full spectrum of UN peacekeeping operations. UN-CIMIC also refers to the humanitarian civil-military coordination function that provides the necessary interface between humanitarian and military actors to protect and promote the humanitarian principles and achieve the humanitarian objectives in complex emergencies and natural disaster situations. (01/11/2010)</p>	
<b>Policy</b>	<b>Quick Impact Projects (QIPs)</b>
<p>This policy directive defines the purpose of Quick Impact Projects, and describes their nature, scope, value, and duration. It outlines principles for programme and financial management of QIPs and provides direction on budgetary issues. (12/02/2007)</p>	
<b>Guidelines</b>	<b>Quick Impact Projects (QIPs)</b>
<p>The guidelines provide suggested procedures on the identification, selection, approval, funding, implementation, monitoring, closure and evaluation of individual Quick Impact Projects (QIPs) and the overall management of the QIPs programme in missions. (01/03/2009)</p>	
<b>Policy</b>	<b>Civil Affairs</b>
<p>This policy defines the purpose of Civil Affairs components and outlines their three core roles. It establishes basic principles for their work, and lays out guidelines for management, reporting and so on. Detailed annexes provide guidance on activities, transition between roles during the lifespan of the mission, and partnerships with other mission and non-mission actors. (01/04/2008)</p>	

### 3.5.3 Law and Order

<b>Policy</b>	<b>Formed Police Units in United Nations Peacekeeping Operations</b>
<p>The policy defines the conditions of deployment, the role and limitations-and composition of Formed Police Units (FPU) deployed in United Nations peacekeeping operations. The policy outlines the conceptual basis and values that guide the deployment of FPU and the command, control and cooperation arrangements that determine how they operate. It guides the conduct of FPU in the field, providing a clear delineation of the tasks, the appropriate use of force and the values that underlie the United Nations approach. Cooperation and coordination with the UN military component is defined in para. 63-70. (01/03/2010)</p>	
<b>Policy</b>	<b>Prison Support in UN Peacekeeping Operations</b>
<p>This policy defines and describes the prison support component of a peacekeeping operation and provides a rationale for prison support programmes in peacekeeping operations. It defines the parameters of prison system support, outlines the principle approach for DPKO support to national prison systems and describes linkages to other components. (08/12/2005)</p>	
<b>Manual</b>	<b>Prison Support Guidance Manual</b>
<p>The Prison Support Guidance Manual provides best practice guidance for UN peacekeeping operations mandated with responsibility to support a national prison service in a post-conflict territory. It has been prepared as an easy to use "how-to" guide for fulfilling the key roles of UN prison staff in peacekeeping operations and to help them implement effective strategies for support to national prison systems. Section VI refers to the situation which military component may be involved. (01/01/2006)</p>	

### 3.5.4 Public Information

<b>Policy</b>	<b>Policy and Guidance for Public Information in United Nations Peacekeeping Operations</b>
<p>This policy and guidance is intended (a) to serve as a point of reference for public information practitioners in the field and as a basis for their decision-making and activity planning; (b) for use by United Nations officials in peacekeeping operations and at United Nations Headquarters as a means to enhance their understanding of the role of public information in peacekeeping operations and of requirements to enable public information to provide effective support for mission mandates; and (c) as a template for mission planners. (01/07/2006)</p>	
<b>SOP</b>	<b>Press Statements</b>
<p>This SOP applies to and is mandatory for all headquarters staff in DPKO involved in the issuance of press statements and other written, official communications to the public. All other DPKO staff, at headquarters and in the field, as well as all relevant staff in public information offices at United Nations headquarters should be aware of this SOP.(03/04/2006)</p>	
<b>Guidelines</b>	<b>Conducting <i>Vox Populi</i> in UN Peacekeeping Operations</b>
<p>The document is to offer guidance to UN peacekeeping operations on the initiation, commissioning, implementation, monitoring, and evaluation of informal surveys of opinion on UN peacekeeping operations among the population of a Host State, described for this purpose as <i>vox populi</i>. The following material includes findings from <i>vox populi</i> conducted in Burundi, Côte d'Ivoire, the Democratic Republic of the Congo (DRC), Liberia and Sierra Leone. (11/07/2007)</p>	
<b>Guidance</b>	<b>Guidance to SRSGs on Public Information</b>
<p>This guidance is intended to assist Special Representatives and Representatives of the Secretary-General and other Heads of Mission in the area of public information and media relations. (01/05/2004)</p>	

<b>SOP</b>	<b>Public Information Activities and Sexual Exploitation and Abuse</b>
<p>This Standard Operating Procedure (SOP) provides instructions for the planning, development and implementation of public information activities on sexual exploitation and abuse. This SOP apply to all personnel in UN peacekeeping operations who are engaged in public information work related to sexual exploitation and abuse, including mission managers and commanders, spokespeople and public information officers, and conduct and discipline officers. (03/04/2007)</p>	

### 3.5.5 Mine Action

<b>Policy</b>	<b>Mine Action and Effective Coordination: The United Nations Inter-Agency Policy</b>
<p>The policy is to ensure that all United Nations mine action team members are operating with the same purpose, in accordance with clearly articulated policies. It defines the vision and core commitments of United Nations mine action and outlines the legal framework within which United Nations mine action takes place. It describes the coordination mechanisms, and individual roles and responsibilities of United Nations actors in mine action. (06/06/2005)</p>	
<b>Guidelines</b>	<b>Gender Guidelines for Mine Action Programmes</b>
<p>The guidelines have been developed to help UN mine action field-based personnel and Headquarters staff to mainstream gender considerations and to strive for gender balance in the planning and implementation and evaluation of UN mine action programmes. These guidelines are informed by the findings of consultations on good practice and lessons learned in the field. The guidelines are designed to assist mine action programmes and national authorities to fulfil their obligations under UN Security Council Resolution 1325 (31/10/2000), DPKO/DFS Policy Directive on Gender Equality in United Nations Peacekeeping Operations. (01/03/2010)</p>	

### 3.5.6 DDR/SSR

<b>Module</b>	<b>Integrated Disarmament, Demobilisation and Reintegration Standards (IDDRS)</b>
<p>IDDRS 4.40 UN Military Roles and Responsibilities. The module of the IDDRS covers the use of the capabilities under the control of the military component to support a DDR programme carried out by a UN peacekeeping mission. Issues and planning considerations raised here may also be useful in other situations, e.g., to militaries involved in DDR programmes conducted outside of UN peacekeeping missions. The module is to provide guidance to a mainly military, at Headquarters, in the field and in Member States, as to what the military component may be expected to provide in support of a DDR programme. It covers Military component contribution, Pre-deployment planning, Integrated DDR unit staffing, DDR links to security sector reform, and DDR training requirements for military personnel. (01/12/2006)</p>	
<b>SOP</b>	<b>Monitoring &amp; Evaluation for Disarmament, Demobilisation and Reintegration</b>
<p>This SOP on Monitoring and Evaluation for Disarmament, Demobilisation and Reintegration DDR provides DPKO staff with guidance on how to plan and run a Monitoring and Evaluation System for DDR in the broader context of peace keeping. It provides a standardised, comprehensive and systematic approach to monitoring and evaluating both progress and results of DDR. (01/06/2010)</p>	

## 4 Logistics and Medical Support

### 4.1 Logistics

<b>Policy</b>	<b>Strategic Deployment Stocks (SDS) Operations</b>
The policy defines roles and responsibilities as well as parameters of planning, management, review and operational development of Strategic Deployment Stocks (SDS). It covers all aspects of SDS management, operations and coordination. (01/02/2007)	
<b>SOP</b>	<b>Strategic Deployment Stocks (SDS) Fly Away Kit Deployment</b>
This Standard Operating Procedure defines the UNLB preparation, consolidation and dispatch the DPKO Strategic Deployment Stocks Fly-Away kit deployment. (29/11/2006)	
<b>SOP</b>	<b>Sourcing of UNOE Weapons and Ammunition in Peacekeeping Operations</b>
This SOP establishes policy for the sourcing of UNOE weapons and ammunition for all peacekeeping operations. The content of this SOP has been agreed by Procurement Division, United Nations Security and Safety Service, Military Division, Civilian Police Division and Mine Action Service. (25/09/2002)	
<b>Manual</b>	<b>The Property Management Manual for United Nations Peacekeeping Missions and Missions Administered by DPKO</b>
The Manual presents the policies and procedures for property management in field missions of DPKO and DPKO administered missions. This Manual contains an overview of the accounting and control of property in DPKO field missions and DPKO-administered missions, including the receiving, inspection, control, write-off and disposal of property. (24/11/2006)	

<b>Manual</b>	<b>DPKO/DFS Fuel Operations Manual</b>
<p>The Fuel Manual provides related strategic policy, standards, guidelines, practices, information and operating procedures to be used by all peacekeeping missions. The policy elements apply to all UN fuel handlers and fuel users participating in UN operations. The manual addresses a wide cross section of fuels and lubricants Management, including departmental policy, guidelines for safe handling, environmental management, operational support, contracting, financial management, fraud prevention measures and provides technical information on storage and handling equipment. (4/07/2008)</p>	
<b>Unofficial Guidance</b>	<b>Policy on Joint Logistics Operations Centre in Peacekeeping Operations (Draft)</b>
<p>The policy guidance outlines the organisation, roles and responsibilities of the Joint Logistics Operations Centre (JLOC) within Integrated Support Services (ISS) in peacekeeping operations. The policy is aimed at improving the ability of the JLOC to effectively respond to logistics support issues raised by various mission components and troops/police formed units/contingents deployed in a peacekeeping mission. (01/01/2008)</p>	

## 4.2 Contingent Owned Equipment (COE)

<b>Template</b>	<b>Contribution Agreement between TCC and DPKO</b>
<p>Template contribution agreement between UN and State contributing resources to UN peacekeeping operation, and clearance sheet. (01/01/2000)</p>	
<b>Template</b>	<b>UNSAS COE for Troop Contributing Countries</b>
<p>A package of templates in connection with troop contributing countries including lease agreement, stand-by agreement and procurement contracts. (01/01/2000)</p>	

<b>Manual</b>	<b>Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions</b>
<p>This Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (the COE Manual) details the procedures authorized by the General Assembly. The COE Manual replaces the previous arrangement whereby troop/police contributors were reimbursed based on the in and out surveys and depreciation of equipment. (29/01/2009)</p>	

### 4.3 Medical Support

<b>Manual</b>	<b>Medical Support Manual for Peacekeeping Operations</b>
<p>This manual aims to outline operational and procedural guidelines for medical support in the field. Following developments and changes to the Medical Support Manual for United Nations Field Operations in 1995, as well as input from Field Missions and other agencies, this manual has been updated and incorporates lessons learnt from recent peacekeeping operations. (09/12/1999)</p>	
<b>Guidelines</b>	<b>Medical Guidelines for Peacekeeping Operations</b>
<p>These Guidelines are concerned with;</p> <ul style="list-style-type: none"> <li>• Pre-Deployment Medical Examinations of Uniformed Peacekeepers (15/05/2003)</li> <li>• Pre-Deployment Dental Examinations of Uniformed Peacekeepers (14/05/2003)</li> <li>• Primary and Emergency Health Services in Peacekeeping Operations (15/05/2003)</li> <li>• Medical Entitlement and Reimbursement from Mission Facilities (13/05/2005)</li> <li>• Reimbursing Vaccine and Preventive Medical Costs to TCC/PCC (03/05/2005)</li> </ul>	



<ul style="list-style-type: none"> <li>• Guidelines for Preparation of Medical Budget for Field Missions (11/05/2005)</li> <li>• Environmental Safety and Occupational Health Guidelines (12/05/2005)</li> <li>• Guidelines for Food Safety Management in peacekeeping missions (14/05/2003)</li> </ul>	
<b>Guidelines</b>	<b>United Nations Medical Directors Influenza Pandemic Guidelines</b>
<p>The Guidelines provide a foundation for planning to ensure a timely, consistent and coordinated medical response across the UN system to a possible global threat. It is a new version and replaces the "United Nations Medical Services Staff Contingency Plan Guidelines For An Influenza Pandemic" (2005). (01/05/2008)</p>	
<b>Handbook</b>	<b>Medical Equipment Handbook</b>
<p>This Handbook is comprised of a set of modules organised by medical facility room-type. Each module contains the technical specifications of each piece of Medical Equipment based on the Contingent Owned Equipment Manual. With the aid of the Index (1-138), one may easily locate the necessary information on each type of equipment. The contents of this Handbook are compatible with the Medical Support Manual and the Contingent Owned Equipment Manual. (2003)</p>	
<b>Policy</b>	<b>The Role and Functions of HIV/Aids Units in UN Peacekeeping Operations</b>
<p>This Policy Directive defines the functions and role of HIV/AIDS Units and defines the parameters of work of HIV/AIDS Units and the specific linkages with medical, training and supply components, defining areas of authority and responsibility, as well as the parameters for integrating HIV/AIDS concerns in the activities of other sections. (01/12/2007)</p>	

## 5 Planning

### 5.1 Mission Planning: IMPP

<b>Guidelines</b>	<b>Integrated Planning for UN Field Presences (IMPP Guidelines: Role of Headquarters)</b>
<p>The guidelines focus on the joint mechanisms and planning products that should be in place at UN headquarters for the planning of peacekeeping or Special Political Missions (SPMs) that operate alongside a UN Country Team (UNCT) presence. The guidelines apply to UN presences that are applying the principles of integration and the Integrated Missions Planning Process (IMPP). It also provides examples of TOR and template of CONOPS. (01/05/2009)</p>	
<b>Guidelines</b>	<b>Integrated Planning for UN Field Presences (IMPP Guidelines: Role of the Field)</b>
<p>The guidelines outline the minimum standards for integrated strategy, planning and coordination to maximise the individual and collective impact of the UN peace consolidation efforts at the country level. The guidelines are part of the IMPP guidance package, which includes (a) UN Strategic Assessment and (b) the Role of Headquarters in Integrated Planning for UN Field Presences. Integration refers both to integration of components within the field mission (civilian and military) as well as the strategic partnership between the UN field mission and the UNCT. (01/01/2010)</p>	
<b>Guidelines</b>	<b>Guidelines for joint UN-EU planning applicable to existing UN field missions</b>
<p>The guidelines provide information on EU planning processes in crisis management and contribute to effective planning of EU-led operations in support of a UN mission. The guidelines are jointly approved by DPKO and EU. These guidelines are intended to serve as living reference and guidance material for DPKO/DFS staff involved in the planning of operations with the EU. UN and EU structures, decision-making and planning processes are complex and different. Clear understanding of respective autonomous processes supports effective and efficient</p>	

cooperation in the implementation of UN-authorized mandates. (13/06/2008)	
	<b>Planning Process for Military Operations</b>
This document covers the overall planning process by first reviewing the conceptual approach to the planning of peace operations that might involve the deployment of military personnel. The document then steps through the planning process used within the DPKO for the planning of military operations in support of peace operations. Finally the document covers the formats used as part of these processes. (01/09/2001)	
<b>Policy</b>	<b>Policy Guidelines on HIV/AIDS Prevention and Control for UN Military Planners and Commanders</b>
This Aide-Mémoire is intended to acquaint non-medical military leaders with five sets of UN-approved policy guidelines on HIV/AIDS prevention and control, which represent accepted “best practices” for confronting the menace of HIV and AIDS in pre-conflict, conflict, and post-conflict settings. (01/02/2000)	
<b>GA Report</b>	<b>Model Status of Forces Agreement for peacekeeping operations</b>
The General Assembly requested the Secretary-General to prepare a model status-of-forces agreement between the United Nations and host countries and to make that model available to Member States. This is the model status-of-forces agreement the Secretariat has prepared (annexed to the report). The model is intended to serve as a basis for the drafting of individual agreements to be concluded between the United Nations and countries on whose territory peace-keeping operations are deployed. The attached model, also serve as the basis for an agreement with a host country in operations where no United Nations military personnel are deployed. (10/02/1990)	

## 5.2 Pre-deployment

<b>Policy Directive</b>	<b>Contributing Country Reconnaissance Team Visits</b>
<p>The policy directive is to specify the roles, responsibilities and reporting for reconnaissance by countries that have been identified as contributing formed units of troops (TCC) and police (PCC) to a specific mission. Reconnaissance visits allow TCCs/PCCs to better prepare for the exigencies of mission deployment. (05/10/2005)</p>	
<b>SOP</b>	<b>Planning and Implementing Contributing Country Reconnaissance Visits</b>
<p>The SOP is to provide detailed procedures for planning, implementing and reporting contributing country reconnaissance in accordance with the DPKO Policy Directive on Contributing Country Reconnaissance. The SOP sets out the actions and information necessary for meeting the policy requirements for contributing country reconnaissance. (05/10/2005)</p>	
<b>Policy Directive</b>	<b>Pre-Deployment Visits (PDV)</b>
<p>The policy is to specify the roles, responsibilities and reporting for PDV to countries that have been identified as contributing formed units of troops (TCC) and police (PCC) to a specific mission. This policy deals specifically with PDV as an essential element of wider pre-deployment activities by DPKO and contributing countries. (05/10/2005)</p>	
<b>SOP</b>	<b>Planning and Implementing Pre-deployment Visits</b>
<p>The SOP is to provide detailed procedures for planning and implementing PDV in accordance with the DPKO Policy Directive on PDV. This SOP is subsidiary to the DPKO Policy Directive on PDV. The SOP sets out the actions and information necessary for meeting the policy requirements for PDV. (05/10/2005)</p>	

## 5.3 Deployment

Guidelines	Mission Start-up Field Guide
<p>The Field Guide primarily provides guidance for the start-up of medium to large multidimensional UN peacekeeping operations. The guidelines are to provide mission managers with an overview of critical managerial tasks and challenges that need to be addressed during the start-up of multi-dimensional UN peacekeeping operations. It provides a 'checklist' or basic reference tool to guide and track key start-up tasks that need to be completed in the various functional areas. The Field Guide may also be of use to staff involved in the start-up of other types of missions, including traditional peacekeeping operations, special political missions and missions involving non-United Nations peacekeeping partners. It particularly targets mission managers, starting from the HOM/SRSG to section chiefs of functional areas. (01/08/2010)</p>	

## 5.4 Stand-by Arrangements System (UNSAS)

Handbook/ Templates	UN Stand-by Arrangements System Military Handbook
<p>This package contains the UN Stand-by Arrangements System Military Handbook (2003 Edition) and Annexes and other relevant documents as follows: sample MOU; sample note verbale; sample UNSAS quarterly status report; member state organisational/equipment chart;</p> <p>Annex A - personnel documentation;</p> <p>Annex B - major equipment provided by government;</p> <p>Annex C - self-sustainment documentation;</p> <p>Annex D - cargo load list summary;</p> <p>Annex E - general cargo list (air/sea);</p> <p>Annex F - dangerous cargo list (air/sea). (14/04/2003)</p>	

## 6 Training and Best Practice

### 6.1 Training Guidelines and Standards

<b>Policy</b>	<b>Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations</b>
The Policy outlines how DPKO and DFS provide guidance and assistance to Member States and associated peacekeeping training institutions conducting UN peacekeeping pre-deployment training for military and police personnel (individuals and/or formed units) deploying to a DPKO-led peacekeeping operation. (01/10/2009)	
<b>Guidelines</b>	<b>Roles and Training Standards for UN Military Experts on Mission</b>
The Guidelines describe the core roles and scope of operational employment activities for UN Military Experts on Mission in DPKO-led peacekeeping missions. These Guidelines link the roles of these military personnel to the skill sets that have been identified by DPKO as generally common to their operational employment across all UN peacekeeping missions. (01/03/2009)	
<b>Guidelines</b>	<b>Roles and Training Standards for UN Military Staff Officers</b>
The Guidelines establish the common set of roles and necessary skills for Staff Officers. In order to provide clear guidance for the pre-deployment training of Staff Officers, the Guidelines list the general duties of Staff Officers in UN PKO missions, following each duty with the relevant skill sets. (01/05/2009)	
<b>Policy</b>	<b>Training for all UN Peacekeeping Personnel</b>
The Policy defines training in the context of UN peacekeeping, and the roles and responsibilities and inter-relationships of the different entities involved in UN peacekeeping training. The Policy outlines the process by which UN peacekeeping training is identified, prioritised and leads to the development, budgeting,	

delivery and evaluation of training to meet strategic and mission-level needs and the process by which UN peacekeeping training standards are developed and monitored. (01/05/2010)	
<b>SOP</b>	<b>Mobile Training Support Teams</b>
This SOP provides standardised instructions for initiating, organising and deploying Mobile Training Support Teams (MTST) to Member States and associated peacekeeping training institutions (PKTI) in order to provide direct support to their military and/or police UN peacekeeping pre-deployment training (PDT) programmes. (01/10/2009)	
<b>SOP</b>	<b>Training of Trainers</b>
This SOP provides instructions for initiating, organising and deploying Training Of Trainers (TOT) support to Member States and associated Peacekeeping Training Institutions (PKTI). The purpose of TOT is to ensure widespread and effective dissemination of new or updated UN Peacekeeping PDT standards. (01/10/2009)	
<b>Report Templates</b>	<b>Peacekeeping Best Practices Toolbox</b>
Official templates for peacekeeping knowledge sharing reports: End of Assignment Reports, Handover Notes, After Action Reviews and Surveys of Practice. (24/09/2007)	
<b>SOP</b>	<b>Training Recognition</b>
The SOP provides standardised instructions for requesting, reviewing and providing official recognition by the DPKO/DFS of UN peacekeeping pre-deployment training (PDT) courses conducted by Member States or associated peacekeeping training institutions (PKTI) (01/10/2009)	

## 6.2 Training Material

<b>Course Material</b>	<b>Commanding UN Peacekeeping Operations</b>
<p>This course is designed for those in leadership positions in UN peacekeeping operations. It should prove useful for participants at the strategic, operational, or tactical level, for senior and junior leaders, to those appointed to UN command and staff positions, and for those with national command or staff responsibilities. (01/06/2004)</p>	
<b>Handbook</b>	<b>UN Military Observers Handbook</b>
<p>This handbook is designed to assist Military Observers in the performance of their duties in the field. It provides general information on UN Peacekeeping and covers the guiding principles of military observer missions and the common concept of operations. This book is based on the first draft from July 1995, extensive consultations with Military Observers in the Missions and comments from the Military Observer trainers in troop-contributing countries. (01/07/2002)</p>	
<b>Manual</b>	<b>UN Peacekeeping Training Manual</b>
<p>This Manual is to provide guidelines for actual or prospective troop contributing governments in the preparation and training of their personnel for assignments with UN PKO. These training guidelines have been designed to assist commanders of national contingents and their training officers to prepare and conduct in-country training programmes before deployment in a peace-keeping operation. (01/01/2001)</p>	
<b>Manual</b>	<b>Integrated Mission Planning Process Training Materials (IMPP)</b>
<p>The training module is to provide an overview of the Integrated Mission Planning Process (IMPP) within Peacekeeping Operations. The Working group developed a process that would effectively integrate planning for peace operations within the department and with other partners in peace operations. (01/01/2005)</p>	



<b>Manual</b>	<b>Child Protection Training for UN Peacekeeping Personnel</b>
The training materials include a trainer's guide and a participant's guide. The materials were developed by the Office of the Special Adviser on Children in Armed Conflict (CAAC), UNICEF and Save the Children. (01/06/2007)	
<b>Module</b>	<b>HIV Prevention and Behaviour Change in Military Populations</b>
The curriculum is designed to help all peacekeepers, military and civilian police work to learn about HIV and AIDS and how to promote good health. This manual presents a course overview and five modules dealing with HIV prevention. (01/05/1999)	

### 6.3 Best Practices

<b>Policy</b>	<b>Knowledge Sharing</b>
This policy establishes a knowledge sharing system for DPKO-led missions and at DPKO and DFS Headquarters. The policy defines the systems, tools and guiding principles to capture, share and access DPKO-led missions and at DPKO and DFS Headquarters knowledge and thereby promote the integration of lessons learned, best practices and other operational knowledge into work processes. (01/05/2009)	
<b>Templates</b>	<b>Peacekeeping Best Practices Toolbox</b>
Official templates for peacekeeping knowledge sharing reports: End of Assignment Reports, Handover Notes, After Action Reviews and Surveys of Practice. (24/09/2007)	



## IV Security and Safety

### 1 Security

<b>Policy</b>	<b>Policy on Cooperation and Coordination between DSS and DPKO</b>
<p>DPKO utilises the services of DSS. However, DPKO also provides services to DSS as requested and appropriate in order to optimise DSS operational capabilities. This policy defined cooperation between the two Departments in working towards the implementation of the unified security management system. Roles of Force Commander, JMAC, JOC and JLOC in the field are noted. (03/10/2006)</p>	
<b>Policy</b>	<b>Security Risk Management Process</b>
<p>This policy establishes the Security Risk Management (SRM) process as the methodology for security threat and risk assessment and the management of security risk in DPKO field missions. The intent of this policy is to extend the SRM process used in the UN Security Management System to include mission military and police components. This policy applies to all DPKO-directed missions. The policy is also applicable to any DFS-directed support centre where formed military and/or police units are located. (01/11/2010)</p> <p>(Available on request only)</p>	
<b>Policy</b>	<b>Minimum Operating Security Standards (MOSS)</b>
<p>MOSS is a fundamental policy document for all United Nations field operations. MOSS is a system-wide initiative that is managed by UNSECOORD. Each country team and operation is required to develop a country MOSS using the MOSS policy document as a starting point. The MOSS policy document should be regarded as a baseline. It is a generic document that sets the minimum operating security standards for United Nations field operations globally. (01/07/2004)</p>	

<b>Policy</b>	<b>Applicability of UNSMS to Individually Deployed Military and Police Personnel</b>
<p>This policy outlines the particular arrangements of the United Nations Security Management System (UNSMS), described further in section F, which shall be made applicable to individually deployed military and police personnel in DPKO or DPA-led missions. (01/05/2008) This document is available on request. (01/05/2008)</p> <p>(Available on request only)</p>	

## 2 Safety

<b>Admin. Instruction</b>	<b>Road and driving safety</b>
<p>The instruction applies to all staff, irrespective of their location, including peacekeeping operations and special political missions, offices away from Headquarters and regional commissions. These measures are promulgated to govern the use of UN vehicles and to ensure road and driving safety, in addition to mission-specific vehicle use guidelines and country-specific minimum operating security standards. (20/05/2010)</p>	

# Accessing UN Documents

## 1 UN DPKO Policy and Practice database

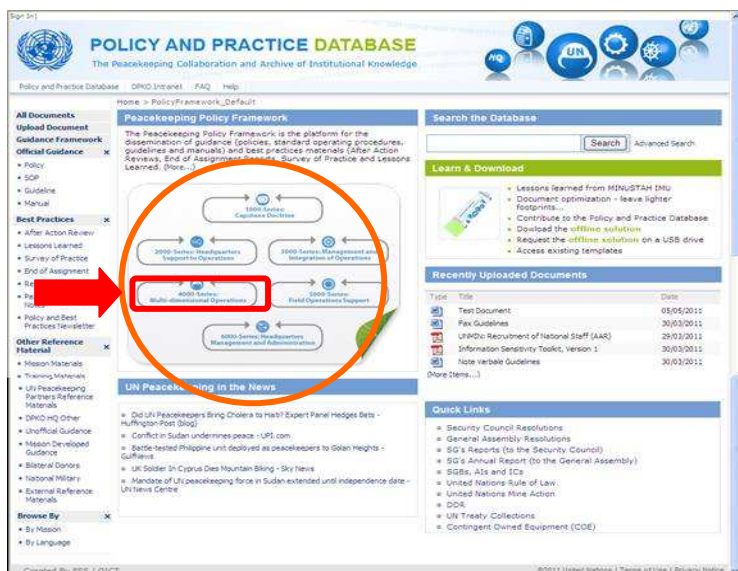
**Step 1.** Enter the following in the address bar to access the DPKO Policy and Practice Database: <http://ppdb.un.org/>

The screenshot displays the UN DPKO Policy and Practice Database interface. The left sidebar contains a navigation menu with sections like 'All Documents', 'Upload Document', 'Guidance Framework', 'Official Guidance', 'Best Practices', and 'Other Reference Material'. The main content area features a 'Peacekeeping Policy Framework' diagram, which is a flowchart showing the relationship between different levels of operations. The 4000 Series (Multi-dimensional Operations) is highlighted with a red circle. The top right corner has a search bar with a 'Search' button and an 'Advanced Search' link. Below the search bar, there are sections for 'Learn & Download' and 'Recently Uploaded Documents'.

### Step 2

1. Use the full down menu on the right side and "click" on a desired subject.
2. Navigate the guidance framework in the middle; Click a "Box" and Drill down into different levels to find specific issues.
3. Use the "Document search" feature on the page upper right and use keywords.

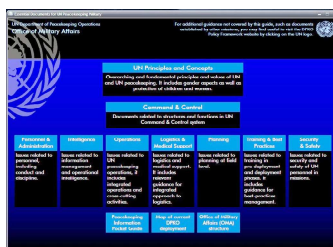
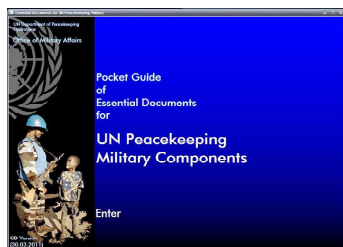
**Step 3.** Go directly to the Military section on 4000 series (Field Operations) and find documents on the Pocket Guide which is arranged by the same military staff functions.



## 2 Pocket Reference Guide CD

**Step 1.** Open your CD drive and run “setup.exe” on the CD. This will install the Pocket Reference Guide on your computer.

**Step 2.** Start “Pocket Reference Guide for Military Peacekeepers” from the Windows startup menu.



**Step 3.** Click “Enter” and select topics in the blue boxes. Narrow down your selection until you reach the document you want.

### 3 Other UN Peacekeeping Resources

#### Peacekeeping Website

In this website, you will find latest figures on Troop and Police contributions, as well as gender and fatalities in UN peacekeeping mission. You can also download the latest UN publications, explore UN archives, and get facts and figures about UN peacekeeping

Peacekeeping operates within a changing physical, social, economic and political environment. We need to be flexible to address a changing set of issues.

<http://www.un.org/en/peacekeeping/>

#### Peacekeeping Resource Hub

The Policy, Evaluation and Training Division (DPET) was established on 1 July 2007. The Division provides support to both DPKO and DFS providing a common platform for policy, guidance material, training and evaluation at Headquarters and in the field. In this website, you will find policy, lessons learned and training material for the peacekeeping community.

<http://www.peacekeepingbestpractices.unlb.org/PBPS/Pages/Public/Home.aspx>





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