# UN Infantry Battalion – Individual Skills

## Individual Task 1A: WEAPONS HANDLING AND FIRING BY DAY

**Description:** The unit organizes a firing exercise where soldiers use their individual zeroed weapons, maintains safety demonstrate the ability to handle their individual weapons and engage targets at 100-meter range.

**Condition:** The unit conducts a firing exercise by day using 6 rounds to check if weapons are zeroed, 14 rounds (7 rounds each in 2 magazines) are fired on the target at a range of 100m. Participating soldiers are randomly selected from the unit. All participants fire at the targets from a prone position (lying with sandbags), using their individual service rifle with sling while wearing full combat kit, to include flak jacket and helmet.

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **Individual Task 1A: WEAPONS HANDLING AND FIRING BY DAY** | | | | |
| **I 1A.1** | | | | |
| **Preparation** | | | | |
| | I 1A.1.1 | The firing exercise is prepared, and safety is ensured at all times. | **Standard Met** 1. The range safety officer briefs all participants on safety procedures, the firing table and qualification standards. | |
| | | | 2. The range safety detail inspects all weapons and clears firers prior to their entrance and exit from the range. | |
| | | | 3. Soldiers use their individual weapons to conduct the firing. (Comment: If range weapons are used or not all soldiers are equipped with individual weapons score Not Met.) | |
| | | | 4. Weapons are zeroed in for the firer. (Comment: Observe the first 6 shots and grouping for an assessment if weapons have been zeroed before the shooting. If range weapons are used score automatically Not Met.) | |
| | | | 5. Soldiers are wearing full combat kit, to include flak jacket and helmet. | |
| **I 1A.2** | | | | |
| **Conduct** | | | | |
| | 1A.1.2.1 | Soldiers can handle their weapon and engage targets effectively (marksmanship). | **Standard Met** 1. All soldiers demonstrate the ability to change a magazine during firing. | |
| | | | 2. If a malfunction occurs, the firer safely clears the weapon and continues firing. | |
| | | | 3. All soldiers engage targets in their assigned lanes, achieving 70% hits (10 out of 14) on the target (45 cm x 45cm). | |
| | | | 4. All soldiers demonstrate individual ability to disassemble (field strip), reassemble their rifles, and perform a weapons function check. | |
| **Individual Task 1A: WEAPONS HANDLING AND FIRING BY DAY (Overall Assessment):** | | | | |
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| **Observation & Recommendations** | | | | |

# UN Infantry Battalion – Individual Skills
## Individual Task 1B: WEAPONS HANDLING AND FIRING BY NIGHT

**Description:** The selected soldiers that participated in the day firing exercise will participate in night firing. Participating soldiers engage targets at 50-meter range with their rifle and may use night vision devices if equipped with the weapon, or engage the target with tactical illumination (flares) provided by the unit.

**Condition:** The unit conducts a firing exercise by night with 14 rounds (7 rounds each in 2 magazines) fired on the target at a range of 50m. Firing will be from a prone position (lying with sandbags), using their individual rifle with sling and in full combat kit, including flak jacket and helmet.

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **Individual Task 1B: WEAPONS HANDLING AND FIRING BY NIGHT** | | | | |
| **I 1B.1** | | | | |
| **Preparation** | | | | |
| | I 1B 1.1 | The firing exercise is prepared, and safety is ensured at all times. | **Standard Met** 1. The range safety officer briefs all participants on safety procedures, the firing table and qualification standards, noting the higher risk during night. | |
| | | | 2. The range safety detail inspects all weapons and clears firers prior to their entrance and exit from the range. | |
| | | | 3. Soldiers use their personal weapons to conduct the firing. | |
| | | | 4. If night vision devices/ sights are used the sights are zeroed in for the firer.  (Comment: If no illuminated optical sights or night vision devices are used score Non-Applicable.) | |
| | | | 5. If tactical illumination (e.g. from flares, signal pistols, mortars) is provided the illumination rounds do not endanger the firers and effectively illuminate assigned targets. | |
| **I 1B.2** | | | | |
| **Conduct** | | | | |
| | I 1B.2.1 | Soldiers can handle their weapon and engage targets effectively (marksmanship). | **Standard Met** 1. If a malfunction occurs, the firer safely clears the weapon and continues firing. | |
| | | | 2. All soldiers engage targets in their assigned lanes, achieving 50% hits (7 out of 14) on the target (45 cm x 45cm). | |
| **Individual Task 1B: WEAPONS HANDLING AND FIRING BY NIGHT (Overall Assessment):** | | | | |
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| **Observation & Recommendations** | | | | |

# UN Infantry Battalion – Individual Skills

## Individual Task 2: Navigation

**Description:** Officers and NCOs at all levels will plan patrols and guide their personnel through a series of waypoints to an objective area by day and night by reading a map, using a GPS and a compass.

**Condition:** Officers and NCOs are randomly chosen to complete a Navigation based on the military grid reference system using maps between 1:50k to 1:200k, a compass, a protractor, a GPS device, and map plotting materials (markers, erasers, etc.). A navigation course with 4-5 waypoints on the map (not in sight of each other), approximately 1 km apart can be prepared to test the navigation skills of NCOs and Officers. At each waypoint, one or more indicators from below are tested and required to navigate to the next point. If the available terrain or time does not allow to conduct a navigation course the validation can be conducted at a static location.

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **Individual Task 2: Navigation** | | | | |
| **I 2.1** | | | | |
| **Navigation** | | | | |
| | I 2.1.1 | NCOs and Officers possess basic map reading skills. | **Standard Met**<br>1. Can find their position with and without GPS (longitude-latitude or grid reference) and indicate it on a map. | |
| | | | 2. Can find the elevation of a given location on a map. | |
| | | | 3. Can calculate straight-line distance on a map from one point to another (using the International System of Units (SI), the imperial system (UK) or the United States customary units). | |
| | | | 4. Can calculate the magnetic compass bearing to a designated point on the ground. | |
| | | | 5. Can indicate a designated prominent ground feature on the map and determine the own location by using a compass. | |
| | | | 6. Can prepare and explain their navigation plan (e.g. for a patrol by foot) and describe the prominent features (heights, orientation points, key terrain features) along the route. | |
| **Individual Task 2: Navigation (Overall Assessment):** | | | | |
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| **Observation & Recommendations** | | | | |

# UN Infantry Battalion – Individual Skills

## Individual Task 3: Buddy First Aid

**Description:** All UN personnel must be capable of moving a casualty out of danger, of giving immediate life-saving treatment to a casualty, and of requesting a CASEVAC in the correct manner and within 10 minutes thereby ensuring that the 10-1-2 rule is met.

**Condition:** Soldiers will be selected randomly. Selected soldiers must have an Individual First Aid Kit (to include a tourniquet, occlusive dressing, combat gauze, and reporting formats) and in full combat kit (to include flak jacket and helmet) with appropriate unit communications equipment (at minimum VHF/UHF for short-range communications and HF or SATPHONE for long-distance communications)  be able to treat simulated injuries and request for CASEVAC.

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **I 3.1** | | | | |
| **Buddy First Aid** | | | | |
| | I 3.1.1 | All Soldiers are equipped to provide Buddy First Aid. | **Standard Met** 1. Protective equipment (medical disposal gloves). | |
| | | | 2. Combat Application Tourniquet (C.A.T.) | |
| | | | 3. Occlusive dressing. | |
| | | | 4. Roller bandages/gauze. | |
| | | | 5. Emergency Pressure Dressing (EPD). | |
| | | | 6. Safety Scissors. | |
| | | | 7. Reporting formats (CASEVAC Request). | |
| | I 3.1.2 | The soldier conducts a scene (Safety, Cause, Environment, Number, Extra Resources) assessment | **Standard Met** 1. Identifies hazards and controls threats and hazards before turning the attention to the treatment of the casualty (e.g.In the event of ongoing hostility or gunfire, primary role may be to continue to engage threats to increase the security and safety of the scene). | |
| | | | 2. Takes precautions for body substance isolation (BSI) by putting own gloves and eye protection. | |
| | | | 3. Determines the cause of the injury (note: classifies the casualty as either a Trauma (e.g. gunshots, explosions, road traffic accident, snake bite) or Medical (e.g. disorders of consciousness, respiratory disorders, heart disorders) casualty). | |
| | | | 4. Determines environmental factors impacting the casualty (wet, heat, cold, fire, electricity, traffic). | |
| | | | 5. Determines the number of casualties and availability of first responders (assesses if decisions must be made to prioritize casualties). | |
| | | | 6. Determines if extra resources are required. | |
| | I 3.1.3 | The soldier sends an alert message | **Standard Met** 1. The exact location of desired pick-up is provided (e.g. UTM, MGRS, Lat/Long). | |
| | | | 2. Information on the incident (note: This should include the radio frequency, phone or satellite phone on-scene). | |
| | | | 3. Actions being taken on the incident site. | |
| | | | 4. Resources Required/ Requested. (e.g. Is there any special equipment needed at the site ). | |
| | I 3.1.4 | The casualty is moved from the Point of Impact (POI) to a safe location. | **Standard Met** 1. Emergency casualty movement techniques are used. | |
| | | | 2. Casualty is only moved when absolutely necessary (e.g. if required to ensure BFA). | |

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|---|---|---|---|---|
| **I 3.1.5** | Massive bleeding is stopped | **Standard Met**<br>1. Tourniquet is applied correctly for any massive bleeding from the arms or legs. | | |
| | | 2. Wounds that are not amendable to Tourniquet placement are packed using conforming gauze dressing with direct pressure for at least 3-5 minutes. | | |
| | | 3. Immediate steps to seal chest wounds with an occlusive dressing to prevent air from entering the lungs are taken. | | |
| **I 3.1.6** | Measures to ensure open airways, respiration, circulation and hypothermia prevention are being performed. | **Standard Met**<br>1. Evaluate the breathing of the casualty and basic airway management ('head tilt/chin lift' AND recovery positional techniques and manual stabilization). | | |
| | | 2. Voice, Sound, Pain method are applied to evaluate the casualty responsiveness. | | |
| | | 3. Circulation is supported (e.g. Opening tight clothing or relieve casualty of equipment (e.g. back bags, helmet, flag jackets, weapons). | | |
| | | 4. Casualty is kept warm (e.g. Exchanging any wet clothing for dry clothing, wrapping the casualty in a blanket or other warm material (if the casualty is cold). | | |

**Individual Task 3: Buddy First Aid (Overall Assessment):**

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**Observation & Recommendations**

# UN Infantry Battalion – Functions
## UN Infantry Battalion Function 1: PERSONNEL/ADMINISTRATION

**Description:** The Personnel & Administration Function manages the Battalion-level Personnel, ensures adherence of the UN code of conduct and supports the Battalion Commander to maintain and manage Conduct & Discipline related issues and the welfare of all subordinated personnel. In line with UNMIM Chapter 8 this Function includes the subfunctions of Personnel/Administration, Conduct & Discipline, Welfare and Safe Driving (UNMIM, para 2.17).

**Ref:** UNIBAM Chapter 2 and UNMIM Chapter 8 and para. 2.17

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **F 1.1** | | | | |
| **Personnel/Administration** | | | | |
| | F 1.1.1 | Personnel administration of the unit is guided by Mission SOPs. | **Standard Met** 1. Battalion SOPs are written in the mother tongue and in English. | |
| | | | 2. Personnel reporting procedures are covered in Battalion SOPs. | |
| | | | 3. Conduct and discipline procedures are covered in Battalion SOPs. | |
| | | | 4. Contingent leave policy is covered in Battalion SOPs. | |
| | | | 5. Welfare measures are covered in Battalion SOPs. | |
| | | | 6. The SOP is updated and signed by Contingent Commander and not older than unit arrival date. | |
| | | | 7. Job descriptions are available for all functions in the Battalion. (Comment: Are the Job Descriptions in English language, put into the UN template, using the current naming conventions and containing the necessary pre-deployment skills? Has every single member of the Unit/Sector signed a personal copy of their job description?) | |
| | F 1.1.2 | Infantry battalion HQs maintains, reports and records operational strength status of the unit. | **Standard Met** 1. Daily/Weekly unit strength reports are provided to Sector/ Force HQs. | |
| | | | 2. The personnel branch maintains the clear status of all unit personnel including the deployed locations. | |
| | | | 3. Subordinated units report daily strength status of all soldiers. | |
| | | | 4. Personnel branch reports critical shortfalls regarding personnel to Battalion Commander. | |
| | | | 5. The Battalion authorized strength is in line with the MOU. | |
| | | | 6. The Battalion operational strength (actual strength) in line with the specific field missions SOP is maintained at all locations of the Battalion. | |
| | | | 7. Repatriations/rotations of personnel before the end or at the end of the normal tour of duty are correctly recorded and documented. | |
| | F 1.1.3 | The Battalion meets UN specific gender strategy requirements. | **Standard Met** 1. 9% of all deployed contingent. pers. are females (9% in 2022, 10% in 2023, and 15% in 2028). Ref.: | |

| | | | Uniformed Gender Parity Strategy 2018-2028, DPO. | |
|---|---|---|---|---|
| | | | 2. Female soldiers are employed and operating in the unit as per their assigned function. (Comment: Question female soldiers.) | |
| | | | 3. Female soldiers have been assigned mentors in the contingent. (Comment: Question female soldiers.) | |
| | | | 4. The Battalion has a trained Gender Focal Point /Adviser. | |
| | | | 5. The Battalion has an organic Engagement platoon/ team with a minimum ratio of 50% females. (Comment: Mandatory from 2021, Also check against SUR.) | |
| | | | 6. Commanders are aware of the FC's Gender responsive document and conforming to its intent. (Comment: Comment: Question gender advisor/Focal point) | |
| | | | 7. Unit leadership ensures gender training and awareness is being conducted in regular intervals. (Comment: Question gender advisor/Focal point) | |
| | F 1.1.4 | Physical requirements are in place according to UN gender strategy. | **Standard Met** <br> 1. Separate accommodation, showers and toilets are available for female personnel. | |
| | | | 2. Women's ablution and washrooms are in close distance to their accommodation. | |
| | | | 3. Safety lighting is installed around all camps to ensure safe movement of personnel at night. | |
| | | | 4. Suitable accommodation for women to allow full access, able to travel and operate in all areas in the mission is available. | |
| | | | 5. Women have access to female sanitary products and there are disposal points for sanitary products in the ablutions. | |
| | F 1.1.5 | Contingent personnel meet UN specific requirements. Ref.: COE Manual Chapter 9 Annex A | **Standard Met** <br> 1. Contingent has no personnel under 18 years of age. | |
| | | | 2. Contingent has no personnel older than 55 years of age (excluding ranks above Lt Col/Senior Warrant Officer). | |
| | | | 3. Key personnel of the Battalion is capable to communicate in English with higher levels of Command. | |
| | | | 4. Personnel on the platoon level can communicate in the Mission language (e.g. French). | |
| | | | 5. Personnel in specialized functions is trained. (Comment: Check with S1 for duty record/training records of maintenance, medical, kitchen, engineer personnel and interview 1 of each group to verify.) | |
| **F 1.2** | | | | |
| **Conduct & Discipline and SEA prevention** | | | | |
| | F 1.2.1 | Understanding of SEA prevention and UN standards of Conduct. | **Standard Met** <br> 1. All unit members questioned can explain the UN standards of conduct. | |

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| | | (Comment: A minimum requirement 5% of the overall contingent strength must be questioned.) | 2. All unit members questioned can explain the prohibitions against SEA and sexual relationships with members of the local population. | |
| | | | 3. All unit members questioned demonstrate awareness of the possible consequences of SEA for troops, victims, the TCC and mission/UN | |
| | | | 4. All unit officers and senior NCOs (Staff sergeants and above), and all other unit members questioned, know and can explain the process/procedure/appropriate reporting channels for reporting suspected misconduct. | |
| | | | 5. All unit personnel carry the "No Excuses" card and the "Ten Rules: Code of Conduct for Blue Helmets" translated into unit's mother tongue. | |
| | | | 6. There are visible awareness-raising messages (e.g. posters, regular townhalls) regarding SEA prevention and UN Code of Conduct present in the Unit. | |
| | F 1.2.2 | The Battalion includes deployed personnel authorized and trained to serve as National Investigation Officers (NIOs). (Comment: Only applicable if unit has deployed NIOs.) | **Standard Met** 1. The NIO is formally authorized to obtain DNA samples of contingent members who are alleged to have committed SEA for criminal, military judicial, or administrative action. (Comment: Authorization needs to be documented. ) | |
| | | | 2. The NIO is formally authorized to obtain DNA samples of contingent members against whom there is a claim for paternity and/or child support. (Comment: Authorization needs to be documented.) | |
| | | | 3. The NIO is formally authorized to obtain DNA samples of mothers and children as relevant to their investigations. (Comment: Authorization needs to be documented.) | |
| | | | 4. There is a written document that the NIO has received training on UN code of conduct, including SEA. | |
| | | | 5. Units of over 300 authorized strength are required to deploy 2 NIOs, for units below 300 authorized strength 1 NIO. (Comment: Check against authorized strength in the MOU.) | |
| | F 1.2.3 | The Battalion has a plan on prevention of UN standards violations on conduct, including the zero-tolerance policy on SEA. | **Standard Met** 1. The unit commander has a written plan in place for preventing misconduct. | |
| | | | 2. The unit has identified areas vulnerable for SEA cases and the preventive measures. | |
| | | | 3. The plan is aligned with FHQ and approved by the Force Commander. | |
| | | | 4. The plan is coordinated with the Conduct and Discipline team. | |
| | | | 5. The plan identifies priority misconduct risks, and measures to mitigate these risks. | |
| | F 1.2.4 | Battalion commander has control measures to | **Standard Met** 1. The unit commander and all sub-unit | |

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| | | prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA). | commanders maintain a record showing they communicate on conduct and discipline to those under their command on a regular basis (at least monthly), including on the standards related to SEA. | |
| | | | 2. Where personnel are deployed to Temporary Operating Bases or other remote locations, the unit commander conducts regular (monthly) visits to ensure adherence to UN standards of conduct. | |
| | | | 3. The unit and sub-unit commanders demonstrate that they are actively monitoring the plan and measures to mitigate the risk of misconduct. | |
| | | | 4. The unit commander maintains records and decisions of all disciplinary cases in the unit | |
| | | | 5. Unit commander and sub-unit commanders have a clear understanding about the procedure to deal with/administer the violation of conduct and discipline and SEA cases. | |
| | | | 6. Appropriate action has been taken to address the violation of conduct and discipline and SEA cases. | |
| | F 1.2.5 | Battalion personnel adheres to UN standards of conduct and discipline incl. SEA. | **Standard Met** 1. During the reporting timeframe no contingent member has been repatriated as a result of disciplinary issues. | |
| | | | 2. During the reporting timeframe no violation of the UN standards of conduct of a current contingent member is documented. | |
| | | | 3. During the reporting timeframe the Battalion Commander and personnel cooperated during investigations. (Comment: N/A if no investigations) | |
| | | | 4. The Battalion commander conducts own investigations on cases of misconduct and penalizes contingent members that are found guilty (in accordance with authorization by national law) (Comment: Records to be presented. N/A if no cases.) | |
| | | | 5. All cases of misconduct allegations and investigations are documented incl. the outcome (sentence) (Comment: Records to be presented. (N/A if no allegations or investigations)) | |
| **F 1.3** | | | | |
| **Safe Driving** | | | | |
| | F 1.3.1 | Battalion personnel adheres to UN standards of safe driving. Ref.: Ref.: UNMIM para. 2.17 | **Standard Met** 1. During the reporting timeframe no traffic violations (with contingent members at fault) have been recorded by FPM/MP. (Comment: Obtain information from FPM/MP, Sector HQs Operations Centre.) | |
| | | | 2. During the reporting timeframe no traffic accidents (with contingent members at fault) have been recorded by FPM/MP. (Comment: Obtain information from FPM/MP, Sector HQs Operations Centre) | |

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| | | | 3. Certification of drivers (driver's license or course completion certificate) for military pattern, armored, specialized and heavy vehicles are available. (Comment: Conduct spot checks for different vehicle categories.) | |
| | | | 4. A system is in place to ensure that drivers are rotated when driving over longer distances/ for longer time periods. (Comment: Note that driving over longer periods can result in lapses in concentration.) | |
| | | | 5. Battalion HQs has a responsible officer to manage vehicles, tasking, drivers, licenses, safe driving measures in accordance with mission specific guidelines. (Comment: Does the Transport Section operate from a set of locally produced Standing Orders, covering the management of vehicles and drivers, reflecting local procedures? Does the Transport Section operate a satisfactory system to coordinate and control vehicle tasking and movement in accordance with mission procedures?) | |
| | | | 6. Battalion trace traffic violation cases, conduct investigations (also in cooperation with local authorities and MP) and take disciplinary measures if required (e.g. gross negligence). (Comment: Comment: Check unit records. If no existing cases - N/A.) | |
| | **F 1.3.2** | Battalion has implemented a Road Safety Program Ref.: Ref.: UNMIM 2.17.6 | **Standard Met** 1. Battalion has clearly documented safety regulations and Standard Operating Procedures (SOPs) which are understood by drivers and vehicle occupants. These measures must be strictly enforced (e.g., speed limits, use of seat-belts, alcohol control, vehicle breakdown drill). (Comment: Does the Transport Section utilize the UN Drivers Handbook and ensure their drivers are familiar with its contents?) | |
| | | | 2. Training, testing and certification of drivers to operate vehicles in all weather conditions, during night and low-visibility and over rough terrain replicating conditions in the AOR. (Comment: Initial training conducted prior to deployment and repeated as refresher training during deployment-check records.) | |
| | | | 3. Battalion uses assistant drivers in vehicles where applicable. | |
| | | | 4. Drivers know how to respond to accidents, perform self -extraction, operator-level emergency repairs, report on accidents, break-downs and faults, provide first-aid and attend to injuries en-route. (Comment: Question vehicle operators for an assessment.) | |
| | | | 5. Vehicle operators of the Battalion are performing daily Preventive Maintenance Checks and Services | |

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| | | | (PMCS) prior to the operation of any vehicle, recording checks and services in logbooks assigned to the vehicle.  (Comment: Conduct spot check with vehicle operators-PMCS as a minimum shall include a quick visual inspection and walk around of the vehicle to ensure that the tires are properly inflated and that brake, signal lights, headlights are working properly, and no obstructions or personnel are obstructing vehicle movement; petroleum, oil and lubrication levels are at the full level.) | |
| | | | 6. All vehicles are equipped with emergency repair and towing equipment, fire extinguishers, emergency triangles and first aid equipment. | |
| **F 1.4** | | | | |
| **Welfare** | | | | |
| | F 1.4.1 | The Battalion has the required equipment, infrastructure and processes to provide effective welfare for its members.     Ref.: UNMIM Chapter 8 (Comment: Score 0/10 for the indicators related to KPI SS (Self Sustainment) categories.) | **Standard Met** 1. No shortfalls regarding the Self Sustainment category of Catering (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 2. No shortfalls regarding the Self Sustainment category of Welfare (as per DOS KPI SS categories such as sports facilities, phone facilities etc.) are identified in the last COE verification inspection. | |
| | | | 3. No shortfalls regarding the Self Sustainment category of Internet Access (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 4. Recreational space/ facility is available. | |
| | | | 5. Entertainment facility, TV, religious facilities, library, indoor/outdoor sports areas are available. (Comment: How does the unit account for Welfare items? Carry out a 10 item check of items on the Welfare account.) | |
| | F 1.4.2 | The Battalion has implemented procedures to ensure the welfare of its members.  Ref.: UNMIM Chapter 8 | **Standard Met** 1. The Battalion has documented leave plans as per UN regulations for the contingent.    (Comment: Does the unit have a system for registering and planning annual/compassionate/recreational leave?) | |
| | | | 2. Temporary deployments at remote locations are not exceeding 30 days (unit members are rotated at these locations). | |
| | | | 3. All Unit and sub-unit commanders have implemented and documented a duty system allowing for rest and recuperation. | |
| | | | 4. The Battalion has an appointed unit/contingent welfare officer responsible for unit welfare. | |
| | | | 5. The Battalion welfare officer has developed and a documented welfare plan and program for unit members (e.g. game nights, sport competitions, movie nights). | |
| | | | 6. The Battalion has a system in place to inform all personnel (e.g. current situation, incidents, | |

| | | | upcoming events) to avoid speculation, rumours and frustration. | |
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| | | | 7. The battalion has established a designated counsellor for contingent members to raise problems and concerns. | |

**UN Infantry Battalion Function 1: PERSONNEL/ADMINISTRATION (Overall Assessment):**

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**Observation & Recommendations**

# UN Infantry Battalion – Functions
## UN Infantry Battalion Function 2: MILITARY PEACEKEEPING-INTELLIGENCE (MPKI)

**Description:** The Military Peacekeeping-Intelligence (MPKI) Function manages the Battalion-level MPKI Cycle, including direction, acquisition, analysis and dissemination, in line with current UNDPO peacekeeping-intelligence policy and associated MPKI handbook. This is to ensure that the Battalion Commander's decision-making process is fully supported with timely, concise and relevant MPKI products.

**Ref:** United Nations Military Peacekeeping-Intelligence Handbook.

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **UN Infantry Battalion Function 2: MILITARY PEACEKEEPING-INTELLIGENCE (MPKI)** | | | | |
| **F 2.1** | | | | |
| **Awareness and Understanding of the Battalion Area of Responsibility (AOR)** | | | | |
| | **F 2.1.1** | Battalion MPKI Section is using overlays to depict the security situation in its Area of Responsibility.  Ref.: UNMPKI HB 9.4.2 | **Standard Met** <br> 1. All Overlays include a Day-Time-Group (DTG) of when the overlay was produced / last updated | |
| | | | 2. All overlays have a title of what the overlay is depicting | |
| | | | 3. All overlays include a North pointer in order for the overlay to be correctly orientated on the map | |
| | | | 4. All overlays include a reference to the map edition and series in order for it to be overlaid on to the correct mapping | |
| | | | 5. All overlays include at least two northing and easting cross markings to ensure that the overlay is placed on the map in the correct place | |
| | | | 6. At the minimum separate overlays are created for the physical terrain, the information terrain and the human terrain | |
| | **F 2.1.2** | The Battalion MPKI Section demonstrates awareness of the physical terrain in its Area of Responsibility and its potential impact on unit operations to achieve the mandate.  Ref.: UNMPKI HB 9.4.5 | **Standard Met** <br> 1. All routes throughout the unit Area of Responsibility, including roads, tracks and likely transit routes used by UN forces and other actors are identified and classified based on capabilities such as vehicle type (i.e., movement on foot will be graded differently than movement using tracked vehicles) is depicted in an Overlay Ref.: MPKI handbook 9.4.5 (Comment: This overlay is known as the Mobility Corridor Overlay ) | |
| | | | 2. The terrain has been labelled UNRESTRICTED (Terrain over which movements of UN forces or other actors is not affected by the ground, vegetation, natural and man-made obstacles), RESTRICTED (Terrain over which movements of UN forces or other actors is only possible at reduced speed, is canalised, or will be possible only with the assistance of additional non-organic assets like improvised bridges, | |

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| | | | e.g., steep ground, swamps / river beds etc), SEVERELY RESTRICTED (Terrain over which movements of UN forces or actor groups being assessed as impractical e.g., rivers that cannot be crossed/forded, known minefields) and is depicted in an Overlay.  Ref.: MPKI handbook 9.4.5 | |
| | | | 3. Pertinent Infrastructure in the Area of Responsibility of the Battalion is depicted in an Overlay. E.g.: Sanitation (including sewerage, Water supply (including water purification or de-salinization plants); Power supply; Places of religious importance; Places of academic study; Refugee camps or key NGO facilitation areas; Health and medical facilities; Security infrastructure (prisons, police stations). | |
| | | | 4. The Battalion MPKI Section has identified terrain/ ground that provides an advantage to either UN-opposing or UN forces towards the completion of a mission (but is not critical to mission success) and depicted these areas in an overlay (Key Terrain (KT)).  (Comment: Depending on the type of the mission these could be high grounds, areas with good observation points and fields of fire, key infrastructure (such as bridges, medical facilities, choke points, intersections, industrial complexes)) | |
| | | | 5. The Battalion MPKI section has identified terrain/ground that is of such importance that it must be kept/controlled for mission success and depicted in an overlay (Vital Ground (VG)). (Comment: This can be combined with the Overlay depicting Key Terrain and MUST be considered in the plan of the Battalion e.g. through providing a permanent presence). | |
| | | | 6. The Battalion MPKI Section has identified and maintains separate overlays on the impact of weather / seasonal conditions on routes, river courses, areas of cover (such as vegetation growth). | |
| | **F 2.1.3** | The Battalion MPKI Section demonstrates awareness of the  human terrain in its Area of Responsibility in relation to the mandate Ref.: UNMPKI HB 9.5.2 | **Standard Met** <br> 1. The Battalion MPKI Section has depicted in overlays all ethnic, religious (incl. religious sites), political and tribal group locations and identified vulnerabilities of each group within its Area of Responsibility. | |
| | | | 2. The Battalion MPKI Section has identified all armed groups, terrorists and organized crime groups in its Area of Responsibility and depicted (in separate overlays) known locations  (along with their capability, structure, and intent, their attitude to the UN, | |

| | | | their links with other groups, and their key leaders) | |
|---|---|---|---|---|
| | | | 3. The unit has identified and depicted in an overlay all locations of Host Nation Security Forces and institutions (including structure, capabilities and contact details of key personnel) | |
| | | | 4. The Battalion has identified locations (depicted in an overlay) and strength of refugees and (internally) displaced persons and actors providing humanitarian assistance such as NGOs in their Area of Responsibility | |
| | | | 5. The Battalion has identified political organisations and key leaders in their Area of Responsibility | |
| | | | 6. The Battalion has identified in a list individuals, equipment and infrastructure which are assessed as being significant to both (threat) actors and UN forces for the completion of their respective mission(s)/ intent (Items of High Importance List (IHI List)).  Ref.: Reference MPKI handbook 9.5.11 | |
| | F 2.1.4 | The Battalion demonstrates awareness of the information terrain in its Area of Responsibility (AOR) and of its impact on Battalion operations. Ref.: UNMPKI HB 9.6 | **Standard Met**  1. The Battalion has identified the key communication methods to groups including radio (extent of coverage/who has radios), television (networks and coverage), print media ( incl. literacy of the local population); internet network (coverage / Wi-Fi access availability); public meetings and preferences for each group identified during the human terrain analysis. | |
| | | | 2. The Battalion has identified the key channels for individual to individual communications (like phone (landline or mobile networks), public address systems, meetings, personal communication, social media (Facebook, twitter etc) and preferences for each group identified during the human terrain analysis. | |
| | | | 3. The Battalion has identified and depicted in an overlay the telecommunications infrastructure (mobile network coverage, television and radio masts). | |
| | | | 4. The Battalion has identified and depicted in an overlay cell-phone blackspots and internet blackspots. | |
| | | | 5. The battalion has identified and depicted in an overlay locations of group meeting areas. | |
| | F 2.1.5 | The Battalion has developed an understanding on all those threat actors / groups that (could) have an | **Standard Met**  1. The Battalion has identified known leadership and group structures. | |

|  |  | impact on unit operations to achieve the mandate.  Ref.: UN MPKI HB 9.7 | 2. The Battalion has identified known (threat) actor equipment capabilities, including vehicles, communications systems, weapons, links to or influence over state or non-state actors, information activity, logistics and funding/finance. |  |
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|  |  |  | 3. The Battalion has identified known (threat) actor tactics, techniques, and procedures (TTPs) based on recent and historical activity. |  |
|  |  |  | 4. The Battalion has identified known (threat) actor attitude towards the UN.    (Comment: The question should be whether how the actor perceives the UN could help, harm, or hinder its cause) |  |
|  | **F 2.1.6** | The Battalion has identified the Most Likely & Most Dangerous Actor Courses of Action (ACOAs) in its Area of Responsibility. Ref.: UN MPKI HB 9.8 | **Standard Met** 1. The ACOAs depict a possible outline of the threat actors plan to accomplish its assessed intent |  |
|  |  |  | 2. Each overlay identifies the likely Avenues of Approach or Mobility Corridors of the threat actor towards the likely Objectives. |  |
|  |  |  | 3. Each COA includes a verbal description of the ACOA |  |
|  |  |  | 4. Each ACOA is Feasible, Acceptable, Complete, Exclusive and Suitable for the actor / group |  |
|  |  |  | 5. The MDACOA is used with its indicators & warnings to observe if the adversary actor/group will stay in the MLACOA. (Comment:  If indicators show the adversary or situation shifts towards the MDACOA, they provide the Commander enough time to adjust and activate contingency plans to counter this development) |  |
|  | **F 2.1.7** | Battalion Named Areas of Interest (NAIs) are displayed in an Event Overlay (EO) on a map.  Ref.: UN MPKI HB 9.8.6 | **Standard Met** 1. Battalion NAIs are used to de-conflict sensors and IRs in the Information Acquisition Plan (IAP).  Ref.: UN MPKI HB 9.4.12 (Comment: Check Battalion IAP) |  |
|  |  |  | 2. Battalion NAIs are logically developed by overlaying the Most Likely and Most Dangerous ACOAs and determining where critical events are likely to occur (in time and space) and some critical targets are likely to be located  (Comment: Compare with ACOAs and incident map of the MPKI cell.) |  |
|  |  |  | 3. All identified Battalion NAIs are covered by an information acquisition asset whenever possible.  (Comment: check in the IAP) |  |
|  |  |  | 4. For each NAI the MPKI cell has identified detailed IRs. These IRs serve to confirm which ACOA the threat group or relevant actor is taking (often referred to as Indicators and |  |

| | | | | Warnings).    (Comment: Check the ACOAs) | |
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| **F 2.2** | | | | | |
| **Direction & Acquisition** | | | | | |
| | **F.2.2.1** | | The MPKI cell of the Battalion maintains an IAP that fully aligns with Sector Headquarters Information Requirements (IRs). Ref.: MPKI handbook Annex A to Chapter 3 of UN MPKIHB (page 19) | **Standard Met** 1. Force and Sector Commanders Priority Intelligence Requirements (PIR) have been supplemented with Battalion-level PIRs which are unique to the Battalion's Area of Intelligence Interest (AII).  Ref.: MPKI HB 5.2.3 | |
| | | | | 2. PIRs are broken down into Specific Intelligence Requirements (SIR), the answers to which will enable the PIR to be answered. Ref.: UNMPKI HB 5.4.6 (Comment: questions should be specific and can be answered by soldiers) | |
| | | | | 3. SIRs are further broken down into more specific questions called Essential Elements of Information (EEI) and/ or Indicators & Warning (I&W)  Ref.: UNMPKI HB 5.4.7 | |
| | | | | 4. I&W linked to a specific Named Area of Interest (NAI) are identified. (Comment: check if those I&W can be used to observe a behaviour or event that points towards a particular outcome, or that confirms a relevant actor's course of action and are incorporated in the IAP).  Ref.: UNMPKI HB 5.4.8 | |
| | | | | 5. The prioritization of the acquisition effort of the Battalion is determined in the IAP through assigning IR's as Mission Critical (critical to the success of the mission); Mission Essential (essential to assist in mission success.); Mission Desirable (important to know but not essential to the success of the mission). | |
| | | | | 6. The IAP includes timings for the acquisition/collection of the required information specifying No Later Than (NLT) and the latest time when the required information is of value (LTIOV).  Ref.: UNMPKI HB Annex A to Chapter 5 | |
| | **F 2.2.2** | | Acquisition assets of the Battalion are tasked based on the IAP and tasks are formulated and passed to subordinated units as orders (format based on the mission's SOP).  Ref.: UNMPKI HB 5.4.3, PKISR HB | **Standard Met** 1. Tasks to acquisition assets to acquire information are in accordance with the IAP. | |
| | | | | 2. The order is produced through coordination between MPKI SECTION and S3. (Comment: S3 to coordinate with other branches and actors before tasking.) | |
| | | | | 3. The staff provides details in the order that clearly define the acquisition requirements (Who will acquire the information?; What information needs to be acquired?; Where to acquire it: normally Named Areas of Interest (NAIs)?; When is the information required | |

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| | | | (NLT/LTIOV)?; Why the acquisition is required?; How the acquisition unit is to disseminate the acquired information?)  Ref.: Reference UNMPKI HB 5.4.3 | |
| | | | 4. All acquisition assets are tasked within means and capabilities. | |
| | | | 5. All assets available to the Battalion (even temporary) such as helicopters, UAVs and quadcopters are employed for collection of information. | |
| | F 2.2.3 | The MPKI cell of the Battalion regularly updates the IAP | **Standard Met**  1. Incoming information and reports are stored in a computerized and indexed logbook/spreadsheet, or accessible folder system. | |
| | | | 2. Based on the concerns and operational priorities of the Battalion Commander, MPKI pers. develops new PIRs or changes the priorities and amends the IAP.  (Comment: Check against previous versions of the IAP for changes and use the Incident Map) | |
| | | | 3. The IAP is reviewed on a regular basis as outlined in the Battalion Battle Rhythm | |
| | F 2.2.4 | The Battalion MPKI cell manages Information acquisition | **Standard Met**  1. Incoming information is also visually depicted on maps, charts, and overlays (Comment: check Situation and Incident Maps).  (Comment: MPKI has ability to access information through SAGE (applicable in Missions with SAGE access for Battalion)) | |
| | | | 2. The Battalion maintains its own source register, records the name, address, and contact details of all non-UN sources and registers its sources with the G2 MPKI branch Ref.: UNMPKI HB Annex A Chapter 3. | |
| | | | 3. The Battalion MPKI cell issues and records Requests for Information (RFIs) when the Battalion does not own the assets required to acquire the needed information and thus requires the information from another MPKI entity.   Ref.: UNMPKI HB 5.6 | |
| | | | 4. A database is maintained for incoming and outgoing RFIs. | |
| **F 2.3** | | | | |
| **Analysis** | | | | |
| | 2.3.1 | The MPKI cell of the Battalion collates, evaluates, integrates and interprets the information to develop peacekeeping-intelligence assessments related to one of the Commander's PIRs. Ref.: UNMPKI HB 7.3 & 7.4 (Comment: Consider providing information to a PIR/SIR in the IAP and follow the analytical process) | **Standard Met**  1. The MPKI cell maintains an efficient system or 'intelligence log' database to identify and register each incoming piece of information (or a MS Excel or Word document, for example), that must be accessible to all analysts, in line with UN MPKI policy, and information security SOPs.  Ref.: UN MPKI HB 7.3.6 | |

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| | | | 2. The MPKI cell records the source of each incoming piece of information without compromising source security and rates the source's reliability and the information's credibility in the form of an alphanumeric code whereby the 'Letter' indicates the reliability of the source and the 'Figure' indicates the credibility of information  Ref.: UN MPKI HB 7.4.8 | |
| | | | 3. The MPKI cell categorizes each piece of information or peacekeeping-intelligence through the accurate and effective use of tags such as: Date information was acquired; Date information was received; information type (social, security, political, economic, military, infrastructure, information)); type of source (OS; human source; organization; SIGINT); sensor used; name of source (protecting sources security); reliability and credibility of source (see above). | |
| | | | 4. The MPKI cell compares the information by cross-checking the information derived from multiple sources, by checking its coherence with previously processed data and assessing its conformity with previously acquired knowledge about the operational environment. | |
| | | | 5. The MPKI cell identifies a pattern by selecting and combining pieces of processed information, preferably from different sources, to build an intelligence picture.  Ref.: UNMPKIHB 7.7 | |
| | F 2.3.2 | Battalion-level military peacekeeping-intelligence assessments are based on Military Peacekeeping- Intelligence Analysis Standards.  Ref.: UNMPKI HB 7.5.9 (Comment: Use previous INTREPs/INTSUMs and the "intel log" to evaluate.) | **Standard Met** 1. The MPKI cell provides peacekeeping-intelligence assessments that are useful to the commander's mission, decision making or that enhance mandate implementation within the AOR of the Battalion (Relevance). | |
| | | | 2. Battalion-level Peacekeeping-intelligence assessments are based on all available sources of information (not single source information), whenever possible). | |
| | F 2.3.3 | The MPKI personnel of the Battalion uses worksheets and annotated maps to isolate problem areas and formulate relationships between items of information and peacekeeping-intelligence acquired. Ref.: UNMPKI handbook Annex A to Chapter 7 | **Standard Met** 1. The MPKI cell maintains threat analysis worksheets, personality and organization files, area study files and resource reference files. | |
| | | | 2. The MPKI cell maintains an incident map (a transparent overlay covering a large-scale topographic map of the area) which provides historical cumulative information on trends and patterns of Threat actors' activity. | |
| **F 2.4** | | | | |
| **Dissemination** | | | | |

| | F 2.4.1 | The MPKI cell supports the decision making process and situational awareness by developing and updating military peacekeeping-intelligence products | **Standard Met**<br>1. There is evidence that the MPKI cell: Conducts a full Analysis of the Operating Environment (AOE) at the beginning of the rotation and whenever a new FOB is established and as directed by the FC, Sector or the Battalion Commander.  Ref.: UN MPKI HB Annex A Chapter 3 | |
| | | | 2. Updates the AOE based on situational developments in the AOR. | |
| | | | 3. Provides regular intelligence briefs to unit and sub-units staff. | |
| | | | 4. Supports COA analysis, back briefs and Rehearsal of Concept (ROC) drills. | |
| | | | 5. Provides a written situation paragraph. | |
| | | | 6. Provides updated visual Most Likely/Most Dangerous | |
| | | | 7. MPKI is updating SAGE information (Comment: Applicable for Missions with SAGE access on Battalion level.) | |
| | F 2.4.2 | The Battalion produces timely, relevant, concise, and predictive intelligence products to support effective mandate implementation. Ref.: UNMPKI HB Chapter 8 | **Standard Met**<br>1. All products are stored in hard or soft copy (including back up) in an easy to access filing system and access to files in case of emergency is ensured for MPKI personnel. | |
| | | | 2. INTREPs and INTSUMs (daily, weekly, and monthly) are produced based on the mission's SOP, recorded and sent to relevant Battalion and Sector interlocutors. | |
| | | | 3. Peacekeeping intelligence is delivered in a timely manner so that the Battalion Commander, other decision maker (higher echelon) and planners act rather than react. | |
| | | | 4. Battalion-level military peacekeeping-intelligence products provide early warning of all threats to mandate implementation. | |
| | F 2.4.3 | The MPKI cell supports all operations with a Short Peacekeeping Intelligence Estimate (SPIE).   (Comment: Check previous SPIEs content.) | **Standard Met**<br>1. The SPIE includes A paragraph on the Current Situation covering events within the area of responsibility that have led to the estimate. | |
| | | | 2. A paragraph on the Own Mission / Objectives. This includes mission and commanders. Friendly dispositions and incidents may be addressed in brief. Can also include other identified stakeholders in the situation who are not direct adversary or friendly forces. May include international NGOs, aid agencies, political factions, etc. | |
| | | | 3. A paragraph on the Actors / Threat Actors. Brief picture describing current relevant or threat actor situation. May include the aims and intent. | |

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| | | | 4. A Threat Evaluation. Detail on known dispositions, recent activity, composition. Detailed exploration of the actors' / threat actors' doctrine, modus operandi, or TTP. | |
| | | | 5. The Threat Integration- MLACOA and MDACOA identified and a brief explanation as to why the respective COA have been identified as either ML or MD provided. Factors deductions and outputs are listed for each of the COAs. | |

**UN Infantry Battalion Function 2: MILITARY PEACEKEEPING-INTELLIGENCE (MPKI) (Overall Assessment):**

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**Observation & Recommendations**

# UN Infantry Battalion Function 3: OPERATIONS

**Description:** The UN Inf Bn is the key capability for the military component to deliver its mission and mandate. All Operations need to be planned and conducted in line with the Core Principles as outlined in the UNIBAM in para 1.3. UN Inf Bn leaders at all levels must maintain an offensive, proactive mindset to support achievement of the mandate, and to ensure force protection. Often this will involve being prepared to execute high-tempo, potentially offensive operational tasks such as the seizing, holding, and dominating of key terrain features and population centers, including by night and focused to implement the given mandate and to react to situational developments in accordance with the Rules of Engagement (ROE). Effective mandate implementation depends on the Sub- Functions of Command & Control, Mobility and Manoeuvre, Planning, Protection & Security, Interoperability & Integration, Firepower, ROEs and avoidance of Caveats in line with the UNIBAM Chapter 2.

**Ref:** UNIBAM Chapter 2

| UN Infantry Battalion Function 3: OPERATIONS | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| **F 3.1** | | | | |
| **Planning and Mandate implementation** | | | | |
| | F 3.1.1 | The Battalion has identified and analysed key factors of the Operations Environment in its Area of Responsibility (AOR) regarding the impact on its mission/mandate implementation. Ref.: F 3.1.1 | **Standard Met** 1. The Battalion has identified the key physical terrain and weather factors and determined how these impact/affect own operations and mandate implementation. | |
| | | | 2. The Battalion has identified key human terrain factors and determined how these impact/affect own operations and mandate implementation. | |
| | | | 3. The Battalion has identified the key factors of the existing communications infrastructure, communications blackspots, internet and media penetration and determined how these impact/affect own operations and mandate implementation. | |
| | | | 4. The Battalion has analysed all relevant non-UN actors' (intent, capabilities, strengths, weaknesses) in the Bn AOR and determined how these could impact own operations and mandate implementation. | |
| | | | 5. The Battalion has developed and analysed for all threat actors in its AOR most likely and most dangerous scenarios that impact mandate implementation. | |
| | | | 6. The Battalion has identified the likely reaction to own operations by local key leaders, and vulnerable population groups.  (Comment: Vulnerable population groups (mandatory for POC mandated Missions).) | |
| | | | 7. The Battalion has identified information requirements (IR) required for further planning/execution. | |
| | F 3.1.2 | The Battalion has created an understanding on how the mission/ mandate is to be | **Standard Met** 1. The Battalion has analysed the mandate, it's given Mission in combination with the Force and | |

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| | | implemented based on the guidance received from Higher HQs. Ref.: UNIBAM 2.3.3.2 | Sector Commanders Intent. | |
| | | | 2. The Battalion has identified all specified tasks and implied tasks of the Battalion and determined all Mission Essential Tasks. (Comment: Implied Task: Something that is not specified by higher HQ in the original order that needs to be carried out to achieve the mission/ implement the mandate. Mission Essential Task: A task that if not included in the plan could cause the unit to fail in its mission/implement the mandate. ) | |
| | | | 3. The Battalion has identified all limitations (constraints/restraints) by the higher echelon restricting its freedom of manoeuvre to implement the mission/mandate (things that must/ must not be done). | |
| | | | 4. The Battalion has determined the assets available to the Battalion to implement the mission/mandate and identified those that are critical for successful mission/mandate implementation.  (Comment: The assets that the unit has organic to the UN Inf Bn, and any assets that have been attached to it by a higher level.) | |
| | | | 5. The Battalion has determined own vulnerabilities that could be exploited by (threat) actors and affect successful mission/mandate implementation. | |
| | | | 6. The Battalion has identified risks and specified/labelled each risk regarding the impact and likelihood on mission/mandate implementation. | |
| | | | 7. The Battalion Commander has outlined in writing on how he is intending to implement the mission/mandate (Commanders Intent). | |
| | F 3.1.3 | The Battalion Commander has developed a plan to effectively implement the mission/mandate. Ref.: UNIBAM 2.3.3.3 | **Standard Met** 1. The plan has a clear purpose and addresses all aspects of the mission/ mandate, higher HQs guidance and limitations, tasks. (Completeness). | |
| | | | 2. The plan outlines how the UN Inf Bn will implement the mission/ mandate in the concept of operations. | |
| | | | 3. The plan describes the tasks that the UN Inf Bn subordinated and supporting units will execute. | |
| | | | 4. The plan describes critical timings (when certain actions will be carried out). | |
| | | | 5. The plan defines crucial decisive geographical locations (where it matters most) where military effects will be achieved based on the understanding of the AOR. | |
| | | | 6. The plan can be accomplished with available resources (feasibility). | |
| | | | 7. The plan is aligned with UN policy, levels of | |

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| | | | risk, own Force Protection considerations (threat assessment) (Acceptability). | |
| **F 3. 2** | | | | |
| **Command & Control** | | | | |
| | F 3.2.1 | The Battalion Commander exercises effective command and control.  Ref.: UNIBAM 1.3 | **Standard Met**  1. The Battalion Commander uses manoeuvrability to exploit opportunities, to place threat actors in a position of disadvantage and finds innovative ways to implement the mission/mandate. | |
| | | | 2. The Battalion Commander ensures the maintenance of discipline and good order (including the reporting on misconduct) of all Battalion personnel for the HOMC.  Ref.: AC 2 policy para 46. | |
| | | | 3. The Battalion Commander ensures that all operations of the Battalion are coordinated and integrated with other UN and Host Nation actors whenever advantageous for mission/mandate implementation. | |
| | | | 4. The Battalion Commander concentrates the units at a time and place where it matters most and allocates minimum essential resources to secondary efforts. | |
| | | | 5. The Battalion conducts operations in the Battalion AOR in support of mission/mandate implementation even when not ordered by higher HQs (Mission Command). | |
| | F 3.2.2 | The Battalion plans and organizes effective command and control of all subordinate and attached elements    Ref.: UNIBAM 2.4.2.1 | **Standard Met**  1. Battalion establishes command hierarchies that clearly assign responsibility and accountability for all subordinate elements. | |
| | | | 2. Battalion assigns clear tasks and objectives to subordinate units. | |
| | | | 3. Battalion enables and encourages leaders at all levels to take the initiative during operations. | |
| | | | 4. A clear chain of command is established for the successful accomplishment of all operations. | |
| | | | 5. All operations incl. Force Protection and security tasks are planned and executed based on timely, relevant, accurate, all-source MPKI. | |
| | | | 6. Tasks/Operations of subordinated units are deconflicted in time and space (battlespace management) through e.g. boundaries, engagement areas and are depicted in a graphical overlay. | |
| | F 3.2.3 | All operations conducted in the unit's AOR are based on documented orders. | **Standard Met**  1. Orders are based on guidance received from higher HQs (SHQs/FHQs) or changes in the Operations Environment that require adaptation of existing plans and orders. | |
| | | | 2. Orders are written after being analysed by the unit leadership and staff (a UN Military | |

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| | | | Decision Making Process (UN MDMP) has been conducted). | |
| | | | 3. Plans and Orders are coordinated with other staff functions and inputs are incorporated. | |
| | | | 4. Distribution of written orders to subordinated units is documented. | |
| | | | 5. All incoming/outgoing orders are documented and filed (Comment: Conduct a spot check). | |
| | F 3.2.4 | The UN Inf Battalion uses the correct sets of orders to conduct operations. | **Standard Met** 1. Fragmentary Orders (FragO) are used to task Routine Operations and are issued at the minimum weekly. | |
| | | | 2. Fragmentary Orders are used to order changes to existing Operations Orders (OPORD). | |
| | | | 3. Warning Orders are used to save time and start preparation for assigned tasks. | |
| | | | 4. Operations Orders (OPORD) are used to conduct operations involving a majority of the UN Inf Battalions sub-units including Combat Support (CS) (e.g. Engineers, indirect fire) and Combat Service Support (Logistic) subunits. | |
| | F 3.2.5 | The Battalion and subordinated units maintain overviews, schedules and plans for all routine activities. | **Standard Met** 1. Weekly patrol plans (including dynamic air patrols, if required) are available (for day and night) in the Operations Centre of the Battalion. | |
| | | | 2. Plans for static operations (e.g. Checkpoints, Observation Posts, Patrol Bases) including responsibilities and effective timings (placed at different locations) are available in the Operations Centre of the Battalion. | |
| | | | 3. Convoy Escort plans are available in the Operations Centre of the Battalion. | |
| | | | 4. Camp Defense plans and responsibilities (with 24/7 security) are available in the Operations Centre of the Battalion. | |
| | | | 5. Engagement Plans (regular meetings with key leaders and local population) are available in the Operations Centre of the Battalion. | |
| | F 3.2.6 | The Battalion continuously monitors and controls operations in all weather conditions, by day and night, in the designated AOR to perform mandated tasks. | **Standard Met** 1. Locations and operations of all subordinated units are displayed on the Operations Map. | |
| | | | 2. Mobile Operations of the Battalion (e.g. Patrols, Convoys) are tracked on the Situation Map using a technical system (blue force tracking), or waypoints/reporting lines. | |
| | | | 3. Situation updates of subordinated units are recorded in the Operations Log | |
| | | | 4. All incoming reports (routine and situational) are analysed and contribute to the UN Inf Battalions situational awareness. | |
| | | | 5. Monitors identified Indicators and Warnings and provides immediate updates to Battalion | |

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| | | | Commander. | |
| | | | 6. Battalion directs events through the timely transmission of orders and responds quickly to emerging threats/ situational developments e.g. through execution of rehearsed contingency plans. | |
| | | | 7. Operation branch ensures that orders are understood correctly by subordinated leaders through back-briefs or mission rehearsals. | |
| | F 3.2.7 | The Battalion demonstrates the required robustness and mindset to undertake mandated tasks. (Comment: subjective assessment based on FHQs and SHQs input) | **Standard Met** 1. The Battalion has always displayed positive attitude in undertaking mandated tasks. | |
| | | | 2. The Battalion has undertaken all tasks (e.g. establishing more TOBs mentioned in SUR) necessary for the implementation of the mandate. | |
| | | | 3. The Battalion always conduct operations in support/ in line with Higher Commanders Intent. | |
| | | | 4. The Battalion conducts operation by night using technology including night vision systems. | |
| | | | 5. In locations with more than one nationality, the Battalion commander follows the chain of command defined by higher level commanders to ensure a shared understanding of security standards and the operational approach to implement them. | |
| | F 3.2.8 | The Battalion has established a process to continuously improve its effectiveness. | **Standard Met** 1. Battalion commander establishes a standing after-action interview group that moves to an incident site as soon as possible following the incident and interviews involved persons to establish facts, if applicable. | |
| | | | 2. Findings of after-action reviews are recorded and used to identify best practises and make necessary adjustments (e.g. revised tactics, techniques and procedures, new operational posture) | |
| | | | 3. Performance improvement plans and measures taken are recorded and reported to higher HQs. | |
| | | | 4. Best Practices and Lessons Learned are shared with higher HQs for distribution to other units. | |
| **F 3. 3** | | | | |
| **Interoperability and Integration** | F 3.3.1 | The Battalion is capable of operating in an integrated, multinational and multidimensional environment Ref.: UNIBAM 2.4.2.8 | **Standard Met** 1. The Battalion adheres to the UN MDMP when planning operations. | |
| | | | 2. The Battalion plans operations in an integrated manner with other contingents, other UN, Host Nation Security Forces or other agencies. | |
| | | | 3. The Battalion establishes well-coordinated | |

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| | | Command and Control arrangements with other nations, components, Host Nation Security Forces or agencies by incorporating interoperable communication systems for combined or joint operations. | |
| | | 4. The Battalion effectively communicates with all other deployed contingents, Host Nation Security Forces, other components, agencies including using interpreters or organic language experts. | |
| | | 5. The Battalion plans and conducts joint and coordinated patrols.   (Comment: Joint patrols can be conducted with with national security forces, UNPOL, civilian mission component (depending on the Mission and the specific objective of the patrol). ) | |
| | | 6. The Battalion establishes continuous liaison and clear coordination measures with supporting/neighbouring units, other UN components, HN Security Forces and agencies. | |
| | | 7. The Battalion coordinates with the Head of Field Office, with regional integrating entities and with Mission Support staff the planning and execution of all activities (including security mechanisms, conduct of joint operations) at regional management team meetings  Ref.: AC 2 policy para 37 &38 | |
| **F 3.3.2** | The Battalion maintains SOPs which are aligned with mission specific SOPs. | **Standard Met** 1. Maintains a record and files of all Operations related SOPs. | |
| | | 2.  Mission specific SOPs are incorporated into UN Inf Battalion SOPs. | |
| | | 3. UN Inf Battalion SOPs are available in English language. | |
| | | 4. The UNIBAM Military Decision-Making Process is reflected in the unit's SOP. | |
| | | 5. The Battalion SOPs are shared these with supporting/neighbouring units. | |
| | | 6. Tactics, Techniques and Procedures of Mission Essential Tasks (e.g. Patrolling, CPs, Ops, Convoy Escort,...) as outlined in the Statement of Unit Requirements (SUR) are available in UN Inf Battalion SOPs. | |
| | | 7. SOPs are frequently updated (at least once per year). | |
| **F 3.3.3** | The Battalion cooperates and supports the Human Rights component representatives in its AOR.  Ref.: Integrating Human Rights in United Nations Military Components Guidelines (Comment: Conduct interview with HR component in the AOR of the | **Standard Met** 1. The Battalion conducts pre-and post-meetings with the HR component whenever conducting joint activities and cooperates closely with the HR component by sharing information (has established information sharing procedures), monitor and support the investigation of HR violations (e.g. Provides | |

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| | | Battalion) | security for the human rights components' investigators when requested). |
| | | | 2. The Battalion units act as interlocutors with security forces in the area under investigation and those being investigated and ensure the investigation can be undertaken unimpeded and in a manner that poses nor exposes victims to further risks. |
| | | | 3. The Battalion has designated a focal point on human rights (with a back-up) with the right skills set to perform the tasks; |
| | | | 4. The Battalion produces a joint report with the HR component where relevant. |
| | | | 5. When provided with checklists of Human Rights pointers by the HR component, the Battalion has identified own indicators of actual or potential human rights violations and submitted these to Battalion personnel for monitoring. |
| | | | 6. The Battalion does not interview victims or witnesses of human rights violations in the absence of a Human Rights Officer or force a victim/survivor to obtain assistance against their will. |
| | | | 7. The Battalion does not share the names, photos or details of the victim/survivor(s) of human rights violations in reports or in meetings with local officials. |
| | **F. 3.3.4** | The Battalion supports the implementation of the United Nations Human Rights Due Diligence Policy of UN support to non-UN Security Forces (HRDDP. Ref.: Integrating Human Rights in United Nations Military Components Guidelines Chapter 5 | **Standard Met**<br>1. The Battalion sensitizes national security forces during planning and joint operations to reduce risks of human rights violations. |
| | | | 2. The Battalion invites HRDDP representative in their AOR to participate at morning/weekly briefings to strengthen communication and information flow discussion/agreement on mitigating measures. |
| | | | 3. The Battalion holds regular meetings with counterparts in the national security forces to facilitate timely communication and open discussion on HRDDP decisions and on human rights violations by the national security forces. |
| | | | 4. The Battalion focal point participates at local meetings organized by local human rights team with national security forces to follow up on human rights violations by local national security forces. |
| | | | 5. The Battalion uses engagement efforts with the local population to distribute material (e.g. leaflets) to encourage reporting of human rights violations. |
| | | | 6. The battalion conducts an HRDDP risk assessment with the support of the HRDDP |

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| | | | Secretariat, before the provision of support (e.g. to national security forces). | |
| **F 3. 4** | | | | |
| **Monitoring of Operations & Reporting** | | | | |
| | F 3.4.1 | Operations Centre is operational 24/7. | **Standard Met** 1. Duty roster for watchkeepers is in place and up to date. | |
| | | | 2. Chief S3 or Deputy are on-call for crisis situations. | |
| | | | 3. Other staff functions/sections have established a duty system to support. | |
| | | | 4. The Duty Officer and the Operator on duty in Operations Room are aware of procedures for monitoring and controlling the operations. | |
| | | | 5. Procedures and processes in the Ops Center are outlined in a SOP. | |
| | | | 6. The Duty Officer and the Operator on duty follow shift change procedures. | |
| | F 3.4.2 | Operations branch facilitate the Commanding officer in the decision making. | **Standard Met** 1. Operations branch provides situation updates to the Commanding Officer | |
| | | | 2. Operations branch recommends potential courses of action, priorities or other control measures. | |
| | | | 3. Operations branch coordinates inputs to the decision-making process with other staff functions. | |
| | | | 4. Operations branch recommends and oversees coordination with other actors in the AOR. | |
| | | | 5. Operations branch receives the decision of Commanding Officer and disseminates to sub-units/battle groups and shares with other actors without any delay. | |
| | F 3.4.3 | The Battalion collects, analyses and disseminates reports | **Standard Met** 1. Operations branch collects, analyses and disseminates operational reports timely to higher HQs, subordinated units and other associated actors as per mission specific SOPs. | |
| | | | 2. Reports from subordinated units are recorded and transferred to the Operations map. | |
| | | | 3. Every application of ROEs is reported in line with Mission specific ROEs (8 points). | |
| | | | 4. Time sensitive reports (including flash report, CASEVAC, etc.) are forwarded to higher level HQs within stipulated times as per SOP. | |
| | | | 5. All reports are in line with the formats established in the mission (internal reports and distributed reports to higher level). | |
| **F 3. 5** | | | | |
| **Mobility &** | | | | |
| | F 3.5.1 | The Battalion preserves Freedom | **Standard Met** | |

| Manoeuvre, Security | | of Movement in its AOR.   Ref.: UNIBAM 2.4.3.2 | 1. Unit has determined Main and Secondary (Alternative) routes within its AOR (displayed on the Operations Map). | |
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| | | | 2. Obstacles, restrictions and disruptions which affect the ability of the Battalion to manoeuvre in its AOR are reported to higher HQs and immediately addressed by the Battalion (whenever possible with own resources) (Comment: Main and Secondary (Alternative) routes status (route conditions, key points and threat level) is constantly monitored and depicted on the Operations map). | |
| | | | 3. The Battalion provides constant, unimpeded, safe, and secure access to all subordinate elements and weapon systems of the battalion, as well as to all UN elements and to the local population throughout the Battalion AOR. | |
| | | | 4. The Battalion conducts proactive, mobile operations to dominate its UN AOR in the execution of its mandated tasks. | |
| | | | 5. The Battalion maintains presence and control through execution of static operations ( e.g. Check points, Observation Posts, Temporary Operating Bases (TOB)) at identified Key terrain(s) (KT). | |
| | | | 6. The Battalion is operating by day and night, every day, and in all weather conditions. | |
| | F 3.5.2 | The Battalion establishes and maintains security in its AOR and supports the mission security framework.  Ref.:  UNIBAM 2.4.2.6 | **Standard Met** 1. The Battalion conducts proactive operations to provide individual and collective protection to all mission elements in its AOR. | |
| | | | 2. The Battalion maintains a visible permanent presence (e.g. Temporary Operating Base) in areas of potential threat. | |
| | | | 3. The Battalion maintains security of its bases (permanent and temporary) and knows its role in the overall security plan of camps (esp. where multiple contingents and mission actors are operating). | |
| | | | 4. The Battalion has established communication methods to all UN actors in its AOR to inform on emerging threats. | |
| | | | 5. The Battalion reports on emerging security risks to higher level HQs, adjacent units, Host Nation security forces and other UN actors in the AOR. | |
| | | | 6. The Battalion has developed plans for Base/Camp protection and conducts stand-to drills, and emergency response drills (including reaction to adversary attacks, fire-fighting drills, and natural disasters) on a regular basis. (Comment: Regular basis: as per Mission guidelines. If no Mission guidelines are available | |

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| | | | than monthly.) | |
| | F 3.5.3 | The Battalion is prepared and responds quickly to implement the local contingency plans.  Ref.: AC2 policy para 93 | **Standard Met**<br>1. Contingency plans are developed to mitigate identified risks in the risk analysis of the Battalion. | |
| | | | 2. Contingency plans are developed to respond quickly to emerging threats in line with the threat assessment of the Battalion. | |
| | | | 3. The Battalion contributes to integrated local contingency planning (as tasked by the Mission HQs). Ref.: AC2 policy para 94 | |
| | | | 4. Identified Indicators and Warnings (I&W) as outlined in the Information Acquisition Plan (IAP) of the Battalion are monitored to trigger the launch of a contingency plan. | |
| | | | 5. Condition, time and space and the NTM (Notice to Move) for employment of reserve units at all levels has been identified and ordered based on time and space comparison under consideration of road conditions and weather/seasonal impacts. | |
| | | | 6. Be prepared tasks have been given to each sub-unit. | |
| | | | 7. Contingency plans are rehearsed with all involved units monthly. | |
| **F 3. 6** | | | | |
| **Force Protection** | | | | |
| | F 3.6.1 | The Battalion conducts regular effective FP training.    Ref.: FP Guidelines E5. (Comment: Regular means as per mission specific guidance (SOP). If no guidance is available in the Mission than monthly,) | **Standard Met**<br>1. FP training is conducted monthly by the Battalion and participation is documented. | |
| | | | 2. All personnel is briefed, as a minimum, on the threats, hazards, procedures, measures and alarms that are unique to the deployed location . | |
| | | | 3. FP Training includes likely response measures, basic health and safety skills (such as first-aid, sanitation & hygiene, fire and light rescue) and maintenance of assigned weapon proficiency. | |
| | | | 4. Battalion personnel is aware of their individual and collective security responsibilities at deployment locations. | |
| | | | 5. FP trainings includes rehearsal of contingency plans for Base/Camp protection, stand-to drills, and emergency response drills (including reaction to adversary attacks, fire-fighting drills, and natural disasters) based on developed plans. | |
| | F 3.6.2 | The Battalion has implemented FP measures, tasks, and activities based on the mission and threat. Ref.: FP Guidelines E7 | **Standard Met**<br>1. FP measures are communicated to subordinated units in FRAGOs, SOPs, orders, directives and instructions for implementation. | |
| | | | 2. The Battalion ensures coordination of FP measures, tasks and activities across all levels to provide adequate and synchronized FP. | |

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| | | | 3. The Battalion assigns clear FP responsibilities for each subordinated/supporting unit of the Battalion. | |
| | | | 4. The Battalion informs and sensitizes troops to potential threats through regular operational and Military Peacekeeping Intelligence briefings. | |
| | | | 5. The Battalion has implemented a system of alert states/ dress codes/ vehicle movement codes to implement FP measures systematically in line with Mission specific guidance, adapts the alert state/dress code/vehicle movement code according to the own threat assessment of their AOR and informs higher HQs and subordinated/supporting units. | |
| | | | 6. The Battalion shares information and maintains a good coordination with other contingents for the FP at camps where more than one contingent is located. | |
| | | | 7. FP measures and immediate actions in plans and orders are based on updated task specific criticality, vulnerability and threat assessments of the Battalion. | |
| | F 3.6.3 | Routine Operations are conducted at varying times and places to reduce predictability. | **Standard Met**<br>1. Time of the rotation of guards at static locations is changed frequently (at least weekly). | |
| | | | 2. Times and routes for mobile operations are varied at the minimum weekly. | |
| | | | 3. Patrols are conducted using different routes and different start timings whenever possible. | |
| | | | 4. Checkpoints and Observation posts are established at different locations for different time periods. | |
| | F 3.6.4 | Commanders and staff of the Battalion conduct a regular FP assessment to identify own FP deficiencies and shortcomings. Ref.: FP Guidelines E8. (Comment: Regular is to be in accordance with Mission specific guidelines (SOP), if not defined than monthly.) | **Standard Met**<br>1. Battalion Commander or assigned officer ensures that integration of local community, host nation, neighbouring units and tenant organization into the FP plans is conducted. | |
| | | | 2. Battalion Commander or assigned officer ensures physical security facilities to include perimeter security, intrusion detection devices, entry access control, fences, lighting, barriers, alarm systems, and other means that can increase the level of security are controlled. | |
| | | | 3. Battalion Commander or assigned officer reviews procedures for the preparation, planning, conduct of and equipment requirements based on Battalion HQs guidance for movement within the AOR are adhered by subordinated units. | |
| | | | 4. Battalion Commander or assigned officer reviews fire plans (direct, indirect, illumination) and associated assessment against identified threats at all static locations of the Battalion. | |

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| | | | 5. Battalion Commander or assigned officer reviews procedures for protection of helipads and support to aircraft movement. | |
| | | | 6. Battalion Commander or assigned officer ensures medical emergency response plans are in place. | |
| **F 3. 7** | | | | |
| **Use of force and compliance with international human rights and humanitarian law** | **F 3.7.1** | The Battalion has implemented measures to ensure compliance with Mission specific ROEs    Ref.: Mission specific ROEs | **Standard Met**<br>1. There is a unit ROE SOP, drawn from the Force SOP, and this SOP is disseminated to all sub-unit commanders. | |
| | | | 2. All unit personnel have been issued with a mission-specific ROE pocket cards and every personnel carries it with him/her. (Comment: (spot check of minimum 5% of unit strength) | |
| | | | 3. Application of ROEs based on the specific task and the likely threat scenarios are always part of order briefings on all levels. | |
| | | | 4. ROE cards are translated into the mother tongue of all personnel. | |
| | | | 5. No records on ROE contraventions of unit pers. during the reporting period are documented. (Comment: check with higher level HQs (Sector/Force HQs)) | |
| | | | 6. All applications of the Use of Force (6 points) are reported and recorded in the Operations Log. | |
| | | | 7. All applications of the Use of Force (8 points) are reported through the chain of command to the Force Commander and UNHQs.  (Comment: check with higher level HQs (Sector/Force HQs)) | |
| | **F 3.7.2** | Battalion personnel demonstrates a clear understanding of basic ROE principles.    (Comment: Conduct Interviews with Battalion personnel of all ranks) | **Standard Met**<br>1. Soldiers can explain the principle of Self-Defence; | |
| | | | 2. Soldiers can explain the principle of Use of Force other than in Self-Defence; | |
| | | | 3. Soldiers can explain the principle of Duty to Challenge and Warn; | |
| | | | 4. Soldiers can explain the principle of Duty to Identify Target(s)-Observe Fire; | |
| | | | 5. Soldiers can explain the principle of Duty to Use Minimum and Proportional Force; | |
| | | | 6. Soldiers can explain the principle of Avoidance of Collateral Damage; | |
| | | | 7. Soldiers can explain the principle of Rules and instruction to deal with detainees. | |
| | **F 3.7.3** | The unit has implemented frequent ROE training for all unit personnel. | **Standard Met**<br>1. Scenario based training is conducted based on likely mission specific incidents. | |
| | | | 2. Training is conducted monthly and documented (incl. participants). | |
| | | | 3. Training is conducted separately for unit key | |

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| | | | leaders/ subordinated commanders and soldiers. | |
| | **F 3.7.4** | The Battalion upholds human rights, the principles of international law including the Laws of Armed Conflict during planning and conduct of operations   Ref.: Integrating Human Rights in United Nations Military Components Guidelines Chapter 5 | **Standard Met**  1. The Battalion incorporates considerations of international law including the Laws of Armed Conflict into planning of operations. | |
| | | | 2. There is no record of human rights violation of the Battalion. | |
| | | | 3. Battalion personnel exercise individual self-defense in response to a hostile act or demonstrated hostile intent.    (Comment: Check against ROE reporting of the unit) | |
| | | | 4. If time and circumstances permit, Battalion personnel attempts to de-escalate the situation, but de-escalation is not required.   (Comment: Check against ROE reporting of the unit) | |
| | | | 5. When Battalion personnel respond to a hostile act or demonstration of hostile intent, the force used in self-defense is proportional. (Comment: Check against ROE reporting of the unit) | |
| **F 3. 8** | | | | |
| **Caveats** | | | | |
| | **F 3.8.1** | The Battalion has supported planning and conduct of all tasks assigned by higher HQs. | **Standard Met**  1. The Battalion commander has never refused a task or the timely execution of it, which was in line with the SURs (e.g. because of national regulations/ policies.) | |
| | | | 2. The Battalion has never imposed limitations or restrictions when conducting or planning for an assigned task (within SUR). | |
| | | | 3. The unit has never refused to conduct a task (within SUR) 4. The unit has never conducted tasks against the explicit guidance of higher HQs. | |
| | | | 4. The Battalion or TCC has never requested/ informed UNHQs or the Mission that the unit cannot perform a task which was in line with the SUR or the application of UN regulations, procedures and Mission SOPs. | |
| | | | 5. The Battalion never acted on national direction or instruction.  Ref.:  AC2 policy para 53 | |
| | | | 6. When receiving instructions from national authorities, the Battalion immediately informed their United Nations chain of command.  Ref.: AC2 policy para 53 | |

**UN Infantry Battalion Function 3: OPERATIONS  (Overall Assessment):**

**Observation & Recommendations**

## UN Infantry Battalion Function 4: SUSTAINMENT

**Description:** Sustainment operations in UN peacekeeping is a shared responsibility between military units and the Missions they are deployed to support. The extent to which military units plan and integrate their logistics operations within the Mission directly impacts success in the field. Understanding how and where shared sustainment responsibilities intersect will ensure the success of UN Inf Bns. Below standards include the areas of Logistic Support, Medical Support and Environmental Protection.

**Ref:** UNIBAM Chapter 4 and the UNMIM Chapter 9 and para 2.14 (Environmental Management)

| UN Infantry Battalion Function 4: SUSTAINMENT | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| **F 4.1** | | | | |
| **Equipment readiness and serviceability** | **F 4.1.1** | Weapons, ammunition and Personal Protective equipment are available and serviceable. | **Standard Met** 1. All soldiers are equipped with personal weapons, combat helmet (with blue cover) and basic flak jacket   (Comment: Conduct spot checks) | |
| | | | 2. Based on the last COE verification inspection 90% or more of Armaments (as per DOS KPI ME categories) are available and serviceable.  Ref.: COE Manual 2020, Chapter 8 | |
| | | | 3. All crew served weapons and main weapons systems of vehicles are sighted (zeroed-in), calibrated and periodic test firing has been conducted.  Ref.: COE Manual 2020, Chapter 3, Annex A, para 28 and para 42 (Comment: Assessment needs to be based on documentation provided by unit weapons officers) | |
| | | | 4. Individual and crew served weapons and weapon related equipment is enough to perform ALL assigned tasks without limitation.  Ref.: UN Ammunition Manual 1.15.2.1 and Annex C/ part C & D (Comment: Based on ATO report as identified by the Senior Ammunition Technical Officer (SATO). Evaluators must provide comments for assessing this indicator.) | |
| | | | 5. Armaments are enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations.) | |
| | **F 4.1.2** | The Battalion's vehicles are available and serviceable.    (Comment: score 0/10 for the indicators related to KPI SS (Self Sustainment) categories and score 10/5/0 for the indicators related to KPI ME (Main Equipment) categories.) | **Standard Met** 1. The last COE verification inspection has identified that 90% or more of COMBAT/ARMOURED VEHICLE category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 2. The last COE verification inspection has identified that 90% or more of support | |

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| | | | vehicle category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 3. The last COE verification inspection has identified that 90% or more of engineering vehicle category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 4. The last COE verification inspection has identified that 90% or more of Police Vehicle category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 5. The last COE verification inspection has identified that 90% or more of trailer category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 6. Vehicles are enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations) | |
| | F 4.1.3 | The Battalion's communication/intelligence related equipment is available and serviceable.  (Comment: score 0/10 for the indicators related to KPI SS (Self Sustainment) categories and Score 10/5/0 for the indicators related to KPI ME (Main Equipment) categories.) | **Standard Met** 1. The last COE verification inspection has identified that 90% or more of communications/intel category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 2. No shortfalls regarding the Self Sustainment category of HF (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 3. No shortfalls regarding the Self Sustainment category of VHF/UHF-FM (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 4. No shortfalls regarding the Self Sustainment category of Telephone (as per DOS KPI categories) are identified in the last COE verification inspection. | |
| | | | 5. No shortfalls regarding the Self Sustainment category of Identification (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 6. No shortfalls regarding the Self Sustainment category of Observation (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 7. No shortfalls regarding the Self Sustainment category of Night observation (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 8. No shortfalls regarding the Self Sustainment category of Positioning (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |

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| | | | 9. Communication/intelligence-related equipment is enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations) | |
| | **F 4.1.4** | The Battalion's Engineering equipment are available and serviceable.    (Comment: score 0/10 for the indicators related to KPI SS (Self Sustainment) categories and Score 10/5/0 for the indicators related to KPI ME categories.) | **Standard Met** 1. The last COE verification inspection has identified that 90% or more of the Engineering equipment category (as per DOS KPI ME categories) are available/ serviceable. | |
| | | | 2. The last COE verification inspection has identified that 90% or more of the Material handling category (as per DOS KPI ME categories) are available/ serviceable. | |
| | | | 3. No shortfalls regarding the Self Sustainment category of minor engineering (as per DOS KPI SS categories)  are identified in the last COE verification inspection. | |
| | | | 4. Engineering equipment are enough to perform ALL assigned tasks without limitation.   (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations) | |
| | **F 4.1.5** | The Battalion's Equipment supporting assigned task is available and serviceable. (Comment: score 0/10 for the indicators related to KPI SS (Self Sustainment) categories and Score 10/5/0 for the indicators related to KPI ME categories.) | **Standard Met** 1. The last COE verification inspection has identified that 90% or more of the Demining/ EOD category (as per DOS KPI ME categories) are available/ serviceable. | |
| | | | 2. No shortfalls regarding the Self Sustainment category of EOD (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 3. The last COE verification inspection has identified that 90% or more of the Generator category (as per DOS KPI ME categories) are available/ serviceable. | |
| | | | 4. The last COE verification inspection has identified that 90% or more of the Police Equipment category (as per DOS KPI ME categories) are available/ serviceable. | |
| | | | 5. The last COE verification inspection has identified that 90% or more of the Riot Control category (as per DOS KPI ME categories) are available/ serviceable. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations) | |
| | | | 6. The last COE verification inspection has identified that 90% or more of the UNMANNED AIRCRAFT SYSTEMS – CLASS I category (as per DOS KPI ME categories) are | |

| | | | available/ serviceable. | |
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| | | | 7. Equipment for supporting assigned task is enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations) | |
| | F 4.1.6 | The Battalion's Equipment for Accommodation and Storage is available and serviceable. (Comment: score 0/10 for the indicators related to KPI SS (Self Sustainment) categories and Score 10/5/0 for the indicators related to KPI ME categories.) | **Standard Met** 1. The last COE verification inspection has identified that 90% or more of Accommodation category/ ablution facilities (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 2. . No shortfalls regarding the Self Sustainment category of Accommodation (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 3. . The last COE verification inspection has identified that 90% or more of the Storage category (as per DOS KPI ME categories) are available/ serviceable. | |
| | | | 4. The last COE verification inspection has identified that 90% (or more) of Tentage category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 5. The last COE verification inspection has identified that 90% or more of the water treatment category (as per DOS KPI ME categories) are available/ serviceable. | |
| | | | 6. No shortfalls regarding the Self Sustainment category of Electrical category (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | F 4.1.7 | The Battalion has the necessary equipment available and serviceable to provide effective camp support. (Comment: score 0/10 for the indicators related to KPI SS (Self Sustainment) categories and score 10/5/0 for the indicators related to KPI ME categories.) | **Standard Met** 1. No shortfalls regarding the Self Sustainment category of Catering (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 2. No shortfalls regarding the Self Sustainment category of Bedding (as per DOS KPI categories) are identified in the last COE verification inspection. | |
| | | | 3. No shortfalls regarding the Self Sustainment category of Office (as per DOS KPI categories) are identified in the last COE verification inspection | |
| | | | 4. No shortfalls regarding the Self Sustainment category of Laundry (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 5. No shortfalls regarding the Self Sustainment category of Cleaning (as per DOS KPI SS categories) are identified in the | |

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| | | | | last COE verification inspection. | |
| | | | | 6. No shortfalls regarding the Self Sustainment category of Furniture (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | | 7. No shortfalls regarding the Self Sustainment category of Defence Stores (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | | 8. No shortfalls regarding the Self Sustainment category of Basic Fire Fighting (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | | 9. No shortfalls regarding the Self Sustainment category of Fire Fighting – Fire Detection and Alarm (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | | 10. No shortfalls regarding the Self Sustainment category of Welfare (as per DOS KPI categories) are identified in the last COE verification inspection. | |
| | | | | 11. No shortfalls regarding the Self Sustainment category of Internet Access (as per DOS KPI categories) are identified in the last COE verification inspection. | |
| **F 4.2** | | | | | |
| **Logistic Situation Awareness and Planning** | **F 4.2.1** | The logistic section developed logistics support plan and outlines the logistic support requirements in the order. | | **Standard Met** 1. The logistic support plan of the Battalion is aligned with the Mission support plan (key requirements of UN and national responsibility are considered in the own plan). | |
| | | | | 2. Tasks and responsibilities for the provision of logistic support to logistic elements are identified and outlined in the order.   (Comment: Logistic Support, Environmental Protection and Medical support) | |
| | | | | 3. The requirement to maintain adequate stock levels is outlined in the order. (Comment: POL, water, rations, ammunition, Recovery & Maintenance, Material and Equipment, Transportation, Medical Support) | |
| | | | | 4. The logistic section of the Battalion maintains an overview on storage levels of all subordinated units (esp. if temporarily deployed) and identifies logistic support requirements. | |
| | | | | 5. Supply points and routes are outlined in the order. | |

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| | | | 6. Logistic report requirements are outlined in the order. | |
| | F 4.2.2 | The logistic situation awareness is properly established, updated and maintained. | **Standard Met** 1. A logistic situational report system is established. | |
| | | | 2. All logistical situational reports from subordinated units are collected and analyzed to create logistic situational awareness (common logistic picture) of the Battalion. | |
| | | | 3. The logistic section of the Battalion regularly updates the Battalion commander on the logistic situation of the unit. | |
| | | | 4. The logistic section of the Battalion provides recommendations on improvement of the logistic situation to the Battalion commander. | |
| **F 4.3** | | | | |
| **Sustainment** | | | | |
| | F 4.3.1 | Maintenance of the camp and main equipment | **Standard Met** 1.   The plan for routine maintenance of PBs and Ops is flexible enough to meet changing situations or the demands and requirements. | |
| | | | 2. The requirements for the plan of routine maintenance of PBs and Ops are reported to Unit Commander. | |
| | | | 3. There is an overview list of Patrol Track (PT) and Heli Pad (HP) state. | |
| | | | 4. The requirements for the routine maintenance of PT and HP sent to HQ Force Engineering. | |
| | | | 5. The Battalion has developed regular maintenance schedules for all types of major equipment and conducted the maintenance accordingly (e.g. vehicles, weapons, etc). | |
| | F 4.3.2 | Food and water are properly stored and maintained. | **Standard Met** 1. The Battalion orders the supply of fresh, frozen, chilled and dry rations based on the mission specific cycle (e.g: 30/60 days) and provides them to subordinate units.   Ref.: Ref.: UNMIM 9.9.7 | |
| | | | 2. Storage for deep freeze (when required), cold (7days) and dry food is available at each contingent location and food storage facilities include appropriate temperature monitoring and control devices.  Ref.: Ref.: UNMIM 9.9.7 | |
| | | | 3. The rations stored in date order to allow for stock rotation. | |
| | | | 4. Food items are separated and segregated appropriately in store. | |
| | | | 5. The unit keep temperature logs and they are up to date. | |

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| | | | 6. Separate static water storage for drinking and bulk water is provided for a minimum of three days water per person. | |
| | | | 7. Each person of the Battalion receives a minimum of 4.5 l of drinking water per day and has access to treated bulk water for cleaning, shower, ablutions and other uses (80 l/ 3 days).   Ref.: UNMIM 9.4.3 (Comment: Check mission specific standards in the Mission Support plan) | |
| | F 4.3.3 | The Catering procedures are maintained properly. | **Standard Met** 1. Stock book is kept, and contents are accurate. | |
| | | | 2. Catering Officer understands the rations demands process and the Ceiling Man-day Rate (CMR) allocation of rations. | |
| | | | 3. The Unit conducts Composite Ration Packs (CRP) and Bottled water stock checks regularly. | |
| | | | 4. The Unit reports stocks replenishment requirement in a timely manner. | |
| | F 4.3.4 | Weapons & ammunition are well maintained and stored in proper way. | **Standard Met** 1. The last COE verification inspection has identified that Ammunition is stored in accordance with UN standards   Ref.: UN Ammunition Manual 1.15.2.1 and Annex C/ part B  (Comment: As identified by the Senior Ammunition Technical Officer (SATO)) | |
| | | | 2. Condition and shelf-life of ammunition is in accordance with UN standards.  Ref.: Ref.: UN Ammunition Manual 1.15.2.1 and Annex C/ part C & D (Comment: : Based on ATO report as identified by the Senior Ammunition Technical Officer (SATO)) | |
| | | | 3. A registry for all ammunition in national language with copies available in the mission language is maintained.  Ref.: Ref.: SOP Loss of weapons & ammunition 2019, para 13 &14  (Comment: The registry must contain the following categories: Associated ammunition category, Type, Caliber, LOT and batch number, Number of each type, Location, Purpose of Issuing Ammunition, Date and time of Issue.) | |
| | | | 4. Monthly reports on the status of their weapons, weapons-related equipment and ammunition IAW the SOP Loss of weapons & ammunition para 19 are issued to the HOMC. | |
| | | | 5. Any Loss of weapons and ammunition is reported immediately through the chain of command in accordance with mission specific guidance. | |

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| | | | 6. The unit maintains a registry for each weapon and weapon related equipment in national language with copies available in the mission language.   Ref.: SOP Loss of weapons & ammunition 2019, para 13 &14 (Comment: The registry must contain the following categories for each weapon of the Battalion: type; make; caliber; serial number; total number of each type; weapon location; user name; reason for issuing; date and time when issued.) | |
| | F 4.3.5 | In all facilities of the Battalion and subordinate units a clean and healthy environment is maintained.    Ref.: COE Manual 2020 Chapter 3, Annex B. | **Standard Met**  1. The Unit has the required Manuals and Guidelines on Hygiene. | |
| | | | 2. Waste disposal bins are placed at appropriate places and adequate in number. | |
| | | | 3. All facilities have hygienic equipment to keep a clean and healthy environment. | |
| | | | 4. No open drains in the operating base. | |
| | | | 5. Accommodation, ablution, laundry facilities, kitchen& dining hall are clean. (Comment: Physical check required) | |
| | | | 6. The Unit has an assigned hygiene officer who conducts regular hygiene inspections of all facilities (Kitchen, dining hall, office spaces, accommodation, food storage, laundry, ablution) of the battalion and sub-ordinate units.    (Comment: Evaluation based on provided records of the inspections by the unit) | |
| | | | 7. The Unit follows the rules of keeping animals and keeps required documentations (if applicable). | |
| | F 4.3.6 | Firefighting measures are well prepared and put in place. | **Standard Met**  1. All areas (accommodations, stores, workshops, offices, kitchens etc.) meet with and are used in accordance with require Fire Safety Management regulations and policies. | |
| | | | 2. All personnel received the appropriate Fire Safety, Prevention and Fighting Training and have all Fire related Exercises and Drills (Firefighting and evacuation) been conducted and recorded. | |
| | | | 3. All Fire safety and fighting related equipment, posters/signs and Personnel Protection Equipment (PPE) in place with evidence of regular checks, tests and maintenance along with related reports and records. | |
| | | | 4. All Fire Safety and Prevention measures related to different types of fires in place and recorded. | |
| | | | 5. There are valid Fire Safety related | |

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| | | | documentation (Fire Safety, Prevention and Fighting SOP) including Fire Safety Plan, Fire Emergency Evacuation Plan and Immediate Fire Emergency Response Plan. | |
| | | | 6. Fire Risk Assessments and Fire Safety Inspections for all buildings /locations/ Ops are conducted and documented. | |
| | F 4.3.7 | POL is properly stored and maintained. | **Standard Met**<br> 1. POL storage is provided as per Mission standards and containment basins with enough capacity are placed under all fuel tanks and fuel collection points. Ref.: Ref.: UNMIM 2.14.5 | |
| | | | 2. Battalion maintains records of (daily/weekly/monthly) generator fuel use (in L), ideally via the use of meters, as requested as Mission Support | |
| | | | 3. Battalion has sufficient stock levels of spare parts and lubricants for Contingent Owned Equipment and a national support plan is in place to obtain these parts from their nation when required.  (Comment: Check if un- serviceable equipment could be linked to lack of spare parts) | |
| | | | 4. POL storage and internal distribution within sub-units is defined complies with UN regulations for environmental protection Ref.: Ref.: UNMIM 9.4.4  (Comment: Containment basins must be placed under all fuel tanks, generators, and fuel collection points) | |
| **F 4.4** | | | | |
| **Medical support** | | | | |
| | F 4.4.1 | The Battalion has the required levels of equipment and supplies to ensure medical support   Ref.: COE manual Chapter 3 Annex C (Comment: score 0/10 for the indicators related to KPI SS (Self Sustainment) categories and score 10/5/0 for the indicators related to KPI ME categories.) | **Standard Met**<br> 1. The last COE verification inspection has identified that 90% or more of Medical hospital (level 1) category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 2. 60 days of medical supplies and consumables are available.    (Comment: Needs to be checked by Medical professional of the Sector/ Force    ) | |
| | | | 3. Proper stores for consumables and for medical equipment are available. (Comment: Is there an AC unit and registration for the temperature of drug store?) | |
| | | | 4. Medical equipment for assigned task is enough to perform ALL assigned tasks without limitation.   (Comment: Evaluators put comment when the equipment shortfalls result in negative impact on conduct of operations) | |
| | | | 5. The last COE verification inspection has | |

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| | | | identified that 90% or more of Medical Ambulance category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 6. The last COE verification inspection has identified that 90% or more of Medical Equipment category (as per DOS KPI ME categories) are available and serviceable. | |
| | | | 7. No shortfalls regarding the Self Sustainment category of Medical Level 1 (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 8.　No shortfalls regarding the Self Sustainment category of Communal First Aid (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 9. No shortfalls regarding the Self Sustainment category of Buddy First Aid (BFA) (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 10. No shortfalls regarding the Self Sustainment category of High-Risk Areas (Epidemiological) (as per DOS KPI SS categories) are identified in the last COE verification inspection. | |
| | | | 11. 100% of unit personnel deployed with a first aid kit.　　(Comment: Conduct spot checks) | |
| | | | 12. 100% of tourniquets available in all first aid kits.　(Comment: Conduct spot checks) | |
| | F 4.4.2 | Level 1 of the Battalion can provide standard medical services at a static location　Ref.: COE manual Chapter 3 Annex C | **Standard Met** 1. Level 1 has a treatment capacity of 20 ambulatory patients per day and a holding capacity of 5 patients for up to 2 days. | |
| | | | 2. Level 1 has two medical officers and six paramedics/ nurses. | |
| | | | 3. Level 1 maintains records of treated personnel and provides referrals (recorded) for treatment of personnel at Level 2/3. | |
| | | | 4. Level 1 personnel can name the determined higher-level treatment facilities identified for the Battalion by the Force Medical Officer. | |
| | | | 5. The level 1 conducts routine sick calls and the manages minor sicknesses and injuries among personnel for immediate return to duty; | |
| | | | 6. The Level 1 provides advice to the contingent personnel on disease prevention. | |
| | | | 7. The level 1 provides medical risk assessments and contributes to determine force protection measures within the area of responsibility (AOR) of the Battalion. | |

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| | | | 8. The Level 1 has a designated isolation possibility for infectious patients. (Comment: Isolation facilities can be In the level 1 or in the camp) | |
| | F 4.4.3 | Level 1 provides regular Buddy First Aid refresher training to contingent personnel. | **Standard Met** 1. Training is provided at least every 3 months to all unit personnel and is documented (incl. participants) | |
| | | | 2. Training includes application of Tourniquets for Extremity Hemorrhage | |
| | | | 3. Training includes Wound Packing for Limb Injuries not Amenable to Tourniquet Application including Application of Emergency Pressure Bandages | |
| | | | 4. Training includes Airway Management procedures and techniques | |
| | | | 5. Training includes areas like Fracture Immobilization, Burns, Bites and stings, | |
| | | | 6. Casualty Movement Techniques, CASEVAC procedures and request are included in the training. | |
| | | | 7. Training on healthcare policies and procedures is included. | |
| | F 4.4.4 | Level 1 is organized, trained and equipped to provide emergency medical services for the unit  Ref.: COE manual Chapter 3 Annex C | **Standard Met** 1. Level 1 is able to split into two forward medical teams (1 medical officer and 3 paramedics/nurses in each). | |
| | | | 2. Level 1 emergency resuscitation equipment and drugs are prepared, portable and transportable by helicopter. | |
| | | | 3. Level 1 equipment includes Fluids, Splints and bandages, Surgical sets for minor surgical procedures, Field dispensary, Stretchers | |
| | | | 4. The level 1 provides (is equipped and trained for) casualty collection from the point of injury/wounding. | |
| | | | 5. The level 1 provides limited triage and stabilization of casualties. | |
| | | | 6. The level 1 prepares casualties for evacuation to the next level of medical capability or the appropriate level of medical facility depending on the type and gravity of the injuries. | |
| | F 4.4.5 | Level 1 contributes to medical situational awareness of the Mission.   (Comment: Needs to be checked with Sector/Force Medical officer if reports have been provided) | **Standard Met** 1. Level 1 provides Medical Staff Aid 1B (Casualty Individual Report as per Mission SOP)- within 2 weeks after an incident | |
| | | | 2.  Level 1 provides Medical Staff Aid 2 (Medical Facility Report as per Mission SOP)- every 3 months | |
| | | | 3. Level 1 provides Medical Staff Aid 3A (Medical Treatment Report Per Capita as per | |

| | | | Mission SOP)-monthly | |
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| | | | 4. Level 1 provides Medical Staff Aid 3B (Medical Treatment Report by Diagnosis as per Mission SOP)- monthly | |
| | | | 5.     The Contingent Patient Book contains the relevant and required data for patient management. | |
| | | | 6. Referral Forms are correctly completed, managed and archived . | |
| **F 4.5** | | | | |
| **Environmental Management** | | | | |
| | **F 4.5.1** | The Battalion has implemented effective environmental measures related to Water and Wastewater management in the Permanent Operating Base   Ref.: DPKO/DFS Environmental Policy for UN Field Missions, 2009.6; DPKO /DFS Environmental Guidelines for UN Field Missions (2007); DPKO /DFS Waste Management Policy for UN Field Missions (2015.6) | **Standard Met**  1. Battalion maintains records of (daily/weekly/monthly) water consumption (in L), ideally via the use of meters. (Comment: Please also note if water meters are in place or not.) | |
| | | | 2. Battalion maintains records of data on (daily/weekly/monthly) water abstraction (in L), if applicable (e.g. boreholes), ideally via the use of meters.   (Comment: Please add frequency of records in Comment field e.g. quarterly) | |
| | | | 3. Battalion reports data on water consumption and/or abstraction (in L) to Mission Support, as per the requested frequency. | |
| | | | 4. Battalion demonstrates the implementation of water conservation measures (harvest water, use treated wastewater…), as per Mission Support Directive    (Comment: List examples of best practices implemented) | |
| | | | 5. Battalion demonstrates no record of septic tank overflow events.   (Comment: Note how quickly overflow events were fixed if/when reported) | |
| | **F 4.5.2** | The Battalion has implemented effective environmental measures related to Solid and Hazardous Waste management in the Permanent Operating Base   Ref.: DPKO/DFS Environmental Policy for UN Field Missions, 2009.6; DPKO /DFS Environmental Guidelines for UN Field Missions (2007); DPKO /DFS Waste Management Policy for UN Field Missions (2015.6). | **Standard Met**  1. Battalion maintains records (daily/weekly/monthly) of the amount of general waste produced (in Kg), as requested by Mission Support | |
| | | | 2. Battalion reports data on the generation of general solid waste (in kg) to Mission Support, as per the requested frequency | |
| | | | 3. Battalion demonstrates proper segregation of general waste in color-coded bins (e.g. composting, paper, plastic, metals, etc) | |
| | | | 4. Battalion demonstrates proper hazardous waste management practices (eg: hazardous waste inventory, proper handling and storage in place), as per Mission Support | |

| | | | Directive | |
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| | | | 5. Battalion demonstrates proper management of medical waste at Level 1 hospitals (incl. medical waste segregation and incineration process in appropriate medical incinerator), as per Mission Support Directive | |
| | | | 6. Battalion demonstrates efforts to take action on waste management of non-functional COE and expired materials by actively communicating with the concerned Mission units (COE, PDU, Environment, FMU, etc.) and/or show plans for repatriation of non -functional COE. | |
| | F 4.5.3 | The Battalion has implemented effective environmental measures related to Energy management in the Permanent Operating Base   Ref.: DPKO/DFS Environmental Policy for UN Field Missions, 2009.6; DPKO/DFS Environmental Guidelines for UN Field Missions (2007). | **Standard Met**  1.  Battalion maintains records of (daily/weekly/monthly) electricity demand (in Kwh), ideally with the use of meters, as requested by Mission Support | |
| | | | 2. Battalion maintains records of (daily/weekly/monthly) generator fuel use (in L), ideally via the use of meters, as requested as Mission Support | |
| | | | 3. Battalion reports data on electricity demand (in Kwh) and generator fuel use (in L) to Mission Support, as per the requested frequency. | |
| | | | 4. Battalion demonstrates containment basins with berms are positioned under fuel storage, gensets and used POL storage to prevent soil contamination, oil separators are provided to the basins and to concrete floors beneath the generators. | |
| | | | 5. Emergency containment measures are immediately undertaken, using spill kits as appropriate, to reduce as much as practicable discharges to the environment and any such incidents are immediately reported to Mission Support/Environment Unit | |
| | | | 6.  Battalion demonstrates best practices to reduce fuel and electricity consumption, and realize energy efficiencies (eg: generator synchronization, reduced vehicle idling, turning off ACs, Replacement of conventional bulbs with LED )  (Comment: List the examples of actions) | |
| | F 4.5.4 | The Battalion has implemented effective environmental measures related to overall environmental management in the Permanent Operating Base  Ref.: DPKO/DFS Environmental Policy for UN Field Missions, 2009.6; DPKO /DFS Environmental | **Standard Met**  1. A focal point is appointed and conduct site inspection regularly. | |
| | | | 2. Battalion implements the recommendations from the environmental inspection report in due time. | |

| | | Guidelines for UN Field Missions (2007); DPKO /DFS Waste Management Policy for UN Field Missions (2015.6). | 3. The Battalion complies with the Duties of peacekeepers as stated in the UNMIM. (Comment: UNMIM Duties: 1. Bring empty (plastic) water bottles used during patrols back to camps for proper disposal (Do not throw away bottles/wraps directly into nature). 2. Avoid bringing to area of operations plastic cutlery as well as using it 3. Undertake energy conservation measures: switch off all appliances, lights and air conditioning when not in use. 4. Avoid vehicles idle time as much as possible. 5. Undertake water conservation measures, especially in water scarce areas. 6.Do not bring any plant/seeds from country of origin which is not endemic to country of deployment, and vice versa. 6. Do not acquire wild plants and animals, live or dead. Avoid using charcoal. 7. Know where the cultural, religious and historical sites are, and behave according to local sensitivities.) | |
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| | | | 4. Battalion demonstrates the use of the STOP tool (Stop, Think, Observe, Plan) when undertaking a new task to assess and mitigate risks to the environment (Comment: Explanation: *Stop, before you start a new task/operation. Think, does the task involve issues (e.g. fuels, water, waste) that could affect the environment? Observe, the environment around you (e.g. drains, streams, trees). Plan, the task to avoid any damage to the environment)) | |
| | | | 5. In case of a site closure, Battalion undertakes the necessary clean-up activities, with Mission Support advice, to leave the premises and physical environment in the conditions it was provided to them" as per COE Manual language    (Comment: If this cannot be evaluated score as Non Applicable) | |
| | | | 6. The Battalion conducts regular environment awareness briefings (every 3 months). | |

**UN Infantry Battalion Function 4: SUSTAINMENT  (Overall Assessment):**

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**Observation & Recommendations**

# UN Infantry Battalion – Functions

## UN Infantry Battalion Function 6: COMMUNICATIONS

**Description:** The UN Infantry Battalion is responsible for the communications below the Battalion HQ level including all tactical level communications and the rear link communications from the mission to their Home Country. The Communication Function also ensures suitable equipment for internal communications, telephone communications from the UN mission to the respective countries and access to Email, Internet for personal, office or welfare purposes is available in the Battalion.

**Ref:** UNIBAM Chapter 2 and UNMIM Chapter 9.11

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **UN Infantry Battalion Function 6: COMMUNICATIONS** | | | | |
| **F 6.1** | | | | |
| **Planning & Communications architecture** | | | | |
| | F 6.1.1 | The UN Inf Battalion has established a communications architecture including enabling infrastructure for internal communications with subordinate and supporting units in its AOR. | **Standard Met** 1. The Communications section is trained and organized to support the communication infrastructure besides being proficient in basic military tasks. (Comment: Subjective assessment of evaluators) | |
| | | | 2. The communication architecture is aligned with the tactical deployment and is designed to cater for all operational tasks and contingencies. (Comment: This means that for all possible operational scenarios, the communication plan ensures effective communication with primary, alternate, contingency and emergency networks clearly defined.) | |
| | | | 3. The communications architecture is coordinated with higher HQs and describes the integration of the unit's communication equipment with higher, lower and adjacent HQs and units and other Mission components. | |
| | | | 4. The communication architecture supports command and control of the entire unit, situational awareness, secure communications with Higher HQs, and coordination with neighboring units and internally. | |
| | | | 5. The internal communication system incorporates telephonic and data communication between static elements. | |
| | | | 6. Radio communications is used for Command & Control of mobile operations based on identified Primary, Alternate, Contingency, and Emergency Networks. | |
| | | | 7. The communications architecture ensures availability of enabling infrastructure like repair facilities and battery charging devices. | |
| | F 6.1.2 | The communication plan for the conduct of an operation/ task is incorporated in the order of the Battalion. (Comment: Check Battalion Orders.) | **Standard Met** 1. Signal Instructions are issued clearly to include details of code words, radio net diagrams and frequency management issues during operations and static duties. | |

| | | | 2. All command relationships of units conducting the operation are defined in the order. | |
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| | | | 3. Available communications networks to conduct the operation are defined. | |
| | | | 4. Primary, alternative (including SATPHONE), command and emergency means of communication during each phase of an operation and for static duties are defines in the order. | |
| | | | 5. Mitigation measures for communication disruptions are outlined in the order. | |
| | | | 6. The communication plan describes all available existing communication means. | |
| | | | 7. Frequencies & Call signs have been established for radio communications of all Battalion sub-unit elements. | |
| | F 6.1.3 | S6 section supports planning and conduct of all unit operations. (Comment: Can only be valuated if a planning process is conducted during the evaluation.) | **Standard Met** 1. The S6 section supports MPKI personnel during the Analysis of the Operations Environment esp. regarding the Information Environment. | |
| | | | 2. The S6 section monitors radio traffic in the AOR and maintain log to that effect using existing radio sets. | |
| | | | 3. The S6 section develops communications' estimate to include details of equipment required for an operation and means to maintain the effectiveness including considerations of spares and reserves. | |
| | | | 4. The S6 section evaluates the supportability and feasibility of the signal plan for each proposed course of action. | |
| | | | 5. The S6 section develops a signal support plan for the approved operations plan. | |
| | | | 6. The S6 section consults with higher, lower, and adjacent headquarters and other mission components to ensure effective communications throughout their AOR. | |
| | | | 7. The S6 section manages tactical radio networks. | |
| **F 6.2** | | | | |
| **Support to Operations** | F 6.2.1 | The Battalion has established an effective telephone communications network. Ref.: UN COE manual Chapter 3, Annex B. | **Standard Met** 1. The Battalion operates telephonic communications to all other static locations of units within its AOR. | |
| | | | 2. The unit maintains telephones for the contingent and its subunits within the area of operations. | |
| | | | 3. Battalion HQs, stationary sub elements (such as offices, workspaces, observation posts and guard posts) and sub-units located at the main base camp are connected by phone. | |
| | | | 4. The Battalion operates and maintains a switchboard. | |
| | | | 5. All telephone lines within the unit AOR are | |

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| | | | operational 24/7 by a line maintenance team. | |
| | **F 6.2.2** | The Battalion has established and maintains effective radio communications networks. Ref.: UN COE manual Chapter 3, Annex B. | **Standard Met** 1. The unit operates & maintains a VHF/UHF command and control net, down to the sub-unit (section/ squad) level. | |
| | | | 2. The unit operates & maintains one VHF/UHF/HF administrative net. | |
| | | | 3. During tactical and mobile operations Battalion HQs can communicate with sub-units and sub elements which are unable to communicate via telephone and beyond the range of VHF/UHF- FM base station communications. | |
| | | | 4. Radio operators are able to site, establish and operate radio repeater detachments based on vehicles and man-pack. | |
| | | | 5. Unit provides a command and control net using non-vehicular mounted HF communications equipment. | |
| | | | 6. Communication channels are operational at all times (24/7) within the unit. | |
| | | | 7. Rear linked communications between the contingent and the home country is established and includes telephonic communications. | |
| | | | 8. Internet access is provided to facilitate voice and e-mail communications for all personnel of the unit as a welfare measure. | |
| | **F 6.2.3** | Personnel of the Battalion conducts effective radio communications | **Standard Met** 1. Radio communication procedures are outlined in a unit SOP and aligned with UN procedures. (Comment: The SOP includes guidelines for transmitting phonetic alphabet and numbering and procedure words.) | |
| | | | 2. Radio communications with higher HQs is conducted in English based on UN procedures. | |
| | | | 3. Messages transmitted over radio use defined procedure words. | |
| | | | 4. Radio operators transmit messages that are clear and brief. | |
| | | | 5. Radio checks are conducted before conduct of each task with all stations involved in the task. | |
| | | | 6. Orders to conduct tasks (verbal or written) include always Primary, alternative, command and emergency frequencies ((including SATPHONE). | |
| | | | 7. Officers and radio operators are able to use basic radio equipment in service in their unit and to operate them according to the internationally recognized procedure. | |

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| **UN Infantry Battalion Function 6: COMMUNICATIONS  (Overall Assessment):** |
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| **Observation & Recommendations** |
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## UN Infantry Battalion Function 7: TRAINING

**Description:** Training for military units is broadly separated in the United Nations into Pre-Deployment Training (PDT) and In-Mission Training. During PDT TCCs must train their personnel to operate as a UN Inf Bn in the specific UN operating environment to which they will deploy and to UN standards. This means that TCCs must re-orientate the operational capabilities of an Inf Bn, within the parameters set by the UN, so that it can operate in a peacekeeping environment. The focus of In-Mission Training is on Mission -specific induction training and the maintenance of capabilities and skills. The current function is focused on the training to be conducted during the deployment to a UN PKO.

**Ref:** UNIBAM Chapter 5 and Operational Readiness Preparation (ORP) Guidelines 2018.

| UN Infantry Battalion Function 7: TRAINING | | | | |
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| **Sub-Task** | **Standard Number** | **Standards** | **Indicators** | **Score** |
| **F 7.1** | | | | |
| **Training plans and documents** | | | | |
| | **F 7.1.1** | The Battalion has facilities, resources, and training related documents to conduct regular training and rehearsals in the mission area. | **Standard Met**<br> 1. The unit has a designated Training SO in the Battalion HQ. | |
| | | | 2. The unit has infrastructure to facilitate contingent training (classrooms and appropriate IT infrastructure). | |
| | | | 3. Battalion is maintaining a current record of all training policies, SOPs, guidelines applicable to the contingent, including UN Training Policy and Guidelines, FC's Training Directive, FHQ/SHQ training documents and instructions. Ref.: 2010 Policy: Training for all UN Peacekeeping Personnel; 2019 Guidelines: Design, Delivery and Evaluation of Training (Training Cycle); 2015 Policy: Operational readiness Assurance and Performance Improvement; 2018 Guidelines: Operational Readiness Preparation for Troop Contributing Countries in Peacekeeping Missions | |
| | | | 4. The contingent has a written training program in line with guidance/FC Training Directives which has been promulgated to subordinate units through the chain of command. | |
| | | | 5. The unit training officer is aware of UN websites/resource hub for PKO training manuals and can access to the same and developed a training plan based on referenced documents. | |
| | | | 6. Resources are planned and assigned to the unit to conduct training and rehearsals and there is a reporting mechanism in place and used. | |
| | **F 7.1.2** | The UN Infantry Battalion has outlined the in-mission training efforts of the Battalion in a training SOP or an order. Ref.: 2019 Guidelines: Design, Delivery and Evaluation of Training (Training Cycle); 2015 Policy: Operational readiness Assurance and Performance Improvement | **Standard Met**<br> 1. The training SOP/order of the Battalion is aligned with Mission specific guidance (FC's Training Directive, FHQ/SHQ training documents and instructions, such as FHQ/SHQ Training SOPs). | |
| | | | 2. The training SOP/order of the Battalion provides clear detail on what training is to be conducted. | |
| | | | 3. The training SOP/order of the Battalion defines | |

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| | | | attendance requirements. | |
| | | | 4. The training SOP/order of the Battalion defines frequency of training events. | |
| | | | 5. The training SOP/order of the Battalion defines responsibilities for coordinating training. | |
| | | | 6. The training SOP/order of the Battalion defines standard procedures for how training is planned, conducted, evaluated and recorded. | |
| | | | 7. The training SOP/order of the Battalion defines the procedure for documentation/record of training. | |
| | **F 7.1.3** | The Battalion has developed training plans to improve on identified performance shortfalls.  Ref.: 2019 Guidelines: Design, Delivery and Evaluation of Training (Training Cycle); 2015 Policy: Operational readiness Assurance and Performance Improvement) 2019 Guidelines: Combined Military and Police Coordination Mechanisms in Peace Operations | **Standard Met** 1. The UN Inf Battalion is keeping records of After Action Reviews, in-mission evaluations, Performance Improvement Plans and Instructions from SHQ/FHQ. | |
| | | | 2. Training plans are aligned with Mission specific guidance (SOPs, FC's Training directive and FHQ/SHQ instructions). | |
| | | | 3. Previous observations/ recommendations of Pre-deployment visits and in-mission evaluations are incorporated into training plans to improve on identified shortfalls.   (Comment: Note that for units that have received a Pre-Deployment Visit before their deployment/ rotation the contingent commander should also have knowledge on provided improvement recommendations (not mandatory). ) | |
| | | | 4. Training plans consider training recommendations of the unit's performance improvement plan. | |
| | | | 5. Training plans are based also on inputs from all staff functions of the Battalion to synchronize training with operational activities. | |
| | | | 6. Training plans have been coordinated with Force/ Sector HQ to ensure that temporary capability reduction during scheduled training does not degrade mission performance and have been approved by the Sector HQ. | |
| | | | 7. The UN Inf Battalion has planned to conduct combined Training exercises with Police Units in the Sector AOR. Ref.: 2019 Guidelines: Combined Military and Police Coordination Mechanisms in Peace Operations. | |
| | | | 8. There is a Lessons Learned mechanism in place to collect good and best practices and shortfalls to inform the deploying unit. | |
| **F 7.2** | | | | |
| **Conduct, Monitoring and Reporting of training** | **F 7.2.1** | The Battalion has effectively conducted Awareness Training. | **Standard Met** 1. A plan has been developed to ensure that 100% of unit members completed the induction in the form of awareness generation.   (Comment: | |

| activities. | | | | | |
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| | | | Awareness generation sessions are to be held periodically as refreshers or to emphasize some issues of importance to missions.) | |
| | | | 2. Attendance of unit personnel at mission specific induction training has been recorded by name and 90% of unit personnel have attended mission-specific induction  in the form of awareness generation.   (Comment: Awareness generation sessions are to be held periodically as refreshers or to emphasise some issues of importance to missions.) | |
| | | | 3. There is a training plan in place to meet documented induction training shortfalls | |
| | | | 4. A plan has been developed to periodically train and inform the personnel on the changed threat scenarios.  Ref.: UN Force Protection Guidelines | |
| | F 7.2.2 | The Battalion conducts regular refresher for all unit members   Ref.: 2019 Guidelines: Design, Delivery and Evaluation of Training (Training Cycle); 2015 Policy: Operational readiness Assurance and Performance Improvement. | **Standard Met** 1. 90% of unit personnel have received refresher training (and passed the associated test of objectives) at least once per 6 months. (Comment: Needs to be documented) | |
| | | | 2. 1 or 2 Buddy First Aid, CASEVAC and Heli Evacuation procedures courses each six months. Ref.: 2020 Policy: Casualty Evacuation in the Field | |
| | | | 3. At least 1 weapon handling training for individual and crew served weapons (including calibration) and firing practice each six months (Comment: The unit must have requested a live firing range if no range is available.) | |
| | | | 4. Two sessions each six months on Force Protection measures, updates on threats and hazards in the AOR of the Battalion. | |
| | | | 5. One ROE training each three months focusing on the correct practical application of ROEs in mission specific scenarios and ROE reporting requirements. | |
| | | | 6. One session per deployment on the UN Code of Conduct and SEA prevention training. | |
| | | | 7. Two trainings each six months on radio communications, voice procedures (including communication with helicopters) and navigation. | |
| | | | 8. The UN Inf Battalion has planned to conduct combined Training exercises with Police Units in the Sector AOR. Ref.: Guidelines: Combined Military and Police Coordination Mechanisms in Peace Operations. | |
| | F 7.2.3 | UN Inf Battalion has established measures to monitor and evaluate internally training activities.  Ref.: 2019 Guidelines: Design, Delivery and Evaluation of Training (Training Cycle); 2015 Policy: Operational readiness Assurance and Performance | **Standard Met** 1. Planning of Sub-unit training activities evaluations by unit training officer or other individual not responsible for the delivery of that training is available (as designated in the Unit training SOP). | |
| | | | 2. Commanding officer is monitoring quality of | |

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| | | Improvement)  A Practical Guide to Peacekeeping Training Evaluation (2015). | training of unit HQs and sub-units through the evaluation reports. | |
| | | | 3. Unit training officer monitors and observes preparation and conduct of training events. | |
| | | | 4. Training shortfalls are identified, recorded and training plans adjusted or additional training for assigned trainers conducted. | |
| | | | 5. Standard templates for evaluating training activities are available. | |
| | | | 6. List of qualified/certified trainers of the unit is available. | |
| | | | 7. Unit has a system (with all criteria in written form) of evaluating the performance/efficiency of the trainers and a methodical plan of improving the efficiency of trainers. | |
| | F 7.2.4 | The unit personnel have received mandatory conduct and discipline and SEA prevention training (pre-deployment and in-mission).   Ref.: 2018 Policy: Gender Responsive United Nations Peacekeeping Operations. | **Standard Met** 1. A unit SOP (or recorded order) documents describes that the training officer of the unit is responsible for in-mission training on UN standards of conduct, including zero-tolerance policy on sexual exploitation and abuse (SEA), (which may occur in coordination with the Conduct and Discipline Team). | |
| | | | 2. Written records show that unit trainers received specific training on how to train personnel on UN standards of conduct, including zero-tolerance policy on sexual exploitation and abuse (SEA) prior to deployment | |
| | | | 3. A record is maintained to confirm that all unit members (100%) have received conduct and discipline induction training since arrival in mission. (Note: For all unit members that have not yet completed the training, a record of an ongoing schedule to achieve compliance needs to be presented). | |
| | | | 4. There is a record that 100% of unit personnel have taken the mandatory SEA Training Program via E-learning or in a classroom setting. (Note: For all unit members that have not yet completed the SEA E-Learning Program, a record of an ongoing schedule to achieve compliance needs to be presented). | |
| | | | 5. Gender responsive sensitive topics are delivered by a combination of male and female instructors. | |
| | | | 6. Participation of both male and female are recorded. | |
| | | | 7. Participation at training is enforced by the chain of command to ensure proportionate access (to both male and female) for all training activities. | |
| | | | 8. Conflict related sexual violence and human rights training activities are conducted. | |
| | F 7.2.5 | The Battalion adjusts training plans and | **Standard Met** | |

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| | | activities based on direction/ feedback received from higher levels of command. | 1. The unit training plans are adjusted according to new requirements/instructions received and records maintained. | |
| | | | 2. The unit requests feedback, advice and assistance to adjust and improve training plans and activities from higher HQs and /or Integrated Mission Training Centre. | |
| | | | 3. Accurate and consistent reporting mechanism on training plans and activities to higher HQs can be traced.  (Comment: Score as 0% if one single false report is identified.) | |
| | F 7.2.6 | The Battalion reports on training programmes | **Standard Met** <br> 1. Contingent compiles training reports/returns for timely submission to higher HQ & Military Training Cell of the Integrated Mission Training Centre. | |
| | | | 2. Standard template for monthly training reports is used for the submission of reports (both for receiving from sub-unit and sending to SHQ/FHQ). | |
| | | | 3. Training assistance is requested from IMTC (if applicable). | |
| | | | 4. Training reports have been reviewed and signed by unit commander. | |

**UN Infantry Battalion Function 7: TRAINING (Overall Assessment):**

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**Observation & Recommendations**

# UN Infantry Battalion Function 9: ENGAGEMENT/ CIMIC

**Description:** Engagement includes, but is not be limited to, interaction with local community authorities, local community organizations, key political and community leaders, national military and police, parties to the conflict, and the local population, including women and men. Appropriate coordination is required with other UN entities, and with International and Non-Governmental Organizations (IOs/NGOs). All UN Inf Bn engagement tasks should be coordinated with the Sector and Force, in accordance with mission priorities and directives, utilizing mission-designated processes. A UN In Bn normally includes both a Civil-Military Coordination (CIMIC) Section and an Engagement Platoon (EP) that is comprised of both women and men. The scope of engagement activities performed by CIMIC and EP capabilities are closely aligned, though the scale of expertise and experience to be found in CIMIC Sections is usually of greater depth than the tactical 'first responder' capability offered by EPs.

**Ref:** UNIBAM Chapter 2, para 2.4.2.5.

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **UN Infantry Battalion Function 9: ENGAGEMENT/ CIMIC** | | | | |
| **F 9.1** | | | | |
| **Engagement planning and coordination** | F 9.1.1 | The Battalion has an engagement platoon. Ref.: UNIBAM 3.6.2 | **Standard Met** 1. The unit has a designated Engagement Platoon with a minimum of 50% female soldiers. | |
| | | | 2. The Engagement Platoon has a designated Platoon commander commanding officer and a deputy, one of which is female. | |
| | | | 3. The Platoon Commander is at least of the rank of Captain, while the deputy is at least a Senior NCO. | |
| | | | 4. The Engagement Platoon is structured and operating in teams, containing four personnel per team. | |
| | | | 5. A Battalion with three maneuver companies has a minimum four ETs in the Engagement Platoon, Battalions with four companies have five ETs. | |
| | | | 6. The teams have the appropriate rank structure to establish a C2 hierarchy and is trained for the task. (Comment: Training records available) | |
| | | | 7. The Engagement Platoon is an organic part of the Combat Support Company and ETs are attached to Inf Coys to participate in conduct of tasks under the tactical control of the receiving Coy for the period of their attachment. (Comment: Check existing orders of the Battalion) | |
| | F 9.1.2 | The Engagement platoon & CIMIC section maintains effective coordination with Internal and external counterparts. Ref.: UNIBAM 3.6.2 and 2.4.2.5 | **Standard Met** 1. There is a record of coordination between the Engagement Platoon and Sector HQ/ Force HQs. (Comment: Confirm with Sector/Force HQs) | |
| | | | 2. There is a record of Engagement Platoon co-ordination with Sector Military Gender Advisors and Women's Protection Advisors, Child Protection Advisor and all relevant civilian actors at the Sector, Force and Mission HQ. (Comment: Confirm with counterparts) | |
| | | | 3. Engagement Platoon cooperates closely with Unit CIMIC Officer. (Comment: Confirm with counterparts) | |
| | | | 4. The CIMIC section coordinates with any humanitarian assistance providers within the Area of Responsibility of the Battalion. (Comment: Confirm with counterparts) | |

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| | | | 5. The CIMIC section coordinates with other Mission elements (including the Head of Office and Community Liaison Assistants) and UN funds/programs/agencies within the Area of Responsibility of the Battalion. (Comment: Confirm with counterparts) | |
| | F 9.1.3 | The CIMIC section and the engagement platoon have conducted an Analysis of the Operations Environment and developed an engagement plan. Ref.: UNIBAM 2.4.2.5 and MPKI HB | **Standard Met** 1. The CIMIC section and engagement platoon have identified the locations of humanitarian actors operating in the AOR of the Battalion   (Comment: to include UN agencies, funds and programmes ( World Food Programme (WFP), UN High Commissioner for Refugees (UNHCR), UN Children's Fund (UNICEF), World Health Organization (WHO), and UN Development Programme (UNDP), Governmental Organisations (NGOs), Governmental Organisations (GOs),  International Red Cross and Red Crescent Movement (RCRC)) | |
| | | | 2. The CIMIC section and engagement platoon have identified locations where representatives of the civilian mission component operate. | |
| | | | 3. The CIMIC section and Engagement platoon have identified local groups, their current situation, interests and needs as well as the potential, or imminent risks and on-going threats to them.   (Comment: CIMIC section and EP leader to provide evaluators with a detailed brief, also check the Operations map) | |
| | | | 4. The CIMIC section and engagement platoon can identify past, current and future roles, objectives and structure of local leaders/major actors of communities including women's groups. | |
| | | | 5. The CIMIC section has developed an engagement plan which is coordinated and regularly (based on Mission guidance) updated based on inputs received from the Battalion Commander, Battalion staff or higher levels of command. | |
| | | | 6. The engagement plan of the Battalion outlines routine liaison and engagement requirements in support of the mandate (to maintain regular contact). | |
| | | | 7. The engagement plan specific engagement requirements to observe, monitor and report on areas with vulnerable and at-risk populations based on identified early warning indicators.   (Comment: Crosscheck information with MPKI and Operations personnel and alignment with the engagement plan) | |
| **F 9.2** | | | | |
| **Conduct and reporting** | F 9.2.1 | Engagement platoon conduct effective engagement. Ref.: UNIBAM 2.4.2.5 and 3.6 | **Standard Met** 1. Engagement with the local population is conducted and relevant information about their stated needs and interests is reported to Battalion HQs (internally) and external counterparts (e.g. with Women's Protection Advisers and the Senior Protection of Civilians Adviser) | |
| | | | 2. Potential counterparts for engagement are selected depending on the information required or to convey messages (e.g. about mission mandate and protection | |

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| | | | capabilities, of reassurance, etc.). | |
| | | | 3. Regular contact with key members of the local community and other key actors is maintained and means to contact them are identified. | |
| | | | 4. Engagements are planned to limit the risk of the local population through engagements. | |
| | | | 5. Engagement platoon engages in dialogue with the men and women of communities by trust-building liaison. | |
| | | | 6. Results and findings of all engagements in accordance with the unit SOP are recorded and filed. | |
| | | | 7. If requested by other stakeholders (e.g. Human Rights component), the engagement platoon collects information on key sites, witnesses, and other evidence related to ongoing or potential UN investigations (including Human Rights). | |
| | F 9.2.2 | CIMIC section and engagement platoon maintain Situational Awareness (SA) of the civilian situation in the AOR of the unit. Ref.: UNIBAM 2.4.2.5 | **Standard Met**<br>1. CIMIC section and engagement platoon determine and report if there are threats to UN operations, personnel or facilities. | |
| | | | 2. CIMIC section and engagement platoon determine and report if there are threats to civilian population. | |
| | | | 3. CIMIC section and engagement platoon determine and report if there are indications of violations of UN policies or international law including CRSV and Human Rights. | |
| | | | 4. CIMIC section and engagement platoon determine and report imminent humanitarian crisis from lack of food, water or security. | |
| | | | 5. CIMIC section and engagement platoon recommend possible community development plans, including whether a Quick Impact Project (QIP) or other CIMIC project is feasible.  (Comment: Projects designed to strengthen the role of local government (supporting the political goals of the Mandate). Note: Improving the image of the UN and relationship with the local community are secondary outcomes.) | |
| | | | 6. CIMIC section and engagement platoon determine and report on threat actors, parties to the conflict incl. changes in posture, objectives, structure and capabilities. | |
| | | | 7. CIMIC section and engagement platoon determine and report the local population's existing protection and prevention strategies and develop plans to integrate with and enhance their security mechanisms. | |

**UN Infantry Battalion Function 9: ENGAGEMENT/ CIMIC (Overall Assessment):**

**Observation & Recommendations**

# UN Infantry Battalion – Tasks

## UN Infantry Battalion Task 1: CONDUCT A PATROL

**Description:** Patrols are typically carried out as reconnaissance (objective, area, actor), surveillance, liaison (with neighbouring units), presence (in an area) and engagement (with various actors in the mission) patrols to deny terrain to threat actors, to safeguard the local population and vulnerable groups, and to assure mandate implementation through the robust and proactive projection of force by day and night.

**Ref:** UNIBAM Chapter 2.6

| Sub-Task | Standard Number | Standards | Indicators | Score |
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| **UN Infantry Battalion Task 1: CONDUCT A PATROL** | | | | |
| **T 1.1** | | | | |
| **Planning & Preparation** | **T 1.1.1** | The UN Infantry Battalion patrol plan supports effective mandate implementation.    Ref.: UNIBAM 2.6.1.3 | **Standard Met** 1. The patrol plan is prepared to acquire information based on Information Acquisition plan (IAP) of the Battalion and defined in the Information Requirements (IR). | |
| | | | 2. The patrol plan is in line with Sector/FHQs orders | |
| | | | 3. The patrol plan is clearly outlined for a specific period (e.g. for the next 14 days) based on the SOP of the Battalion and aligned with the Engagement Plan of the Battalion. | |
| | | | 4.  The patrol plan ensures to conduct patrols in areas with recent threat actors' activities. | |
| | | | 5. Patrols are planned to be conducted by day and night, ensuring an enduring/sustained presence in vulnerable areas. | |
| | | | 6. Long-range, multi-day patrols are used to cover remote areas, including during the night. | |
| | | | 7. Helicopter borne patrols are planned to enhance presence and visibility in a wider area. | |
| | **T 1.1.2** | The UN Inf. Battalion HQs guides the preparation and conduct of patrols through effective orders/briefings. | **Standard Met** 1. Order/ briefing covers why, when, where, how and by whom the patrol must be conducted. | |
| | | | 2. Order/ briefing covers the threat situation and the weapons and equipment to be carried by the patrolling unit. | |
| | | | 3. Order/ briefing includes support arrangements and coordination requirements (with Host Nation security forces, if applicable) for the conduct of the task. | |
| | | | 4. Order/ briefing covers communication arrangements. | |
| | | | 5. Order/ briefing covers security arrangements of the patrolling unit, apart from inherent security. | |
| | **T 1.1.3** | The detailed plan for the conduct of the patrol is based on a thorough appreciation of the situation and mission analysis by the designated patrol leader.   Ref.: UNIBAM 2.6.1.3 (Comment: If preparation cannot be | **Standard Met** 1. The patrol leader obtains and analyses recent and significant activity in the patrolling area. | |
| | | | 2. The patrol leader identifies difficult and very difficult terrain; areas where friendly forces are canalized; rivers, bodies of water and other terrain | |

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| | | observed check this standard at patrol order. If necessary, interview the patrol leader) | obstacles impacting own mobility. | |
| | | | 3. The patrol leader carries out a map recce and identifies patrol route, way points, locations for planned halts, vulnerable points (likely ambush spots, potential areas with IEDs) and potential obstacles. | |
| | | | 4.  The patrol leader considers human terrain and identifies key leader locations and areas. (Comment: These areas include where the population is contesting with the UN; where threat groups are known or suspected to have the support of the local population; POC sites; IDP camps) | |
| | | | 5. The patrol leader considers potential threat actor(s) and identifies threat actor(s) Most likely and Most dangerous Courses of Action against the patrol (where are they, what are they likely to do, why will they do it, when will they do it, and how will they do it). | |
| | | | 6. The patrol leader determines and coordinates own required actions.   (Comment: what will the patrol do in case of observation any violation of the Cease Fire Agreement or incidents in the UN BZ; what will the patrol do on entry/exit of friendly lines; what will the patrol do at a short/long halt; what will the patrol do in the event of a breakdown; how will the patrol react to contact/ IED attack – left, right, front, and rear what will the patrol do if there is a casualty) | |
| | | | 7. The patrol leader requests required attachments (e.g. IPO, EOD team, C-IED team, interpreters and Engagement team) | |
| | T 1.1.4 | Emergency support arrangements are coordinated.    Ref.: UNIBAM 2.6.1.3 (Comment:  If coordination cannot be observed check this standard at patrol order. If necessary, interview the patrol leader) | **Standard Met**  1. Support arrangements are coordinated with the BN HQ regarding the Battalion QRF.   (Comment: Procedures for requesting/directing support) | |
| | | | 2. Support arrangements are coordinated with the BN HQ regarding Indirect fire support   (Comment: Procedures for requesting support, identified target points, support until which point, fire observation/correction) | |
| | | | 3. Support arrangements are coordinated with the BN HQ regarding Aviation support (if available in the mission)    (Comment: Procedures for requesting and directing the support) | |
| | | | 4. Support arrangements are coordinated with the BN HQ regarding repair/recovery (if not self-sustained). | |
| | | | 5. Support arrangements are coordinated with the BN HQ regarding medical support/CASEVAC. | |
| | T 1.1.5 | A communications plan is developed and coordinated for the patrol. (Comment: Standard  can be checked at patrol order. If necessary, interview the | **Standard Met**  1. Compatible radio sets with all concerned teams/detachments are available. | |
| | | | 2. Call signs, radio net diagram and frequencies are | |

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

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|  |  |  | 3. The patrol leader receives and provides situation updates to patrol elements. |  |
|  |  |  | 4. The patrol leader reports situational developments to higher HQs. |  |
|  |  |  | 5. The patrol leader reacts quickly to situation developments. |  |
|  |  |  | 6. The patrol leader provides clear tasking to patrol elements (during changes of the situation) |  |
|  | T 1.2.2 | Force Protection (FP) measures are implemented during the conduct of the task.   Ref.: UNIBAM 2.6.1.3 | **Standard Met** 1. Patrol avoids unnecessary stops. |  |
|  |  |  | 2. Vehicle overwatch positions are established to provide fire support to dismounted troops. |  |
|  |  |  | 3. Village entry points are controlled when engagement is conducted in urban areas. |  |
|  |  |  | 4. Security and observation (360 degrees) are maintained at all times. |  |
|  |  |  | 5. Patrol members are ready to react at all times. |  |
|  | T 1.2.3 | The patrol unit conducts effective engagement. | **Standard Met** 1. The patrol collects information based on identified Information Requirements. |  |
|  |  |  | 2. The patrol interacts with the local community applying for questioning techniques to collect information. |  |
|  |  |  | 3. The patrol ascertains the needs and interests of the local community. |  |
|  |  |  | 4. The patrol engages with all parts of the local community including men and women, youth and children depending on the information requirement. |  |
|  |  |  | 5. The patrol conducts engagements in line with the engagement plan of the Battalion. |  |
|  |  |  | 6. Records and file all engagements in accordance with the unit SOP. |  |
|  | T 1.2.4 | Patrol conducts liaison with local supporting security forces, UN forces and other UN entities in the area of the patrol. | **Standard Met** 1. Latest situation developments are exchanged. |  |
|  |  |  | 2. Observations during the conduct of the patrol are shared. |  |
|  |  |  | 3. Information is obtained for the further conduct of the task. |  |
|  | T 1.2.5 | The patrol is capable of self-sustainment for the task and duration of the patrol under all weather conditions. | **Standard Met** 1. The patrol has adequate water and food for all personnel, with at spare capacity of at least one extra day of operations. |  |
|  |  |  | 2. The patrol carries enough fuel to accomplish the mission and/or has a refueling plan. |  |
|  |  |  | 3. The patrol has communications equipment (VHF and HF radio at a minimum), including a secondary means, such as satellite phones. |  |
|  |  |  | 4. The patrol obtains transportation support and ensures preventive maintenance and checks are accomplished. |  |
|  |  |  | 5. Where required, the patrol has additional mobility support (engineers, C-IED teams). |  |

| T 1.3 | | | | | |
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| **After Action** | | | | | |
| | T 1.3.1 | The patrol unit consolidates the findings and reports to the UN Inf Battalion HQs. | **Standard Met** | | |
| | | | 1. All patrol members including attachments are present at the debrief. | | |
| | | | 2. Observations during the patrol are collected and discussed. | | |
| | | | 3. Best practices and Lessons Learned are Identified, recorded and shared with HQs. | | |
| | | | 4. A patrol report (proper language and answered who, what, when, where, how and why questions) is produced. | | |
| | | | 5. All recorded materials are shared with the HQs Intelligence (S2/U2) staff, if applicable. | | |
| | | | 6. Patrol leader identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) U3 staff, if applicable. | | |
| | | | 7. Recommendations for adjustments of other related contingency plans are made and incorporated by Operations staff, if applicable. | | |
| **UN Infantry Battalion Task 1: CONDUCT A PATROL (Overall Assessment):** | | | | | |
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| **Observation & Recommendations** | | | | | |

# UN Infantry Battalion – Tasks
## UN Infantry Battalion Task 2: TREAT & EVACUATE CASUALTIES (CASEVAC)

**Description:** CASEVAC is the primary evacuation of any casualty from the point of injury (POI) to the closest appropriate medical facility, utilizing the most appropriate means of transportation. Medical research proves that the risk of death or permanent disability is significantly reduced if people are treated as soon as possible after the onset of a life-threatening injury or illness. Based on this evidence, it is of utmost importance that appropriate life, limb and eyesight saving procedures are provided as quickly as possible. The stages of CASEVAC are referred to as the '10-1-2 goal.'

**Ref:** UNIBAM Chapter 2.6.2

| UN Infantry Battalion Task 2: TREAT & EVACUATE CASUALTIES (CASEVAC) | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| **T 2.1** | | | | |
| **Planning and Preparation** | T 2.1.1 | The Battalion has established an operational readiness system for CASEVAC.   Ref.: UNIBAM 2.6.2.4 | **Standard Met**<br>1. The Battalion has a contingency plan on CASEVAC to ensure that the 10-1-2 goal is in place. | |
| | | | 2.  The Battalion has established a dedicated communication channel with mission for CASEVAC. | |
| | | | 3. The Battalion ensures the communication system for CASEVAC to be operational across the entire area of responsibility on a 24/7 basis. | |
| | | | 4. The Battalion includes CASEVAC plan to all operational orders. | |
| | | | 5. The Battalion carries out a medical risk assessment prior to going on operations. | |
| | | | 6. The Battalion ensures that assets for CASEVAC are on standby while sub-units conducting operations out of Operating Base. | |
| | | | 7. The Battalion ensures that a medic is included in all operations. | |
| | | | 8. The Battalion ensure that all its personnel have first aid kits and are qualified in basic first aid. | |
| | T 2.1.2 | Measures for enhancing CASEVAC capability are implemented.       Ref.: UNIBAM 2.6.2.4 | **Standard Met**<br>1. The Battalion provides continuous training to all personnel in basic first aid, primarily to stop the bleeding and secure the airway. | |
| | | | 2. The Battalion provides all personnel performing duties outside Operational Base (OB) with interoperable communication equipment capable of accessing CASEVAC support. | |
| | | | 3. The Battalion ensures that all units conducting task out of OB are equipped with GPS capability, and with helicopter landing zone marking capability. | |
| | | | 4. The Battalion ensures that all personnel can send the standard alert message by radio communication for CASEVAC support. | |
| | | | 5. The Battalion conducts rehearsal on CASEVAC in regular basis based on SOP. | |
| **T 2.2** | | | | |
| **Conduct** | T 2.2.1 | Soldiers send an alert radio message for medical | **Standard Met**<br>1. Focal point name and call sign are included in the radio | |

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| | | assistance and 9-liner. Ref.: UNIBAM 2.6.2.4 | message. | |
| | | | 2. Exact location of event with grid reference is included in the radio message. | |
| | | | 3. Type of incident and special security considerations are included in the radio message. | |
| | | | 4. Description of injury is included in the radio message. | |
| | | | 5. Number of casualties is included in the radio message | |
| | | | 6. Actions currently being taken at the scene (treatment and security) are included in the radio message. | |
| | | | 7. Specially required resources based on the condition of casualty are included in the radio message. | |
| | | | 8. Nearest designated landing site is included in the radio message. | |
| | | | 9. Blood group of injured is included in the radio message. | |
| | T 2.2.2 | The unit element conducts proper action to achieves 10-1-2 goal.    Ref.: UNIBAM 2.6.2.2 | **Standard Met** 1. Buddy first aid is provided within 10 minutes at the Position of Injury (POI).   (Comment: Further treatment to stabilize casualty is provided by Forward-Medical Teams, or Aero-Medical Evacuation Team, or Level 1 hospital within 1 hour.   Coordination for providing Damage Control Surgery (DCS) within 2 hours for the casualty is conducted.  ) | |
| | | | 2. The area for the aircraft landing is clear of debris and equipped with safety assets for the aircraft. | |
| | | | 3. The personnel approaches to the aircraft on a safely manner (from the front, where the pilot can see them, without berets/caps, no arms up). | |
| | | | 4. Casualty is loaded properly to the aircraft (correctly fitted to the stretcher and loaded with the feet first) | |
| | T 2.2.3 | Unit elements secured the area of incident/accident. Ref.: UNIBAM 2.6.2.2 | **Standard Met** 1. Safety and security of first responders and/or emergency care personnel is ensured. | |
| | | | 2. Casualty is not endangered by hazards or threats (natural or physical). | |
| | | | 3. Threat actors are prevented from interfering with extended field care. | |
| | | | 4. All personnel including threat actors and civilians are prevented from interfering with the CASEVAC assets (ambulances, helicopters) | |
| | | | 5. Inner and outer cordons were established. | |
| | | | 6. An On-Scene Cmdr is designated. | |
| **T 2.3** | | | | |
| **After Action** | | | | |
| | T 2.3.1 | The Battalion consolidates and share the findings with SHQ/FHQ. | **Standard Met** 1. All members participated operation are present at the debrief. | |
| | | | 2. Debrief is conducted by both operation unit in the Point of Incident (POI) and BN HQ. | |
| | | | 3. Best practices and Lessons Learned are identified and shared with SHQ/FHQ. | |
| | | | 4. Battalion Commander identifies required adjustments in TTPs and reflect to SOP, if applicable. | |
| | | | 5. Recommendations for adjustments of CASEVAC contingency plan are made and incorporated by Operations | |

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| | | staff, if applicable. | | |

**UN Infantry Battalion Task 2: TREAT & EVACUATE CASUALTIES (CASEVAC) (Overall Assessment):**

**Observation & Recommendations**

# UN Infantry Battalion Task 3: CONDUCT A CONVOY/ ESCORT

**Description:** Escort and convoy operations are conducted to escort personnel or supplies in a secure manner from a designated start point to an intended destination. They are carried out for the movement of UN personnel (civilians, police or military or a combination); a force logistics supply; administrative convoys of deployed troops; the movement of humanitarian aid and personnel; the movement of election staff and equipment; the escort for dignitaries / very important persons (VIPs); the movement of refugees/internally displaced persons (including women and children); and the movement of prisoners/detainees. Good Tactics, Techniques, and Procedures (TPPs) cause threat actors to consider the convoy not to be a 'soft target' and elect not to engage it.

**Ref:** UNIBAM Chapter 2.6.3

| UN Infantry Battalion Task 3: CONDUCT A CONVOY/ ESCORT | | | | |
|---|---|---|---|---|
| **Sub-Task** | **Standard Number** | **Standards** | **Indicators** | **Score** |
| **T 3.1** | | | | |
| **Planning and Preparations** | | | | |
| | **T 3.1.1** | The UN Inf Battalion HQs guides the preparation and conduct of convoy/escort through effective orders/briefings. Ref.: UNIBAM Annex H | **Standard Met** <br> 1. Order/ briefing covers Why, when, where, how and to whom the convoy/escort must be conducted. | |
| | | | 2. Order/ briefing covers the threat situation and the weapons and equipment to be carried by the convoy/escort unit. | |
| | | | 3. Order/ briefing includes support arrangements and coordination requirements (with Host Nation security forces, if applicable) for the conduct of the task. | |
| | | | 4. Order/ briefing covers communication arrangements. | |
| | | | 5. Order/ briefing covers security arrangements of the convoy/escort unit. | |
| | **T 3.1.2** | The convoy/escort leader analyses relevant factors during planning process. Ref.: UNIBAM Chapter 2.6.3.3/ 2.3.3.5; UNIBAM Annex H (Comment: If preparation cannot be observed, check this standard at convoy/escort order. If necessary, interview the convoy/escort leader.) | **Standard Met** <br> 1. The convoy/escort leader identifies characteristics of the terrain such as difficult and very difficult terrain; vegetation changes ; likely ambush spots; rivers and other bodies of water; obstacles; vulnerable points, including areas where friendly forces are canalized; areas where IEDs have been laid in the past. | |
| | | | 2. The convoy/escort leader considers the effect of the weather on movement. | |
| | | | 3. The convoy/escort leader considers the type of vehicles being escorted, including their ability to move through terrain, their level of force protection. | |
| | | | 4. The convoy/escort team carries out a recce (physical or map) and identifies convoy/escort route depending on type of vehicles being escorted, way points, locations for planned halts, vulnerable points (likely ambush spots, potential areas with IEDs), potential obstacles, alternative routes, and communication gap areas (where signals cannot reach).  (Comment: This may not be possible in some environments (high threat locations) In that | |

| | | | case a map reconnaissance will suffice.) | |
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| | | | 5. The convoy/escort leader analyses potential threat actor(s) and identifies recent and significant activity in the area of the task to be conducted, threat actor(s) Most likely and Most dangerous Courses of Action (where are they, what are they likely to do, why will they do it, when will they do it, and how will they do it). | |
| | | | 6. The convoy/escort leader determines and coordinates own required actions e.g. what will the team do on entry/exit of friendly lines; what will the team do at a short/long halt; what will the team do in the event of a breakdown; how will the team react to contact – left, right, front, and rear; what will the team do if there is a casualty. | |
| | | | 7. The convoy/escort leader requests required attachments (e.g. IPO, EOD team, C-IED team, interpreters, Engagement team, and unmanned Aerial Vehicle (UAS)/ISR). (Comment: Engagement teams should be incorporated to the convoy escort when IDPs of refugees are being escorted.) | |
| | T 3.1.3 | Emergency support arrangements are coordinated. (Comment: If coordination cannot be observed check this standard at convoy/escort order. If necessary, interview the convoy/escort leader.) | **Standard Met**<br>1. Support arrangements are coordinated with the BN HQ regarding the Battalion QRF. (Comment: Procedures for requesting/directing support.) | |
| | | | 2. Support arrangements are coordinated with the BN HQ regarding Indirect fire support. (Comment: Procedures for requesting support, identified target points, support until which point, fire observation/correction.) | |
| | | | 3. Support arrangements are coordinated with the BN HQ regarding Aviation support (if available in the mission). (Comment: Procedures for requesting and directing the support.) | |
| | | | 4. Support arrangements are coordinated with the BN HQ regarding repair/recovery (if not self-sustained). | |
| | | | 5. Support arrangements are coordinated with the BN HQ regarding medical support/CASEVAC. | |
| | T 3.1.4 | A communications plan is developed and coordinated for the convoy/escort. (Comment: Standard can be checked at convoy/escort order. If necessary, interview the convoy/escort leader.) | **Standard Met**<br>1. Compatible radio sets with all concerned teams/dets are available. | |
| | | | 2. Call signs, radio net diagram and frequencies are defined for all involved parties. | |
| | | | 3. Operating procedures; recognition and identification procedures are identified. | |
| | | | 4. Communication procedures with all convoy/escort elements incl. non-military are identified. | |
| | | | 5. Communication plan includes as a minimum two separate means of communications (VHF/HF/SAT phone). | |
| | | | 6. Communication plan includes timing for radio | |

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| | | | check internal and external (with Base station) before the conduct of the task. (Comment: Prior to departure all means of communications are tested.) | | |
| | T 3.1.5 | The convoy/escort leader issues a timely warning Order with detailed instructions. (Comment: Check this standard only if convoy/escort leader decides to issue a Warning Order. Can be done verbally.) | **Standard Met** | | |
| | | | 1. Warning Order contains the Situation – A brief statement of the situation. | | |
| | | | 2. Warning Order contains the Mission. | | |
| | | | 3. Warning Order contains the specially required weapons, ammunition, and equipment. | | |
| | | | 4. Warning Order contains the time schedule for the preparation. | | |
| | | | 5. Warning Order contains the place and participants for receiving the full order. | | |
| | | | 6. Warning Order contains the special preparations for the conduct of the convoy/escort. | | |
| | T 3.1.6 | The convoy/escort leader issues a full order before departing the base camp. Ref.: UNIBAM 2.6.3.4; UNIBAM Annex H (Comment: All members of the convoy being escorted are also included during the order issuance.) | **Standard Met** | | |
| | | | 1. The order includes situation. | | |
| | | | 2. The order includes mission. | | |
| | | | 3. The order includes concept of operations incorporating commander's intent. | | |
| | | | 4. The order includes execution. | | |
| | | | 5. The order includes service support and command and control. | | |
| | | | 6. The order includes Escort-specific task organization. | | |
| | T 3.1.7 | The convoy/escort leader controls the final preparations. Ref.: UNIBAM 2.6.3.3 | **Standard Met** | | |
| | | | 1. Full rehearsals of actions on contact take place before the convoy exits friendly lines, including with the drivers and personnel of the convoy being escorted. (Comment: Where possible and appropriate, the convoy being escorted should be included in actions on rehearsals for all potential incidents.) | | |
| | | | 2. The convoy/escort leader conducts spot checks on equipment readiness (individual equipment and major equipment incl. weapons, radio check). | | |
| | | | 3. The convoy/escort leader confirms that all attachments are integrated. | | |
| | | | 4. The convoy/escort leader confirms all soldiers including attached elements know how, where and when the convoy/escort will take place. | | |
| | | | 5. The convoy/escort leader ensures that the convoy/escort is assembled in the base based on the order of march. | | |
| | | | 6. The convoy/escort leader controls force protection measures (weapon states, dress code). | | |
| | | | 7. The convoy/escort leader ensures that all personnel (esp. subordinated leaders) understand required actions in certain scenarios (contact, ambush, halt, medical emergency, IED, at objective, breakdown of vehicle, obstacle). | | |
| **T 3.2** | | | | | |
| **Conduct of** | | | | | |

| Task | T 3.2.1 | The convoy/escort team is organized with relevant operational functions. Ref.: UNIBAM Annex H | **Standard Met** 1. The convoy/escort team includes advance guard. (Comment: The element providing the safety of the route and able to identify trouble in advance of the column. The element may be required to reconnoiter detours and secure halt positions) | |
|------|---------|------|------|---|
| | | | 2. The convoy/escort team includes close protection group (the unit commander may be located in this group). | |
| | | | 3. The convoy/escort team includes rear guard. | |
| | T 3.2.2 | The convoy/escort leader exercises effective Command and Control during the task. Ref.: UNIBAM 2.6.3.4 | **Standard Met** 1. The convoy/escort leader maintains all-round security and adjusts the formation based on terrain (open, restricted, urban), and for high-low threat situations. | |
| | | | 2. The convoy/escort leader maintains communication (regular/irregular intervals) with all elements during the move. | |
| | | | 3. The convoy/escort leader receives and provides situation updates to the all elements. | |
| | | | 4. The convoy/escort leader reports situational developments to higher HQs. | |
| | | | 5. The convoy/escort leader reacts quickly to situation developments. | |
| | | | 6. The convoy/escort provides clear tasking to the all elements (during changes of the situation). | |
| | T 3.2.3 | Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.3.4; UNIBAM Annex H | **Standard Met** 1. The advance guard reconnoiters the convoy route for threats such as ambush or obstacles and provides the convoy commander with warning before arrival of the convoy and avoid halts. (Comment: Consider deploying C-IED and engineering assets with this element.) | |
| | | | 2. The close protection group provides immediate security for the vehicle column with escort vehicles positioned either in the column or on the flanks. | |
| | | | 3. Convoy/escort avoids unnecessary stops. | |
| | | | 4. Vehicle overwatch positions are established to provide fire support to dismounted troops. | |
| | | | 5. Security and observation (360 degrees) are maintained at all times. | |
| | | | 6. Convoy/escort members are ready to react at all times. | |
| | T 3.2.4 | The convoy/escort is capable of self-sustainment for the task and duration of the task under all weather conditions. Ref.: UNIBAM 2.6.3.6 | **Standard Met** 1. The convoy/escort has adequate water and food for all personnel, with at spare capacity of at least one extra day of operations. | |
| | | | 2. The convoy/escort carries enough fuel to accomplish the mission and/or has a refueling plan. | |
| | | | 3. The convoy/escort has communications equipment (VHF and HF radio at a minimum), including a secondary means, such as satellite phones. | |

| | | | | 4. The convoy/escort obtains transportation support and ensures preventive maintenance and checks are accomplished. | |
| | | | | 5. Where required, the convoy/escort has additional mobility support (engineers, C-IED teams). | |
| **T 3.3** | | | | | |
| **After action** | | | | | |
| | T 3.3.1 | The convoy/escort team consolidates the findings and reports to the UN Inf Battalion HQs. | | **Standard Met** 1. All convoy/escort members including attachments are present at the debrief. | |
| | | | | 2. Observations during the convoy/escort are collected and discussed. | |
| | | | | 3. Best practices and Lessons Learned are Identified, recorded and shared with HQs. | |
| | | | | 4. The team identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) staff, if applicable. | |
| | | | | 5. Recommendations for adjustments of other related contingency plans are made and incorporated by Operations staff, if applicable. | |
| **UN Infantry Battalion Task 3: CONDUCT A CONVOY/ ESCORT  (Overall Assessment):** | | | | | |
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| **Observation & Recommendations** | | | | | |

# UN Infantry Battalion Task 4: ESTABLISH/ CONDUCT A CHECK POINT

**Description:** The establishment or operation of Checkpoint (CP) is a high-frequency task for a UN Inf Bn, particularly as a part of area security operations. A CP is a point used as a means of controlling movement in support of UN operations. A CP is a manned and self-contained position deployed on a road or track to observe/check, inspect/search personnel or vehicles and control movement into and out of a designated area. A CP can be either permanent or temporary. A CP is usually manned by platoon-sized (or less) formations. The CP has the desired operational effect and executes its mission in a safe and secure manner, optimizing force protection, respect for human rights, and the POC. The CP assists in effective mandate implementation.

**Ref:** UNIBAM Chapter 2.6.4

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **UN Infantry Battalion Task 4: ESTABLISH/ CONDUCT A CHECK POINT** | | | | |
| **T 4.1.** | | | | |
| **Planning and Preparation** | T 4.1.1 | The UN Inf Battalion HQs guides the preparation and conduct of Checkpoint (CP) through effective orders/briefings. Ref.: UNIBAM Annex H | **Standard Met** 1. Order/ briefing covers why, when, where and by whom the CP must be established. | |
| | | | 2. Order/ briefing covers the threat situation and the weapons and equipment to be carried by troops. | |
| | | | 3. Order/ briefing includes support arrangements and coordination requirements (with Host Nation security forces, if applicable) for the conduct of the task. | |
| | | | 4. Order/ briefing covers communication arrangements. | |
| | | | 5. Order/ briefing covers security arrangements of the troop. | |
| | T 4.1.2. | The CP leader analyses relevant factors during planning process. Ref.: UNIBAM Chapter 2.6.4.3; UNIBAM Annex H (Comment: If preparation cannot be observed, check this standard at CP order. If necessary, interview the CP leader.) | **Standard Met** 1. The CP leader obtains and analyses recent and significant activity in the area of the Checkpoint. | |
| | | | 2. The CP leader analyses human terrain and identify potential threat actor(s), Most likely and Most dangerous Courses of Action against UN Checkpoint. | |
| | | | 3. The CP leader understands the Information Requirements (IR). | |
| | | | 4. The CP team carries out a recce (physical or map) and checks COAKO and Fields of Fire, and communications. (Comment: COAKO - Cover, Obstacles, Avenues of Approach, Key terrain, Observation)) | |
| | | | 5. The CP leader identifies required strength, attachments (e.g. interpreters, UN Police and/or local police and civil administration officials), material and equipment for the Checkpoint based on threat, distance from base and type (permanent/ temporary). | |
| | | | 6. The CP leader identifies ROEs, detention and search & control procedures based on the mandate (e.g. Who can be searched? Who is | |

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| | | | allowed to carry weapons? Who can access a certain area? Who can be detained?).  (Comment: Commanding officer understands mission specific guidance.) | |
| | | | 7. The CP leader identifies the activity of flanking and partner units and provides this information to all CP personnel.  (Comment: Similarly, the location of the CP must be known to all flanking and partner units.) | |
| | T 4.1.3. | The CP leader issues a full order before the conduct of task. Ref.: UNIBAM 2.6.3.4 | **Standard Met**<br> 1. The order describes situation including likely threat actor courses of action. | |
| | | | 2. The order includes location and activity of flanking units. | |
| | | | 3. The order includes mission. | |
| | | | 4. The order includes concept of operations incorporating commander's intent. | |
| | | | 5. The order includes execution including immediate actions and timings. | |
| | | | 6. The order includes service support and command & control, communication detail. | |
| | | | 7. The order includes CP-specific task organization. | |
| **T 4.2.** | | | | |
| **Conduct of task** | | | | |
| | T 4.2.1 | The checkpoint team is composed of essential detachments and personnel. Ref.: UNIBAM 2.6.4.5 | **Standard Met**<br>1. A HQ element is included in the CP team. | |
| | | | 2. A reserve element is included in the CP team. | |
| | | | 3. An overwatch element is included in the CP team. | |
| | | | 4. A search element, comprising both male and female searchers is included in the CP team. | |
| | | | 5. Military police or military contingent personnel adept in handling evidence is included in the CP team. | |
| | | | 6. A medic (with first aid kit) is included in the CP team. | |
| | | | 7. Specialist attachments such as interpreters, host nation representatives/ forces, local police, UNPOL/other UN experts,  EOD/ CIED Team, Engineering attachments, Engagement Team with females, dog team may be required. | |
| | T 4.2.2. | Essential equipment and material required for CP task are used. Ref.: UNIBAM 2.6.4.6 | **Standard Met**<br> 1. Barrels filled with sand, water, or heavy concrete blocks (emplaced to slow and canalize vehicles) are used. | |
| | | | 2. Concertina wire is emplaced to control movement around the CP. | |
| | | | 3. Secure communications with the controlling headquarters are established. | |
| | | | 4. Evidence bags and a chain of evidence log are prepared. | |
| | | | 5. Binoculars, night vision devices (NVD), and or | |

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| | | | flashlights are prepared. | |
| | | | 6. Long-handled mirrors are used to inspect vehicle undercarriages. | |
| | | | 7. Marked signs in local language(s) are visible to vehicle drivers and pedestrians.  (Comment: The text of these signs must be written in the mission language and the local language.) | |
| | T 4.2.3. | The Checkpoint is tactically sited.  Ref.: UNIBAM 2.6.4.3 | **Standard Met**<br>1. The CP is positioned where the traffic cannot turn back, leave the road or bypass the CP without being observed. | |
| | | | 2. The CP takes advantage of natural cover for force protection (e.g. CP is not overlooked). | |
| | | | 3. There are no concealed approaches to the CP. | |
| | | | 4. The CP is placed on or close to key terrain (Crossroads etc). | |
| | | | 5. The CP has good observation of the surrounding area and clear fields of fire. | |
| | | | 6. The CP is not set up in a communication blackspot.  (Comment: Communication with higher HQs is possible by radio.) | |
| | T 4.2.4. | The security measures are taken during the establishment of the CP. Ref.: UNIBAM Annex H | **Standard Met**<br>1. An armoured vehicle is positioned in an overwatch position.  (Comment:  Weapons and equipment based on the identified threat e.g. anti-tank weapons.) | |
| | | | 2. Obstacles are placed on the road to slow slow/restrict/stop/ prevent forced entry into the search area by vehicles and pedestrians. | |
| | | | 3. Anti-ram barriers to protect the CP from VBIED and other threats are placed on the road. | |
| | | | 4. Actions on attack, ambush, secure vehicle inspection, secure pedestrian search, contraband finds, taking prisoners and taking casualties are well prepared and rehearsed.  (Comment: Check and test the CP if these actions are rehearsed.) | |
| | | | 5. Search and parking areas are designated that provide protection for CP personnel from potential threats (explosion, etc.). | |
| | | | 6. An early warning system is established around the perimeter of the CP. | |
| | | | 7. Defensive positions are designated for all CP personnel in case of attack. | |
| | T 4.2.5. | CP is controls traffic and maintains communications with operation centre of the Battalion 24/7. Ref.: UNIBAM 2.6.4.4 | **Standard Met**<br>1. All military personnel in the area are armed with personal protection equipment (helmets, flak jackets…) and armed. | |
| | | | 2. A minimum of two soldiers are prepared to conduct the initial (depending on traffic and the general situation). | |
| | | | 3. One soldier examines people and vehicles and the other soldier covers the area where people and vehicles are checked. | |

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| | | | 4. Communications checks are carried out at least twice every 24 hours (three times is recommended). | |
| | | | 5. All CPs have communication with their unit or directly to the battalion operations center by radio, and by at least one other communications system. | |
| | T 4.2.6. | Detailed skills for searching cars, personnel and finding contrabands are applied. Ref.: UNIBAM 2.6.4.4 | **Standard Met** 1. The CP personnel watch for people acting strangely or with bulging clothing. | |
| | | | 2. The CP personnel pay special attention to cars containing only one person, if there is a danger of car bomb. | |
| | | | 3. The CP personnel feel along clothes and not just pat them, when conducting body searches. | |
| | | | 4. The CP personnel pay special attention to the lower parts of the back, armpits and from the shoes up to the knees, wide trousers, boots and hats. | |
| | | | 5. Female personnel (military or police) assigned to the CP conduct body search of women, if available.    (Comment: If no women soldiers or police are available, women are usually only checked with a metal detector.) | |
| | T 4.2.7 | CP personnel conduct task in accordance with relevant rules and procedures. Ref.: UNIBAM Annex H | **Standard Met** 1. CP personnel record all searches and including confiscated equipment or material. | |
| | | | 2. CP personnel applies to detention procedures in accordance with mission standards, in particular with regard to deadlines to hand over the detainees to local authorities. | |
| | | | 3. CP personnel recognizes local documents (IDs) carried by soldiers, civilian persons granting access to the local area. | |
| | | | 4. CP personnel counters any intent of either avoiding personal/vehicle searches or bypassing the CP by correct application of the mission specific ROE. | |
| | | | 5. CP personnel display respect local customs/traditions, know some phrases in the local language and accomplish the task in a friendly but professional manner. | |
| | | | 6. Critical information is provided immediately to higher HQs. | |
| **T 4.3.** | | | | |
| **After Action** | | | | |
| | T 4.3.1. | The Checkpoint team consolidates the findings observed during the conduct of the task and reports to the UN Inf Battalion HQs. | **Standard Met** 1. All members (subordinated leaders) of the CP including supporting actors are present at the debrief. | |
| | | | 2. Observations during the conduct of the task are collected and discussed. | |
| | | | 3. Best practices and Lessons Learned are | |

| | | | Identified, recorded and shared with HQs. | |
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| | | | 4. The team identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) staff, if applicable. | |
| | | | 5. Detailed information on hostile threat actors is provided to update the Situational Awareness (SA) of the UN Inf Battalion. | |

**UN Infantry Battalion Task 4: ESTABLISH/ CONDUCT A CHECK POINT (Overall Assessment):**

**Observation & Recommendations**

# UN Infantry Battalion Task 5: CONDUCT CORDON & SEARCH

**Description:** The cordon and search (C&S) task is designed to locate and confiscate illegal weapons and weapon caches (explosives, equipment and materials); to find and confiscate contraband materials; to arrest and detain suspects, unauthorized personnel and wanted criminals or persons countering the reconstruction of peace and security, if the mandate allows for this; to protect potential targets of armed groups through timely action in obtaining evidence of illegal activities; to build the confidence of the local population (include women and children); to deter violence and risks of gross human rights violations; and, to display UN resolve in enforcing the mandate to support peace and security.

**Ref:** UNIBAM Chapter 2.6.5

| UN Infantry Battalion Task 5: CONDUCT CORDON & SEARCH | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| **T 5.1** | | | | |
| **Planning and Preparations** | T 5.1.1 | The UN Inf Battalion has prepared/ planned the conduct of the task and identified key requirements.   Ref.: UNIBAM 2.6.5.3 | **Standard Met**  1.  Relevant mission civilian focal points have been contacted to ensure that the conduct of the task does not interfere with other programs/ efforts. | |
| | | | 2. Consideration has been given to how the local population will be engaged during C&S and that female members of the population are appropriately treated.   (Comment: Check if for example female peacekeepers are part of the C&S team and the plans for engagement.) | |
| | | | 3. The processes for arrest, detention and turnover of belligerent members of the population and armed groups/ threat actors, as per relevant mission SOPs are determined and clearly outlined for the unit conducting the task.    (Comment: Battalion HQs identifies locations, timeframes and counterparts to hand over detained personnel) | |
| | | | 4. ROE are considered in the planning process and all members of the C&S team know their obligations in this regard. | |
| | | | 5. Considerations to avoid and report collateral damage and damage of property including preparations for post search damage-assessment to assess and determine reparations are in place. | |
| | | | 6. Contingency planning is conducted ahead of a C&S operation to anticipate potential reprisals against the civilian population who may be perceived to be supporting such activity. | |
| | | | 7. MPKI of the Battalion provides a summary report assessing actor intentions, information regarding caches, maps and weapons. | |
| | T 5.1.2 | The Cordon and Search party leader carries out initial planning on the map. Ref.: UNIBAM 2.6.5.3 | **Standard Met**  1. Covered approach routes that allow for concealed move to the objective area without alerting adversaries are identified (if possible multiple converging routes). | |
| | | | 2. Vulnerable points and Obstacles en-route to the objective area are identified. | |
| | | | 3. Required time to reach the objective area along approach routes is determined. | |
| | | | 4. Key terrain facilitating the establishment of cordons and | |

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| | | covering all possible escape routes are identified. | |
| | | 5. Best possible method to conduct the search as per the terrain is determined. | |
| T 5.1.3 | The plan factors in important planning considerations. | **Standard Met**<br>1. The C&S leader determines Command and control measures (e.g. weapon states, strength participating, reporting mechanism within dets and with battalion HQ). | |
| | | 2. The C&S leader determines ROE considerations/ limitations as per the guidance received from higher HQs. | |
| | | 3. The C&S leader defines timings and details for rehearsals and training serials to practice tactics, techniques and procedures (TTPs) and to ensure that ROE, Human rights are followed (no ambiguity in their interpretation exists). | |
| | | 4. The C&S leader determines reaction to standard incidents expected during the conduct of the operation (contact during cordon, contact during search, controlling the population, IED Casualty, CASEVAC). | |
| | | 5. The C&S leader defines liaison (with external elements) and engagement requirements and responsibilities. | |
| | | 6. The C&S leader determines all critical Timings: e.g. Backbrief, Radio check, execution start. | |
| | | 7. The C&S leader determines measures to maintain surprise (who needs to know what information at what point of time) for all elements (internal and external) participating at the C&S. | |
| T 5.1.4 | The C&S unit is supported with attachments to conduct the task.   Ref.: UNIBAM 2.6.5.5 | **Standard Met**<br>1. C&S unit is supported with UN military/UNPOL, including female elements and/or local police personnel. | |
| | | 2. The C&S unit is supported with Military Police and Working dog team. | |
| | | 3. The C&S unit is supported with civilian and military interpreters. | |
| | | 4. The C&S unit is supported with CIMIC officers/Engagement Team. | |
| | | 5. The C&S unit is supported with MPKI officers. | |
| | | 6. The C&S unit is supported with firefighting team and EOD team. | |
| | | 7. The C&S unit is supported with  medical team. | |
| T 5.1.5 | The Cordon and Search party leader/ deputy coordinates the communications plan | **Standard Met**<br>1. Compatible radio sets with all concerned teams/detachments are available. | |
| | | 2. Call signs, radio net diagram and frequencies are defined for all involved parties. | |
| | | 3. Operating procedures; recognition and identification procedures are identified. | |
| | | 4. Communication procedures with all elements incl. non-military are identified. | |
| | | 5. Minimum two separate means of communications are available. | |
| T 5.1.6 | The C&S leader issues an effective order for the conduct of the operation. | **Standard Met**<br>1. The order outlines why, when, where and by whom the Cordon and Search will be conducted. | |
| | | 2. The order contains an update on the threat situation in the | |

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| | | | intended area. | |
| | | | 3. The order contains instructions/ Information on provided specialist support and additional equipment and material to accomplish the task. | |
| | | | 4. The order describes procedures and drills adopted during Cordon, Search and interactions with civilians including suspects and handing over of apprehended personnel and handling of evidence. | |
| | | | 5. The order describe the specific activity to be accomplished by each subordinate element of the unit | |
| | | | 6. The order describes the measures to ensure the C&S is fully logistical self-sustained during the conduct of the operation. | |
| | T 5.1.7 | The Cordon and Search team commander ensures that the team is ready to conduct the task. | **Standard Met** 1. The C&S leader conducts spot checks on equipment readiness (individual equipment and major equipment incl. weapons) | |
| | | | 2. The C&S leader confirms that the attachments are integrated. | |
| | | | 3. The C&S leader confirms all soldiers including attached elements know how, where and when the operation will take place. | |
| | | | 4. The C&S leader ensures that the C&S detachment is assembled in the base based on the order of march. | |
| | | | 5. The C&S leader ensures that a radio check is conducted. | |
| | | | 6. The C&S leader controls force protection measures (weapon states, dress code). | |
| | | | 7. The C&S leader conducts spot check to all personnel (esp. subordinated leaders) on understanding of required actions in certain scenarios (contact, ambush, halt, medical emergency, IED, at objective, breakdown of vehicle, obstacle). | |
| **T 5.2** | | | | |
| **Conduct** | | | | |
| | T 5.2.1 | An effective isolation of C&S area is conducted. Ref.: UNIBAM 2.6.5.4 | **Standard Met** 1. Identified forces (assault & security elements) establish an inner cordon around the objective with the primary intent of preventing movement out of the objective. | |
| | | | 2. The reaction force establishes an outer cordon perimeter (covers routes leading into the objective area) to prevent outside interference or reinforcement. | |
| | | | 3. The reserve force is prepared to reinforce either the inner or outer cordon, or address problems such as a civil disturbance. | |
| | | | 4. March order/ sequence of march along identified approach routes supports the effective isolation of the objective area. | |
| | | | 5. Surprise is retained. | |
| | | | 6. Inner cordon is established within visual distance and good observation of the objective area. | |
| | | | 7. Outer and inner cordon are (preferably) established before first light. | |
| | T 5.2.2 | The Search party conducts a thorough search Ref.: UNIBAM 2.6.5.4 | **Standard Met** 1. A clearance certificate is provided after the conduct of search. | |
| | | | 2. Search party along with attached detachments move to | |

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| | | | intended area after first light and secure an open ground in vicinity of the objective. | |
| | | | 3. The C&S leader informs the local population about the conduct of the task. | |
| | | | 4. The C&S leader coordinates assistance from local police and request village headman to assist in the conduct of search. | |
| | | | 5. To minimize the interference of the local population a house curfew is established (if permitted by higher HQ) and/or all occupants are requested to remain indoors. | |
| | | | 6. In case a whole village is searched, the C&S leader instructs occupants to gather at a central location with assistance from village headman and police. (Comment: There should be separate arrangements for males and females and all members of the village as per records available should be accounted for.) | |
| | | | 7. Search team accompanied by dog teams, EOD squad searches houses methodically as per the method adopted (Sweep/ box/ select house) with due consideration to potential security threats (e.g., trip wires). | |
| | | | 8. Village headman, police representatives and respective head of the family are present throughout during the respective search. | |
| | T 5.2.3 | Required action after the search are conducted by the unit.   Ref.: UNIBAM 2.6.5.4 | **Standard Met** 1. The cordon & search party displays respect for the local population especially women, old and children. | |
| | | | 2. Any suspicious/apprehended/detained persons are transported to the appropriate transfer point and handed over to respective local authorities. | |
| | | | 3. Any material confiscated/captured is recorded in line with UN rules, and a chain of evidence is maintained. | |
| | | | 4. Material and records are handed over to legal authorities after having been analysed by MPKI staff. | |
| | | | 5. C&S leader coordinates the decision to call off the search with all participating elements to ensure that all objectives of the search have been fully addressed. | |
| | | | 6. A Stay Behind Party is maintained at the objective area (concealed/ open depending on the reason for the search) for 48 to 72 hours, if situation demands. | |
| | T 5.2.4 | The cordon & search force display a professional and respectful approach towards the involved local population.   Ref.: UNIBAM 2.6.5.4 | **Standard Met** 1. The cordon & search party displays a firm but professional behaviour to conduct the assigned task. | |
| | | | 2. The cordon & search party displays respect for local customs. | |
| | | | 3. The cordon & search party displays willingness to engage with local population to understand local dynamics and collect information. | |
| | | | 4. The cordon & search party displays readiness to provide medical assistance and if possible, cater for drinking water and refreshments for the local population. | |
| | | | 5. The cordon & search party ensures that collateral damage and unnecessary damage on property is avoided. | |
| | | | 6. The cordon & search party ensures that Human Rights and Humanitarian Laws are followed | |
| T 5.3 | | | | |

# UN Infantry Battalion – Tasks

| After action | | | | | |
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| | T 5.3.1 | The cordon & search party consolidates the findings observed during the conduct of the task and reports to the UN Inf Battalion HQs. | **Standard Met** 1. All members (subordinated leaders) of the cordon & search party including supporting actors conduct a de-briefing. | | |
| | | | 2. Observations during the conduct of the task are collected and discussed. | | |
| | | | 3. Best practices and Lessons Learned are Identified, recorded and shared with HQs. | | |
| | | | 4. The team identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) staff. | | |
| | | | 5. Detailed information on hostile threat actors is provided to update the Situational Awareness (SA) of the UN Inf Battalion. | | |

**UN Infantry Battalion Task 5: CONDUCT CORDON & SEARCH  (Overall Assessment):**

**Observation & Recommendations**

# UN Infantry Battalion Task 6: BASE PROTECTION & DEFENSE

**Description:** This task is applicable to all types of operating bases as well as all units from squad to battalion. Executing the priorities of work during initial occupation and then always working to improve (and upgrade) the position is critical to success. Prerequisites for a successful defence are aggressive combat and reconnaissance patrols and security operations outside the perimeter. The commander designates checkpoints, contact points, passage points, and passage routes for elements operating outside the boundary of the perimeter. Forces within the perimeter can perform these activities, or another force external to the battalion can perform them depending on the Mission-specific organization.

**Ref:** UNIBAM 2.6.6

| UN Infantry Battalion Task 6: BASE PROTECTION & DEFENSE | | | | |
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| **Sub-Task** | **Standard Number** | **Standards** | **Indicators** | **Score** |
| **T 6.1** | | | | |
| **Protection of the Base**<br><br>Analysis of threats and risk is conducted for the protection of the base. Ref.: Force Protection Guidelines | T 6.1.1 | Analysis of threats and risk is conducted for the protection of the base. Ref.: Force Protection Guidelines | **Standard Met**<br> 1. The unit can provide a Threat Assessment (TA) which has been conducted in full coordination with own Force Protection staff. | |
| | | | 2. The TA is consistent with the Threat Assessment of superior HQs. | |
| | | | 3. The unit can provide their data-based analysis on threats and estimates on the probability of occurrence, likelihood, and impact on personnel/base/mission. | |
| | | | 4. Specific Force Protection measures (alert states, dress code, weapon states) are defined for all personnel based on threat assessment and vulnerability assessment of the base commander. | |
| | T 6.1.2 | Procedures and protection measures on accessing the base are in place. Ref.: UNIBAM 2.6.6.4; UNIBAM Annex H Tasks, Condition and Standards | **Standard Met**<br> 1. All personnel that are allowed access to the base are clearly determined.<br>(Comment: The base needs to have a system that helps guards to identify personnel allowed to access the base.) | |
| | | | 2. All personnel that enter or leave the base are recorded. | |
| | | | 3. Body search of visitors including search of females, locally employed personnel, clerical personnel and VIPs is conducted. | |
| | | | 4. A system (manual, technical or a combination of both) to detect explosive devices, and weapons entering at access control points is in place. | |
| | | | 5. Guards are provided with written instructions/orders on when to use force, how to call for assistance, warning/alarm procedures. | |
| | | | 6. Guards are provided with the necessary equipment to carry out those instructions/ orders. | |

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| | | | 7. Entry/ exit control points (based on the principles of a checkpoint) are established and manned 24/7. | |
| | **T 6.1.3** | The established perimeter provides protection against possible threats from outside of the POB. Ref.: UNIBAM 2.6.6.4; UNIBAM Annex H Tasks, Condition and Standards | **Standard Met**<br>1. The shape of a defensive perimeter conforms to terrain features which best integrate friendly observation and fields of fire. | |
| | | | 2. The perimeter provides protection against intrusion from vehicles. | |
| | | | 3. The perimeter provides protection against IED detonations. | |
| | | | 4. The perimeter slows down/ reduces the risk of human intrusion. | |
| | | | 5. The perimeter provides protection from direct fire and mine explosions (outside the perimeter). | |
| | **T 6.1.4** | Key infrastructure protection of the base, in close coordination with combat/civil engineers, is ensured.  Ref.: UNIBAM 2.6.6.3 | **Standard Met**<br>1. The base is divided into areas with higher protection and, therefore, access restrictions. | |
| | | | 2. Areas of critical equipment, ammunition compounds, dining facilities, medical facilities, and Ops Centres/ HQs are considered as special protected areas. | |
| | | | 3. A designated place to take shelter (bunkers) for every person in the base is available. | |
| | | | 4. The water supply of the base is protected. | |
| | | | 5. The electrical infrastructure in, and leading to, the base is protected/secured. | |
| | | | 6.  A main gate and a reserve (alternate) gate for pedestrians and vehicles are established. | |
| | | | 7. Gates to work effectively against demonstrations and riots are established. | |
| | **T 6.1.5** | Effective measures for the protection of the base by night are in place.  Ref.: UNIBAM 2.6.6.4; UNIBAM Annex H Tasks, Condition and Standards | **Standard Met**<br>1. An integrated illumination plan to include illumination of defined engagement areas with indirect fire assets is prepared. | |
| | | | 2. Surveillance from static locations is conducted. | |
| | | | 3. Night patrols on the surrounding perimeter are conducted. | |
| | | | 4. Night Vision/Thermal Imaging Equipment issued to forward observation posts, patrols, perimeter guards and reserve forces. | |
| | | | 5. Challenge and passwords are used. | |
| **T 6.2** | | | | |
| **Base Defense** | | | | |
| | **T 6.2.1** | Base Defense measures are based on an effective analysis of the threat actors and the key terrain.  Ref.: UNIBAM | **Standard Met**<br>1. Covered and concealed avenues are denied to threat groups. | |

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| | | 2.6.6.3 | 2. Local key terrain is dominated. | |
| | | | 3. Obstacles to deter or canalize the threat actors attack are installed. | |
| | | | 4. Engagement areas to concentrate fires and optimize system effects are defined. | |
| | | | 5. Timings, patterns and areas of patrolling, changing of guards, static locations (forward observation points, checkpoints) and other routine activities are changed to avoid predictability. | |
| | | | 6. A system for defence-in-depth with checkpoints, forward observation posts, patrols (to cover areas that cannot be observed from the perimeter) is established. | |
| | | | 7. A system of contact points, passage points, and passage routes for elements operating outside the boundary of the perimeter is established. | |
| | T 6.2.2 | The base defence plan is integrated and coordinated among all elements within the Operating Base.  Ref.: UNIBAM 2.6.6.3; UNIBAM Annex H Tasks, Condition and Standards | **Standard Met**  1. Sectors of responsibility among all units in the base are assigned. | |
| | | | 2. A QRF/element specifically assigned for the Base protection is established. | |
| | | | 3. Coordination among all units for the Base defence is established. | |
| | | | 4. Points for secured resupply and CASEVAC are designated. | |
| | | | 5. All available weapon systems are integrated in the base defence plan and fire is concentrated on defined Engagement areas. | |
| | | | 6. Base defence measures are rehearsed periodically with all personnel deployed in the base. | |
| | T 6.2.3 | A combination of technical and physical measures to provide early warning and facilitate Command and Control are in place.  Ref.: UNIBAM 2.6.6.4; UNIBAM Annex H Tasks, Condition and Standards | **Standard Met**  1. Sensors (e.g., radars, cameras, infrared and other intrusion detection systems) from organic and non-organic assets are incorporated to provide the base with a maximum of detection, tracking and warning capacity on assessed threats. | |
| | | | 2. All OPs on the perimeter have overlapping observation areas. | |
| | | | 3. An alarm system covering the whole base is in place. | |
| | | | 4. Early warning devices are placed along potential avenues of approach. | |
| | | | 5. All static locations (internal and external of the base) of the defence plan are connected through wire communications. | |
| | | | 6. Several forms of communications system including radio, telephone (ideally land line) and satellite phone are established, and | |

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| | | | communications checks are carried out periodically. | |
| | T 6.2.4 | The plan is based on the effective use of firepower to defend the base.  Ref.: UNIBAM 2.6.6.4; UNIBAM Annex H Tasks, Condition and Standards | **Standard Met** 1. Fields of fire cleared (vegetation removed to avoid cover/concealment of attacking hostile actors). | |
| | | | 2. Covered primary firing positions for all soldiers are established. | |
| | | | 3. Alternate firing positions are established (as a minimum for crew served weapon systems). | |
| | | | 4. Range cards are available at all firing positions. | |
| | | | 5. Crew-serve weapons are placed at crucial positions and sectors of fire are overlapping. | |
| | | | 6. Mortar positions are established and lines of final protective fires (FPF) are determined and known by soldiers. | |
| | | | 7. Fighting and survivability positions are continuously improved. | |
| | T 6.2.5 | Plans are developed to maintain weapons and equipment while ensuring security and fire support are in place. Ref.: UNIBAM 2.6.6.4; UNIBAM Annex H Tasks, Condition and Standards (Comment: If indicators cannot be evaluated during the evaluation period, evaluators can take Q & A method.) | **Standard Met** 1. No more than 33 percent of the machine guns and individual weapons are cleaned at the same time. | |
| | | | 2. No more than one antitank weapon in each company is cleaned at the same time. | |
| | | | 3.  No more than one 60-mm mortar in each section is out of action at the same time. | |
| | | | 4. No more than 33 percent of the equipment (for example, night vision devices (NVDs), chemical alarms, communications systems) in each platoon are cleaned or serviced at the same time. | |
| | | | 5. In each two-soldier position, no more than one weapon is cleaned at the same time, and no more than 33 percent of the total weapons in each platoon are cleaned at the same time. | |

**UN Infantry Battalion Task 6: BASE PROTECTION & DEFENSE (Overall Assessment):**

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**Observation & Recommendations**

# UN Infantry Battalion – Tasks
## UN Infantry Battalion Task 7: ESTABLISH/CONDUCT AN OBSERVATION POST (OP)

**Description:** An Observation Post (OP) is a manned peacekeeping operations position established to monitor and observe a certain area, object or event. An OP can be permanent, temporary, static or mobile. Reports from OPs provide timely, accurate and relevant information to higher HQ and adjacent units. It facilitates increased security in the area of operations (AO) by demonstrating a vigilant and visible peacekeeper presence to all parties and populations in the area. Observing and reporting from OPs is a cornerstone peacekeeping operations task.

**Ref:** UNIBAM Chapter 2.6.7

| UN Infantry Battalion Task 7: ESTABLISH/CONDUCT AN OBSERVATION POST (OP) | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| **T 7.1.** | | | | |
| **Planning and Preparation** | T 7.1.1 | The Battalion develops a plan for temporary/ permanent observation of critical areas in line with the mandate. Ref.: UNIBAM 2.6.7.3; UNIBAM Annex H | **Standard Met** 1. The Battalion considers information on recent development including significant activities in the area of the observation post. | |
| | | | 2. The Battalion considers information on threat actors and the threat actor(s) Most likely and Most dangerous Courses of Action against the observation post. | |
| | | | 3. The Battalion identifies if OPs are temporary or permanent depending on factors gathered by MPKI (U2) about the operational environment. | |
| | | | 4. The Battalion considers support requirements (logistic, construction, communications) for the OP including emergency support arrangements. | |
| | | | 5. The Battalion identifies the required strength of the OP based on threat, type of OP (permanent/ temporary) and duration. | |
| | | | 6. The Battalion provides Information Requirements (IR) for the conduct of the task. | |
| | T 7.1.2 | The OP leader develops the plan for the conduct of the task. Ref.: UNIBAM 2.6.7.3; UNIBAM Annex H (Comment: If preparation cannot be observed check this standard at OP order. If necessary, interview the OP leader.) | **Standard Met** 1. The OP leader conducts a map reconnaissance and determines key terrain features where an OP could be located. | |
| | | | 2. After identifying potential locations, the OP leader conducts a physical reconnaissance and checks for cover, obstacles (to view and fire), avenues of approach, key terrain, observation and fields of fire. (Comment: COAKO (Cover, Obstacles, Avenues of Approach, Key terrain, Observation) method.) | |
| | | | 3. OP leader ensures that prior to the establishment of an OP, communications must be checked to both flanking units, and to higher HQs to avoid that the OP is set up at a communications blind spot. | |
| | | | 4. The OP leader ensures that the temporary OP is self-sustained for the period of their deployment or a resupply plan is coordinated with higher HQs. | |
| | | | 5. The OP leader identifies and requests required specialist equipment, including defensive stores, and anti-ram barriers. | |

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| | | | 6. For OPs that are planned to be established for longer periods the OP leader defines and requests construction material and engineer support. | |
| | T 7.1.3 | The OP leader issues his order for the preparation, deployment, and establishment. Ref.: UNIBAM 2.6.7.3; UNIBAM Annex H | **Standard Met**<br>1. Order/ briefing covers Why, when, where, how and by whom the task must be conducted. | |
| | | | 2. Order/ briefing covers the threat situation and the weapons and equipment to be carried. | |
| | | | 3. Order/ briefing covers the task organization for the establishment of the OP incl. attachments. (Comment: For example, engineering assets may be required if the OP is being put in place for a long duration.) | |
| | | | 4. Order/ briefing covers the planned route to the OP, the order of march including actions during the tactical move to the OP, and actions on occupation. | |
| | | | 5. Command and control measures (e.g. strength participating, weapon states, distances, speed, order of march). | |
| | | | 6. Order/ briefing covers weapons, equipment, ammunition required for the task (photographic equipment, floodlight, portable generator etc). | |
| | | | 7. Order/ briefing covers medical support including CASEVAC arrangements. | |
| | T 7.1.4 | The OP team leader ensures that the team is ready to move out. | **Standard Met**<br>1. The OP leader briefs the team on tasks, planning for the entire OP procedures. | |
| | | | 2. The OP team is assembled in the base based on the order of march. | |
| | | | 3. The OP team deploys tactically to the location of the OP. | |
| | | | 4. The unit establishes security prior to the occupation/ establishment of the OP ideally using hasty defense positions. | |
| | | | 5. The OP team leader conducts spot checks on weapon and equipment readiness (individual equipment and major equipment incl. weapons). | |
| | | | 6. Prior to departure all means of communications are tested. | |
| **T 7.2.** | | | | |
| **Conduct of the Task** | | | | |
| | T 7.2.1 | The OP is tactically sited. Ref.: UNIBAM 2.6.7.4 (Comment: If preparation cannot be observed check this standard at OP order. If necessary, interview the OP leader.) | **Standard Met**<br>1. The OP has uninterrupted fields of view of the target area. | |
| | | | 2. For multiple OPs the fields of view overlap with other OPs to ensure that no part of the target area is shielded from observation. | |
| | | | 3. The OP is sited on key terrain so that the OP can dominate the local area. | |
| | | | 4. The OP has covered positions from both direct and indirect fire. (Comment: Permanent OPs or OPs established for longer periods of time need to have bunkers and covered firing positions.) | |

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| | | 5. The OP has a separate entrance and exit. | |
| | | 6. The OP has established obstacles (can be natural obstacles) around the OP(s) to hamper the threat group movement. | |
| | | 7. The OP has no concealed routes an armed group could use to approach unobserved. | |
| T 7.2.2. | OP personnel are equipped with essential weapon, equipment and material required to accomplish the task. Ref.: UNIBAM 2.6.7.4 | **Standard Met** | |
| | | 1. Maps are available for the OP. | |
| | | 2. OP personnel is equipped with appropriate Night Vision Equipment (NVE) to conduct operations by night. | |
| | | 3. A range card (sketch of potential targets with direction and distance for periods of limited visibility) and observation logs are available. | |
| | | 4. OP personnel is equipped with binoculars, laser range finders and compass. | |
| | | 5. Report formats are kept on site in line with unit/mission SOPs. | |
| | | 6. Photographic equipment and video/CCTV cameras are available if the local situation permits or if it is not considered culturally inappropriate. | |
| | | 7. Two separate means of tactical communications (e.g. SAT telephone, VHF/UHF, HF, Telephone) with higher HQs and adjacent units, other OPs are available. | |
| T 7.2.3. | OP personnel have employed active and passive protection and defence measures. Ref.: UNIBAM 2.6.7.4 | **Standard Met** | |
| | | 1. The OP leader has established and rehearsed the OP defence plan (360-degree protection, actions on attack, CASEVAC etc) and constantly improves the OP defence (e.g. firing positions, fields of fire). | |
| | | 2. Depending on the task (covert or overt observation), there is cover from view. | |
| | | 3. The OP personnel conducts active patrolling around the OP especially of dead ground. | |
| | | 4. The OP has unobstructed and overlapping fields of fire to ensure 360 degrees coverage (degree of robustness guided by threat environment). | |
| | | 5. On alarm, OP personnel react quickly to move into the assigned firing positions and maintain the ability to react to immediate threats. | |
| | | 6. Earmarked QRF/Reserve is used to reinforce if required. | |
| | | 7. Main task is not impacted by adverse weather factors. (Comment: Weather shelters available.) | |
| T 7.2.4. | OP efficiently accomplishes the task. Ref.: UNIBAM 2.6.7.3; UNIBAM Annex H | **Standard Met** | |
| | | 1. The OP has a duty roster to ensure the unit performs operations 24/7 (observation plan for day and night, security of the OP, patrolling of dead ground, reserve, and rest). | |
| | | 2. OP personnel records observed activities (if possible, supported by audio-visual means) in observation logs. | |
| | | 3. Reports of the OP include who is reporting, what is | |

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| | | | being reported, when incidents occurred, where (including map coordinates) incidents occurred and why incidents are reported.  (Comment: OPs should not wait until they have a 'perfect' report to send to higher HQ. Any information gaps can be bridged in follow-on reports. As situations rapidly develop on the ground, the most important thing is that UN Inf Bn situational awareness is maintained in real time.) | |
| | | | 4. Any suspicious activity is reported to OP leader to provide early warning and he decides if it is reported to higher HQs. | |
| | | | 5. Soldiers manning OPs must search the assigned area on a 24/7 basis. One soldier with binoculars, or another observation device, searches the entire area for obvious targets, unnatural colors, dust, shiny objects, outlines or movement. | |
| | | | 6. Reports to higher HQ must be made on a regular basis. Two reports covering each 12-hour period are made for routine observation reports, or at a frequency recommended in UN mission-specific SOPs. | |
| | | | 7. Communications checks are carried out at least twice per day. | |
| **T 7.3.** | | | | |
| **After Action** | | | | |
| | **T 7.3.1.** | The OP team consolidates the findings observed during the conduct of the task and reports to the UN Inf Battalion HQs. | **Standard Met**<br>1.  If replaced by another unit, the OP commander provides a detailed update to the incoming unit commander on all observations incl. locations and time, security arrangements, positions to the relieving commander. | |
| | | | 2. All members (subordinated leaders) of the OP including supporting actors conduct a de-briefing. | |
| | | | 3. Observations during the conduct of the task are collected and discussed. | |
| | | | 4. Best practices and Lessons Learned are Identified, recorded and shared with HQs. | |
| | | | 5. The team identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) staff. | |
| | | | 6. Detailed information on hostile threat actors is provided to update the Situational Awareness (SA) of the UN Inf Battalion. | |

**UN Infantry Battalion Task 7: ESTABLISH/CONDUCT AN OBSERVATION POST (OP)  (Overall Assessment):**

**Observation & Recommendations**

# UN Infantry Battalion Task 8: ESTABLISH/OPERATE A TEMPORARY OPERATING BASE (TOB)

**Description:** A Temporary Operating Base (TOB) is a military position, which can be used as a secure location from which the UN Inf Bn projects combat power in support of operational goals and tactical objectives. Typically, TOB base is for a UN Inf Coy or UN Inf Platoon. Temporary can be hours, days or months, depending on the unit's mission. Given the SUR of most UN Inf units, UN Inf Platoons are not equipped to self-sustain for extended periods of time and should be supported by their UN Inf Coy. The level of TOB security/FP depends on the capability of the unit but remains the responsibility of the UN Inf Bn Commander and subordinate commanders.

**Ref:** UNIBAM Chapter 2.6.8

| UN Infantry Battalion Task 8: ESTABLISH/OPERATE A TEMPORARY OPERATING BASE (TOB) | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| **T 8.1** | | | | |
| **Planning and Preparation** | T 8.1.1 | The UN Inf Battalion HQs guides the preparation and conduct of operation at TOB through effective orders/briefings. | **Standard Met** 1. Order/ briefing covers why, when (duration), where and by whom the TOB must be established. | |
| | | | 2. Order/ briefing covers information on recent development including significant activities in the area of the TOB. | |
| | | | 3. Order/ briefing covers information on the human terrain (locations of different ethnic, tribal, and religious groups, and possible fault lines) and areas that facilitate key leader and local community engagement. | |
| | | | 4. Order/ briefing covers information on threat actors and the threat actor(s) Most likely and Most dangerous Courses of Action against the TOB. | |
| | | | 5. Order/ briefing covers defensive measures specially required around TOB, direct and indirect fire support, reinforcement for emergency, coordination of CASEVAC/MEDEVAC, and means of communication. | |
| | | | 6. Order/ briefing covers the required elements and coordination arrangement in establishing TOB. (e.g. UNPOL, Host nations security forces, EOD team, C-IED team, interpreters, and Engagement team). | |
| | T 8.1.2 | The TOB commander analyses relevant factors during the planning process. Ref.: UNIBAM Chapter 2.6.8.3, UNIBAM Annex H  (Comment: If preparation cannot be observed, check this standard at TOB order. If necessary, interview the TOB commander ) | **Standard Met** 1. The TOB commander understands the Information Requirements (IR) for the conduct of the TOB. | |
| | | | 2. The TOB commander conducts a reconnaissance (map and physical) and identifies key terrain features including cover, obstacles (to view and fire), avenues of approach, key terrain, observation (COAKO). (note: COAKO method- Cover, Obstacles, Avenues of Approach, Key terrain, Observation). | |
| | | | 3. The TOB commander identifies all-weather accessibility, affordable size of the perimeter. | |
| | | | 4. The TOB commander identifies required strength, attachments (e.g. interpreters, UNPOL | |

| | | | and/or local police and civil administration officials), material and equipment for the TOB based on threat, distance from the base. | |
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| | | | 5. TOB commander identifies March route to the TOB including road condition, waypoints, vulnerable points. | |
| | | | 6. TOB commander identifies/considers defense plan for the TOB perimeter, also the accommodation for the troops (male and female), other necessary facilities such as storage of ammo, fuel, food, etc. | |
| | | | 7. TOB commander identifies the coordination for the combat support and combat service support from higher HQ such as casualty evacuation (Helicopter landing sites), direct and indirect fire support (if applicable) or air support radius, if possible, QRF and other reinforcement. | |
| | T.8.1.3 | The TOB commander issues a full order before the conduct of the task.   Ref.: UNIBAM 2.6.8.4, UNIBAM Annex H | **Standard Met**  1. The order provides updates on the situation around TOB including area related future task (e.g. IDP Camp). | |
| | | | 2. The order describes a clear and concise statement of what the unit must accomplish. | |
| | | | 3. The order describes in detail on how the commanders Intent will be accomplished. | |
| | | | 4. The order describes the specific activity to be accomplished by each subordinate element of the unit, operation would be divided into phases (e.g. Deployment to the TOB, TOB Establishment). | |
| | | | 5. The order describes the reaction to standard incidents expected during movement to TOB and during the operating at TOB. | |
| | | | 6. The order describes coordinated emergency support arrangements (Tactical support, Aviation support). | |
| | | | 7. The order describes Command and Control measures including reporting instructions, communication methods. | |
| **T.8.2** | | | | |
| **Conduct of Task** | | | | |
| | T 8.2.1 | The unit deploys to TOB preserving combat power. Ref.: UNIBAM 2.6.8.4 | **Standard Met**  1. TOB commander assigns task organizations for the move, including an advanced guard, close protection group, QRF, and rear guard. | |
| | | | 2. The unit deploys to the site following the principles of tactical movement and ensures the safety for the site for establishing the TOB. | |
| | | | 3. On occupation, the unit provides its own security and establishes the work plan with a priority work, commencing with force protection. | |
| | | | 4. TOB establishes several forms of communications including radio, telephone (ideally land line) and satellite phone and all means of | |

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| | | communications must be functional 24/7. | |
| | T 8.2.2 | Physical Force Protection measures are established.    Ref.: UNIBAM 2.6.8.4 | **Standard Met** <br> 1. Facilities soldiers frequently use (accommodation, dining facilities, medical facilities) are hardened to withstand or mitigate the impact of indirect and direct fire and protection measures (such as sandbags) are emplaced. | |
| | | | 2. The perimeter fence affords cover from view and direct fire. The wire is used, it is set up in three coils (2 on the bottom and one on top, well staked down and attached with wire). | |
| | | | 3. The earthen berm is established as a short-term protective measure if required. | |
| | | | 4. The TOB installs obstacles along the avenue of approach to deter or canalize the threat actors attack. | |
| | | | 5. Natural cover is used for protection and there are no obstacles that would hinder observation or movement. | |
| | T 8.2.3 | Measures for effective use of firepower are in place. Ref.:  UNIBAM 2.6.8.4, UNIBAM Annex H | **Standard Met** <br> 1. The TOB clears fields of fire (vegetation removed to avoid cover/concealment of attacking hostile actors). | |
| | | | 2. The TOB establishes primary and alternate firing positions (as a minimum for crew-served weapon systems) for all soldiers. | |
| | | | 3. Range cards are available at all firing positions. | |
| | | | 4. The TOB places crew-serve weapons at crucial positions and sectors of fire are overlapping. | |
| | | | 5. The TOB establishes Mortar positions and lines of final protective fires (FPF) are determined and known by soldiers. | |
| | | | 6. The TOB integrates all available weapon systems in the base defense plan and fire is concentrated on defined engagement areas. | |
| | | | 7. Firing positions around the perimeter is established, ensuring all-round (360) security of the TOB. | |
| | T 8.2.4 | Procedures and protection measures on accessing the base are in place. Ref.: UNIBAM 2.6.6.4, UNIBAM Annex H Tasks | **Standard Met** <br> 1. All personnel that are allowed access to the base are clearly determined.    (Comment: The base needs to have a system that helps guards to identify personnel allowed to access the base)) | |
| | | | 2. All personnel that enter or leave the base are recorded 24/7. | |
| | | | 3. Body search of visitors including the search of females, locally employed personnel, clerical personnel and VIPs is conducted 24/7. | |
| | | | 4. A system (manual, technical or a combination of both) to detect explosive devices, and weapons entering at access control points is in place. | |
| | | | 5. Guards are provided with written instructions/orders on when to use force, how to | |

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| | | | call for assistance, warning/alarm procedures. | |
| | | | 6. Guards are provided with the necessary equipment to carry out those instructions/ orders. | |
| | | | 7. Guards conducting searches are protected by personnel which is ready to use force. | |
| | T 8.2.5 | Measures to provide early warning and facilitate Command and Control are in place.  Ref.: UNIBAM 2.6.8.4, UNIBAM Annex H | **Standard Met** 1. Intrusion detection systems (e.g., cameras, night vision) from organic and non-organic assets are incorporated to provide the base with a maximum of detection, tracking and warning capacity on assessed threats.   (Comment: Also ensure that early warning devices are placed along potential avenues of the approach of threat actors)) | |
| | | | 2. All OPs in the TOB have overlapping observation areas. | |
| | | | 3. An alarm system covering the whole base is in place. | |
| | | | 4. Early warning devices are placed along potential avenues of approach, if applicable. | |
| | | | 5. Several forms of a communications system including radio, telephone (ideally landline) and satellite phone are established, and communications checks are carried out periodically. (Comment: All static locations (internal and external of the base) of the defence plan are connected through wire communications)) | |
| | | | 6. The TOB conducts day and night patrol around TOB in various timings, patterns. | |
| | T 8.2.6 | Effective measures for the protection of the TOB by night are in place. Ref.: UNIBAM 2.6.6.4, UNIBAM Annex H Tasks | **Standard Met** 1. An integrated illumination plan to include illumination of defined engagement areas with indirect fire assets is prepared. | |
| | | | 2.  Surveillance from static locations is conducted. | |
| | | | 3.  Night patrols on the surrounding perimeter are conducted. | |
| | | | 4.  Night Vision/Thermal Imaging Equipment issued to forward observation posts, patrols, perimeter guards and reserve forces. | |
| | | | 5. Challenge and passwords are used. | |
| | T 8.2.7 | Necessary measures for sustainment are implemented.   Ref.: UNIBAM Annex H  (Comment: TOB is self-sustaining for up to 30 days) | **Standard Met** 1. The TOB is accessible to an all-weather road. | |
| | | | 2. The TOB is prepared to receive heavy vehicles. | |
| | | | 3. The main and reserve supply routes are secured. | |
| | | | 4. The unit has sufficient arms and ammunition based on United Nations Manual on Ammunition Management, January 2020. | |
| | | | 5. The unit has a qualified paramedic, and the facilities to ensure the 10-1-2 goal. | |
| | | | 6. There is a credible, rehearsed CASEVAC plan (road and air). | |
| | | | 7. TOB is set-up to allow for the safe storage of food, water, and fuel. | |
| **T.8.3** | | | | |

| After action | | | | |
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| | T 8.3.1 | The unit reports the accomplishment of the task. | **Standard Met** | |
| | | | 1. Subordinate unit commanders deliver a debrief according to the chain of command. | |
| | | | 2. Commanding officers conduct after-action review with staffs and subordinate unit commanders. | |
| | | | 3. Best practices and lessons learned are identified, recorded and documented. | |
| | | | 4. Requirements for adjustment of TTPs and unit SOP are made and incorporated by Operations staff, if applicable. | |

**UN Infantry Battalion Task 8: ESTABLISH/OPERATE A TEMPORARY OPERATING BASE (TOB) (Overall Assessment):**

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**Observation & Recommendations**

# UN Infantry Battalion – Tasks

## UN Infantry Battalion Task 9: CONDUCT RELIEF IN PLACE

**Description:** The purpose of relief in place is to relieve all or part of a unit in a designated AOR by an incoming force. It is an operation in which a mission or responsibility is handed over from one unit to another without disrupting operations. The underlying principle in relief operations is to sustain a level of operational capability through the transfer from one unit to another while ensuring continuity of operations. Relief can be executed as a component of a deliberate operation, rotation of forces, response to emergency operations such as catastrophic loss, or otherwise when unit requirements change between units or headquarters.

**Ref:** UNIBAM Chapter 2.6.9

| UN Infantry Battalion Task 9: CONDUCT RELIEF IN PLACE | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| T 9.1 | | | | |
| Planning and Preparation | T 9.1.1 | The UN Inf Battalion develops a plan for the relief in place operation. Ref.: UNIBAM Chapter 2.6.9.3; UNIBAM Annex H | **Standard Met** 1. The Battalion considers specific information on threat of enemy, terrain, climate, relieved unit. | |
| | | | 2. The Battalion considers why, when, where, how and by whom factors the task is to be conducted. | |
| | | | 3. The Battalion considers support arrangements. (Comment: Close coordination with the Mission Support Division for movement and arrival, operational readiness and repatriation inspections, precise management of the movement timeline including deployment of advanced and main body parties; reception and onward movement of the new unit.) | |
| | | | 4. The Battalion considers communication arrangements with the unit to be relieved. | |
| | | | 5. The Battalion coordinates Command and Control arrangements including conditions on taking over operational responsibility between relieving and relieved units. | |
| | | | 6. The Battalion defines coordination arrangements with non-unit specialist elements (Interpreter, UN POL), if applicable. | |
| | | | 7. The Battalion defines liaison requirements with other Mission components (UNPOL, UN civilian component), Host Nation security forces and local authorities. | |
| | T 9.1.2 | The relieving unit commander factors important considerations in the planning process. Ref.: UNIBAM 2.6.9.3; UNIBAM Annex H (Comment: If preparation cannot be observed, check this standard at relief in place order. If necessary, interview the relieving unit Commander.) | **Standard Met** 1. The relieving unit commander analyses human terrain, recent and significant activities in the operation area. | |
| | | | 2. The relieving unit commander identifies features of the terrain such as vegetation changes - likely ambush spots; obstacles; areas where IEDs have been laid in the past. | |
| | | | 3. The relieving unit commander carry out Map/physical recce and identifies the preferred route, vulnerable areas and obstacles en-route, blind points of communication. | |

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| | | | 4. The relieving unit commander considers threat actor(s) Most likely and Most dangerous Courses of Action against relieving unit. | |
| | | | 5. The relieving unit commander requests required elements (e.g. IPO, EOD team, C-IED team, interpreters and Engagement team). | |
| | | | 6. The relieving unit commander identifies coordination requirements with relieved unit. (Comment: The coordination area includes deployment of advanced and main body deployment parties; reception areas; security arrangements; and familiarization of AOR.) | |
| | | | 7. The relieving unit commander takes into account the task organization of the relieved unit when determining responsibilities of subordinated units/ elements. | |
| | T 9.1.3 | The relieving unit's order covers all necessary details. Ref.: UNIBAM 2.6.9.3; UNIBAM Annex H   (Comment: In a hasty relief, the commander abbreviates the planning process and controls the execution using oral and fragmentary orders.) | **Standard Met** 1. The order follows the 5 paragraphs (Situation, Mission, Execution, Logistics, Communications). | |
| | | | 2. The order defines clear responsibilities and roles of assigned elements (security elements, transportation elements, support elements). | |
| | | | 3. The order defines the movement route including key terrain features, communications blackspots, way points/reporting lines, vulnerable points). | |
| | | | 4. The order defines the control measures (e.g. weapon states, distances, speed, order of march, reporting instructions). | |
| | | | 5. The order defines ROE considerations/ limitations. | |
| | | | 6. The order defines reaction to incidents expected during the conduct of the operation (contact, ambush, IED, Casualty (CASEVAC). | |
| | | | 7. The order defines liaison responsibilities with other supporting elements (Liaison officers, interpreters). | |
| **T 9.2** | | | | |
| **Conduct of Task** | T 9.2.1 | The relieving unit implements effective coordinating measures with relieved unit. Ref.: UNIBAM 2.6.9.4; UNIBAM 2.6.9.5 | **Standard Met** 1. The relieving unit acquires current information of AO, operation plans, and sustainment information from the relieved unit, BN HQ, and adjacent units. | |
| | | | 2. The relieving and relieved units exchange briefings of the situation and tasks.  (Comment: Precise movement timeline should be shared with the relieved unit since it will ensure the synchronization of activities.) | |
| | | | 3. The relieving and relieved units exchange liaison personnel. | |
| | | | 4. The relieving unit establishes advance parties to conduct detailed coordination and preparations for the operation, down to the company level and possibly to the platoon level. | |

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| | | | 5. The relieving unit establishes a tactical command post that co-locates with the main headquarters of the unit being relieved. | |
| | | | 6. The relieving unit performs reconnaissance with the unit being relieved. | |
| | T 9.2.2 | Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.9.4 | **Standard Met** 1. The relieving unit implements control measures to mitigate risk of fratricide between friendly units. (Comment: This is accomplished through identification of: boundaries, positions, checkpoints, observation posts, local villages/towns, routes, assembly areas.) | |
| | | | 2. The relieving unit deploys as per planned movement timeline informs its location to the friendly forces. | |
| | | | 3. Fire Support Coordination Measures (FSCM) are implemented. | |
| | | | 4. Direct fire control measures, such as target reference points and engagement areas, are implemented. | |
| | | | 5. Security and observation (360 degrees) are established at all times. | |
| | T 9.2.3 | Emergency support arrangements are coordinated and implemented. (Comment: If coordination cannot be observed check this standard at convoy/escort order. If necessary, interview the convoy/escort leader.) | **Standard Met** 1. QRF support is coordinated with BN HQ and requested as per requirement. (Comment: Coordination includes procedures for requesting/directing support.) | |
| | | | 2. Indirect fire support arrangements are coordinated with BN HQ and requested as per requirement. (Comment: Coordination includes procedures for requesting support, identified target points, support until which point, fire observation/correction.) | |
| | | | 3. Repair/recovery (if not self-sustained) support arrangements are coordinated with the BN HQ and requested as per requirement. | |
| | | | 4. Aviation support arrangements (if available in the mission) are coordinated with the BN HQ and requested as per requirement. (Comment: Coordination includes procedures for requesting and directing the support.) | |
| | | | 5. Medical support/CASEVAC support arrangements are coordinated with the BN HQ and requested as per requirement. | |
| | T 9.2.4 | Relieving unit conducts a gradual Take Over (T/O) of responsibilities. Ref.: UNIBAM 2.6.9.4; UNIBAM Annex H | **Standard Met** 1. The relieving unit exchanges real time movement information in AO with relieved unit for security. | |
| | | | 2. The relieving unit contacts with relieved unit before entering the AO. | |
| | | | 3. Relieving unit takes over all of the Area of Operations, incorporating all maps, all MPKI, operational briefings, sustainment information. | |
| | | | 4. Relieving unit assumes operational or tactical | |

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| | | | control (according to instruction of higher level) over the relieved unit. | |
| | | | 5. The relieving unit reports to higher level HQs after completion of T/O. | |
| | | | 6. The relieving unit conducts a full a full reconnaissance of the AO with relieving unit. | |
| | | | 7. The relieving unit provides security to relieved unit while the relieved unit moves out of the AO. | |
| **T 9.3** | | | | |
| **After Action** | | | | |
| | T 9.3.1 | The relieving unit consolidates the findings and reports to the UN Inf Battalion HQs. | **Standard Met** 1. All relieving unit members (subordinated leaders) including supporting actors are present at the debrief. | |
| | | | 2. Observations during the conduct of the task are collected and discussed. | |
| | | | 3. Best practices and Lessons Learned are Identified, recorded and shared with HQ. | |
| | | | 4. The relieving unit commander identifies required adjustments in TTPs and Contingency plans, if applicable. | |
| | | | 5. Detailed information on hostile threat actors is provided to update the Situational Awareness (SA) of the BN HQ. | |

**UN Infantry Battalion Task 9: CONDUCT RELIEF IN PLACE (Overall Assessment):**

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**Observation & Recommendations**

## UN Infantry Battalion Task 10: SUPPORT SECURITY SECTOR REFORM (SSR)/ DEFENSE SECTOR REFORM (DSR)

**Description:** Security Sector Reform (SSR) is the process of assessment, review and implementation of security institutions to enhance effective and accountable security for the state and its population. The security sector includes defense, law enforcement, corrections, intelligence services and institutions responsible for border management, customs and civil emergencies. The military component of the Mission may provide support to the overall SSR strategy which, in the military context, will most commonly include the training of government or local security forces and providing subject matter expertise under a comprehensive Defense Sector Reform (DSR) program.

**Ref:** UNIBAM Chapter 2.7.1

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **UN Infantry Battalion Task 10: SUPPORT SECURITY SECTOR REFORM (SSR)/ DEFENSE SECTOR REFORM (DSR)** |||||
| **T 10.1** | | | | |
| **Planning and Preparation** | | | | |
| | T 10.1.1 | The BN Commander factors important considerations in the planning. Ref.: UNIBAM Chapter 2.7.1.3 | **Standard Met**<br> 1. The BN Commander identifies the scope of the UN Inf Bn's involvement based on the guidance received from the higher-level commander. | |
| | | | 2. The BN Commander identifies the counterparts/ beneficiaries for the support to the comprehensive Defense Sector Reform (DSR) program. | |
| | | | 3. The BN Commander identifies required assets for DSR support task (e.g. interpreters, trainers). | |
| | | | 4. The BN Commander identifies DSR related activities of other elements happening in the AO. | |
| | | | 5. The BN Commander understands core DSR principles (e.g. local ownership and long-term sustainability).   (Comment: This indicator can be checked by question and answer.) | |
| | | | 6. The BN Commander plans that all activities are carried out (e.g. training and other forms of support for local security actors) in accordance with the Human Rights Due Diligence Policy (HRDDP).   (Comment: Further information is available in the Guidance Note on HRDDP on United Nations Support to Non-United Nations Security Forces (2015).) | |
| **T 10.2** | | | | |
| **Conduct of Task** | | | | |
| | T 10.2.1 | The unit provides support on Defense Sector Reform. Ref.: UNIBAM Chapter 2.7.1.4 (Comment: The BN's support on the DSR is depends on the task.) | **Standard Met**<br>1. The BN establishes adequate coordination mechanisms and integration with other elements participating in the DSR. | |
| | | | 2. The BN coordinates SSR/DSR related activities with other elements participating in DSR tasks in the AO. | |
| | | | 3. The BN provides basic training to local forces, if tasked. (Comment: United Nations policy does not allow provision of advanced military training or equipment.) | |
| | | | 4. The BN provides training in related areas such as gender and human rights (this is likely to be conducted with the substantive civilian elements responsible for these areas), if training task is ordered. | |
| | | | 5. The BN coordinates security measures over the training site with local security forces, if training task is ordered. | |
| | | | 6. The BN provides advice in the development of defence | |

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| | | | sector analyses, if tasked. | |
| | | | 7. The BN provides logistic/administrative support to the DSR staff for the DSR process, if necessary. | |
| **T 10.3** | | | | |
| **After Action** | | | | |
| | **T 10.3.1** | The BN consolidates the findings and reports to the higher-level HQ. | **Standard Met**<br>1. All BN members (subordinated leaders) participated in SSR/DSR deliver a debrief according to chain of command. | |
| | | | 2. Observations during the conduct of the SSR/DSR are collected and discussed. | |
| | | | 3. The BN captures, compiles and shares lessons learned and good practices with higher-level HQ. | |

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| **UN Infantry Battalion Task 10: SUPPORT SECURITY SECTOR REFORM (SSR)/ DEFENSE SECTOR REFORM (DSR) (Overall Assessment):** |
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| **Observation & Recommendations** |

## UN Infantry Battalion Task 10A: SUPPORT TO DISARMAMENT, DEMOBILIZATION AND REINTEGRATION (DDR)

**Description:** DDR is a process that contributes to security and stability in a post-conflict recovery context by collecting and disposing of weapons, discharging combatants from armed groups and helping them to integrate socially and economically into society by finding sustainable civilian livelihoods. The Military Component often possesses a wide range of skills and expertise to contribute to effective implementation of a DDR program. To support the conduct of a secure and professional DDR program in which former combatants feel safe to participate, spoilers are deterred, collected weapons are destroyed in accordance with SOPs and the local population has been protected from any adverse effects.

**Ref:** UNIBAM Chapter 2.7.1.6

| Sub-Task | Standard Number | Standards | Indicators | Score |
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| **UN Infantry Battalion Task 10A: SUPPORT TO DISARMAMENT, DEMOBILIZATION AND REINTEGRATION (DDR)** | | | | |
| **T 10A.1** | | | | |
| **Planning and Preparation** | T 10A.1.1 | The Battalion Commander factors DDR characteristics in planning. Ref.: UNIBAM Chapter 2.7.1.6.2 (Comment: Considering that DDR encompasses a wide range of operational efforts and is likely to be a joint and combined operation, it is essential that planning is completed at UN Inf Battalion level with direct guidance from higher HQ.) | **Standard Met**<br>1. The Battalion commander identifies the UN Inf Battalion's involvement based on the guidance from the higher-level commander. | |
| | | | 2. The Battalion commander identifies the broad scope of the DDR program and required elements to participate in the DDR. | |
| | | | 3. The Battalion commander identifies the practical details for the conduct of DDR (e.g. what kind of screening of participants will take place). (Comment: UN "Operational Guide to the Integrated DDR Standards" provides detailed guidance.) | |
| | | | 4. The Battalion Commander identifies the unique needs of all personnel entering the DDR process such as child soldiers, women combatants and male and female persons of all ages. | |
| | | | 5. The Battalion commander maintains good communications with all Mission and non-Mission elements involved in the DDR program. | |
| | | | 6. The Battalion commander prepares measures for protecting vulnerable civilians who are otherwise left unsecured or who may be targeted by armed groups who are frustrated with the DDR process. (Comment: For example, communities that have a culture of possessing weapons are more prone to violence, including CRSV.) | |
| **T 10A.2** | | | | |
| **Conduct of Task** | T 10A.2.1 | The Battalion support DDR actors with information acquisition, sensitization and dissemination. Ref.: UNIBAM Chapter 2.7.1.6.3 | **Standard Met**<br>1. The Battalion supports DDR actors in acquisition of information on the locations, strengths and intentions of former combatants. | |
| | | | 2. The Battalion provides support to public information and sensitization efforts. | |
| | | | 3. The Battalion supports DDR actors by providing engagement elements, especially when women | |

| | | | and children have entered the DDR process. | |
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| | | | 4. The Battalion conducts joint patrols around DDR areas with DDR actors. | |
| | | | 5. The Battalion supports DDR actors by providing intelligence on groups or individuals who may disrupt, undermine or threaten the DDR process. | |
| | | | 6. The Battalion supports DDR actors by providing specialized weapon and ammunition expertise. | |
| | | | 7. The Battalion supports DDR actors by providing information on Human Rights. (Comment: The UN Inf Battalion can identify hotspots based on patterns of human rights violations, movement of armed groups and potential POC threat areas.) | |
| | **T 10A.2.2** | Necessary operational, logistic and administrative support is provided to DSR actors. Ref.: UNIBAM Chapter 2.7.1.6.3 | **Standard Met** 1. The Battalion provides security and escorts to movements of those participating in the program (segregate former conflicting combatant groups/personnel). | |
| | | | 2. The Battalion provides security to civilian-led focused public information/sensitization campaigns, which may include the creation of incentives and disincentives for former combatants to join or remain outside a program through constructive engagement. | |
| | | | 3. The Battalion provides the security at DDR facilities such as reception centres, weapons storage points and relocation camps. | |
| | | | 4. The Battalion provides security of disarmament and/or demobilization sites or cantonment areas (whether semi-permanent or mobile). | |
| | | | 5. The Battalion provides security along routes that former combatants will use to enter the program. | |
| | | | 6. The Battalion provides logistic/administrative support to the DDR staff and for the DDR process, if specially tasked. | |
| | | | 7. The Battalion keeps a reserve to deal with unforeseen events. | |
| **T 10A.3** | | | | |
| **After Action** | | | | |
| | **T 10A.3.1** | The Battalion consolidates the findings and reports to the higher-level HQ. | **Standard Met** 1. All Battalion members (subordinated leaders) participated in DDR deliver a debrief according to chain of command. | |
| | | | 2. Observations during the conduct of the DDR are collected and discussed. | |
| | | | 3. The Battalion captures, compiles and shares lessons learned and good practices. | |
| **UN Infantry Battalion Task 10A: SUPPORT TO DISARMAMENT, DEMOBILIZATION AND REINTEGRATION (DDR) (Overall Assessment):** | | | | |
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| **Observation & Recommendations** | | | | |

# UN Infantry Battalion Task 11: CONTROL OF CIVIL DISTURBANCE

**Description:** Control of civil disturbance, in principle, lies with the host nation with operational support or advice provided by a UN Formed Police Unit (FPU) or UN Police (UNPOL). In the exceptional case of civil authorities being unable to cope, military units can assist so long as the mandate permits the action and the ROE specify the use of crowd management means by the military. The desired end state for the UN Inf Bn is to help restore calm and hand over any instigators of violence to law enforcement, as soon as possible.

**Ref:** UNIBAM Chapter 2.7.2

| Sub-Task | Standard Number | Standards | Indicators | Score |
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| **T 11.1** | | | | |
| **Planning and Preparation** | | | | |
| | **T 11.1.1** | The UN Inf Battalion conducts relevant cooperation with local authorities in the planning process.   Ref.: UNIBAM 2.7.2. | **Standard Met** 1. The Battalion conducts joint planning in conjunction with other responsible agencies (UNPOL, host nation police and civil authorities). | |
| | | | 2. Joint planning is completed in advance of any civil disturbance deployment and the role of the UN Inf Bn is clearly defined (all involved actors are sensitized on the role of the Battalion). | |
| | | | 3. Before employment of a military unit to control of a civil disturbance the Battalion HQs has considered that military action could worsen the situation and developed mitigation plans/ guidance. | |
| | | | 4. The UN Infantry Battalion, in conjunction with the police and civil authorities, has planned to provide first aid and evacuate patients and defined the nearest medical facility. | |
| | | | 5. The UN Infantry Battalion in conjunction with the police and civil authorities, has planned  and determined handling procedures for detainees, such as where detainees will be handed over to the UNPOL and/or host nation police as quickly as possible in accordance with the Interim SOP on Detention and mission SOPs. | |
| | **T 11.1.2** | The UN Inf Battalion HQs guides the preparation and conduct of the task through effective orders/briefings.  Ref.: UNIBAM 2.7.2.3; UNIBAM Annex H Tasks, Condition and Standards | **Standard Met** 1. Order/ briefing covers Why, when, where, how and by whom the task must be conducted. | |
| | | | 2. Order/ briefing covers the threat situation and the weapons and equipment to be carried by the unit. | |
| | | | 3. Order/ briefing includes support arrangements and coordination requirements (with Host Nation security forces, local police, UNPOL) for the conduct of the task. | |
| | | | 4. Order/ briefing covers communication arrangements and ensures that reliable communications down to section level is available and the unit is equipped to communicate to the crowd (public address system/loudspeaker). | |

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| | | | (Comment: Check if S6 has considered the effect of the terrain on communications.) | |
| | | | 5. Order/ briefing covers security arrangements for other elements (UNPOL, local police, medical teams, EOD, firefighting, engagement teams,...). | |
| | | | 6. Order/ briefing covers specific application of ROEs and procedures for dealing with different elements of the local population crowd such as agitators, violent/ non-violent protestors, protestors carrying arms/ firing, women, children. | |
| | | | 7. Order/ briefing covers the requirement for the unit to maintain a complete record of all events as they occur and provides support to the unit to keep evidence by providing photography/videography from ground and air (helicopter) with combat camera teams (CCT) or with UAVs, digital still cameras, video recorders, pocket tape recorders and cell phone recorders. | |
| | T 11.1.3 | The detailed plan for the conduct of the task is based on a thorough appreciation of the situation and mission analysis by the designated team leader. Ref.: UNIBAM 2.7.2.3; UNIBAM Annex H Tasks, Condition and Standards. (Comment: If preparation cannot be observed check this standard at order briefing. If necessary, interview the team leader.) | **Standard Met** <br><br> 1. The team leader obtains and analyses recent and significant activity in the area. | |
| | | | 2. The team leader carries out a map recce and identifies escape routes for protestors or options to split the crowd into separate streets, thereby reducing the size of the crowd. | |
| | | | 3. The team leader considers the possible scenario of presence of weapons in the crowd and shooting from the crowd and identifies the reactions of the unit in the order. | |
| | | | 4. The team leader considers possible scenarios for the evacuation of casualties, both military and civilian and identifies the reactions of the unit in his order. | |
| | | | 5. The team leader considers the presence of women and children, either in the crowd, on the periphery of a crowd or used as human shields, and identifies tactics and procedures on how women and children are handled physically, are protected and how the use of force is restrained. | |
| | | | 6. The team leader has identified the need for Explosive ordinance disposal (EOD), firefighting capability, interpreters, engagement team as attachments. | |
| | | | 7. The team leader has considered that the activities of the military/police will be closely monitored and captured by the media. <br> (Comment: Women and children may be brought into the crowd by agitators for publicity purposes, as well as a protective cover for agitators. Having women military or police involved may help effectively handle women and children.) | |
| **T 11.2** | | | | |
| **Conduct of** | | | | |
| | T 11.2.1 | The commanding officer conduct | **Standard Met** | |

| Task | | | appropriate actions upon arrival on the incident site. Ref.: UNIBAM 2.7.2.4 | 1. Unit Commander obtains information about the situation from UN police and/or host police/civil authorities, roof-top standing patrols and helicopters. | |
|------|--|--|-------------------------------------|--------------------------------------|--|
| | | | | 2. Unit commander assesses mood, intentions and existence of attractive targets from the crowd. | |
| | | | | 3. Unit commander assesses the best direction to disperse the crowd. (Comment: Some factors to consider would be the mood and intentions of the crowd, the existence of attractive targets, and alternative dispersal routes.) | |
| | | | | 4. Unit commander establishes coordination with the local authorities and/or UN police on the ground. | |
| | | | | 5. All around protection to prevent rioters from encircling security forces is established and always maintained. | |
| | | | | 6. Every effort is made to identify individuals in the crowd, especially ringleaders. | |
| | T 11.2.2 | | Necessary actions for moderate control of civil disturbance are taken. Ref.: UNIBAM 2.7.2.4 | **Standard Met**<br>1. Soldiers disembarks quickly to the incident site, away from the crowd unless armoured or special vehicles are used and if it is advantageous to disembark close to the crowd. | |
| | | | | 2. Soldiers allow the demonstration to proceed peacefully, avoid their appearance to the scene of disturbance until their intervention is required. | |
| | | | | 3. The unit gives time and room during which those non-violent elements in the crowd can be separated from troublemakers/ agitators. | |
| | | | | 4. The unit takes early, robust action based on the principles of necessity, proportionality/ minimum level of force, legality and accountability if the situation escalates. | |
| | | | | 5. The unit decides whether there will be a deterrent value in arresting ringleaders. | |
| | | | | 6. A guard force and location for detainees is set up by the unit until they can be handed over hand to the UNPOL and/or host nation police. | |
| | | | | 7. Unit maintains a complete record of all events. | |
| | T 11.2.3 | | Necessary actions with local people for preventing escalation of the situation are taken. Ref.: UNIBAM 2.7.2.4 | **Standard Met**<br>1. The unit communicates with people and find what is being done to the crowd (and why). | |
| | | | | 2. The unit give time and room during non-violent elements in the crowd so that they can be separated from troublemakers and dispersed. | |
| | | | | 3. The unit employs dialogue and mediation whenever possible. | |
| | | | | 4. The unit uses Handheld, vehicle or helicopter-mounted public address systems to persuade the crowd in the local language. | |
| | | | | 5. Armoured vehicles do not make a premature appearance. | |

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| | T 11.2.4 | Relative measures for the force protection are taken. Ref.: UNIBAM 2.7.2.4 | **Standard Met**<br>1. Transport is left under guard at an appropriate distance. | |
| | | | 2. Vehicles are fitted with vehicle protection kits and fireproof canopy (cargo tarp) and may carry a public address system. | |
| | | | 3. The unit employs all around protection to prevent rioters from encircling. | |
| | | | 4. The unit uses APCs (situation dependent) but doesn't use tracked vehicles. | |
| | | | 5. The unit provides first aid and evacuates patients to the nearest medical facility when casualty happens. | |
| | | | 6. Reliable communications down to section level is available. | |
| | | | 7. The unit provides an adequate reserves force. | |
| | T 11.2.5 | Relevant equipment and personnel for Control of Civil Disturbance are prepared. Ref.: UNIBAM 2.7.2.6 | **Standard Met**<br>1. The unit is equipped with Crowd management baton and shield, body protection, gas mask, disposable handcuffs, crowd management helmet with facial protection. | |
| | | | 2. Soldier equipment and UN field uniform should not include rifles, until and unless the level of threat is elevated to one of a military nature. | |
| | | | 3. The equipment in item 2 is available in a secure location (such as an APC), if the security situation deteriorates. | |
| | | | 4. Handheld metal detectors according to the nature of the operation/task is prepared. | |
| | | | 5. "Non-Lethal Weapons" such as OC-spray (Oleoresin Capsicum), CS-gas (tear gas), tear gas launchers, tear gas hand grenades, smoke grenades, water cannons, and flash and bang/stun grenades. | |
| | | | 6. Sniper-qualified personnel is positioned and take direct action, within the ROE. (Comment: NOTE: The use of rubber bullets by UN police units has been banned by DPO) | |
| | | | 7. Language assistant is prepared to facilitate the understanding of the crowd and for tactical negotiation with the crowd. | |
| **T 11.3** | | | | |
| **After action** | | | | |
| | T 11.3.1 | The unit reports result of the task. | **Standard Met**<br>1. Subordinate unit commanders deliver a debrief according to chain of command. | |
| | | | 2. All recorded material is analysed by S2 personnel and prepared to be handed over to local authorities. | |
| | | | 3. Public Information personnel is included in the analysis for potential exploitation of the information. | |
| | | | 4. Commanding officers conduct after action | |

| | | | review with staffs and subordinate unit commanders. | |
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| | | | 5. Best practices and lessons learned are Identified, recorded and documented. | |
| | | | 6. Requirements for adjustment of TTPs and unit SOP are made and incorporated by Operations staff, if applicable. | |

**UN Infantry Battalion Task 11: CONTROL OF CIVIL DISTURBANCE (Overall Assessment):**

**Observation & Recommendations**

## UN Infantry Battalion Task 12: CONDUCT REINFORCEMENT

**Description:** The Reinforcement may take place for the reinforcement of an Operating Base (OB) within the battalion AOR, and/or the reinforcement of another contingent OB or military component. This task can also involve assistance to host nation security forces within the mission or even outside the mission AOR, as part of Inter-Mission Cooperation (if authorized).

**Ref:** UNIBAM Chapter 2.7.3

| UN Infantry Battalion Task 12: CONDUCT REINFORCEMENT | | | | |
|---|---|---|---|---|
| **Sub-Task** | **Standard Number** | **Standards** | **Indicators** | **Score** |
| **T 12.1** | | | | |
| **Planning and preparation** | | | | |
| | T 12.1.1 | The UN Infantry Battalion is prepared to react to situational developments and emerging threats in its Area of Responsibility. Ref.: UNIBAM 2.7.3.3 | **Standard Met** 1. Robust reserves (in line with task and threat assessment) are created, kept on standby readiness and concentrated at one location. | |
| | | | 2. Contingency plans are regularly updated based on priority threat assessments and coordinated with civilian counterparts. | |
| | | | 3. Time and space analysis has been conducted to determine the notice to move (NTM) of reserves and the time until they can be effective at the required location. | |
| | | | 4. The battalion HQs has considered that reinforcements may alarm the parties to the conflict and the risk of escalation. | |
| | | | 5. Resources (helicopters/vehicles/ APCs) for quick mobility are prepositioned to transport the reserves. | |
| | | | 6. The Battalion has ensured routine physical and electronic monitoring of indicators to gain early warning of impending/actual ground situation and emerging threats.  (Comment: Indicators and Warning (I&W) need to be reflected in the Intelligence Acquisition plan of the Battalion.) | |
| | | | 7. The Battalion has plans to reestablish reserves once initial reserves are committed. | |
| | T 12.1.2 | Rehearsals are conducted for all units with identified reinforcement tasks. | **Standard Met** 1. Drills (including preparation of all loads for transportation) are practiced on minimum half yearly basis. | |
| | | | 2. Rehearsals include preparation of platoon loads to be helicopter transported catering for at least 12 hours self-sufficiency for all cases where reinforcements might be required to directly join an ongoing or imminent engagement. | |
| | | | 3. Rehearsal includes a full inspection of vehicles – 'Fit to Move'. | |
| | | | 4. Rehearsals are documented and conducted as tabletop exercises or real-life exercises. | |
| | T 12.1.3 | The reinforcing unit (reserve) is provided with timely and detailed instructions for | **Standard Met** 1. Warning Order contains a brief statement of the situation. | |

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| | | preparations. | 2. Warning Order contains the Mission. | |
| | | | 3. Warning Order contains the specially required weapons, ammunition, equipment, water, and rations. | |
| | | | 4. Warning Order contains the time schedule for the preparation. | |
| | | | 5. Warning Order contains the place and participants for receiving the full order. | |
| | | | 6. Warning Order contains the special preparations for the conduct of the task. | |
| | T 12.1.4 | The reinforcing unit (reserve) receives a clear tasking/ order. (Comment: UNIBAM 2.7.3.4 ) | **Standard Met** 1. Current situation on the ground (incl reason for reinforcement) are outlined in the order. | |
| | | | 2. Threat actor update is included in the order. | |
| | | | 3. Mission and task are specific (incl. timings- NTM and effective at location), clearly laid out and within the capability of the unit. | |
| | | | 4. The reserve (reinforcing unit) is self-sufficient in terms of firepower and logistics including transportation (for specific duration after which local dependency will be effective). | |
| | | | 5. Command and Control relationship between reinforcing and reinforced units to ensure unity of command in an area are determined. | |
| | | | 6. The mode of transportation is determined in the order based on provided resources (helicopters/vehicles/ APCs) for quick mobility. | |
| | | | 7. Logistics and medical support arrangements are determined. | |
| | T 12.1.5 | Coordination and liaison with UN Inf Battalion HQs staff and supporting units is being conducted. | **Standard Met** 1. Tactical support (QRF, indirect fire support) is identified and coordinated. | |
| | | | 2. Aviation support, if available, in the mission is coordinated | |
| | | | 3. Medical support/CASEVAC plan and procedures are coordinated. | |
| | | | 4. Coordination with supporting actors (Host Nation security forces, UNPOL,) are performed. | |
| | | | 5. Coordination and communication with the unit to be reinforced is established. | |
| | | | 6. Potential support requirements (medical, logistic) for reinforced unit are identified. | |
| | T 12.1.6 | The reinforcing unit is prepared for the conduct of the task. | **Standard Met** 1. All necessary weapons, equipment/ special equipment and stores as per the Warning Order and load tables are available. | |
| | | | 2. Additional resources for transportation of the reinforcing unit are available. | |
| | | | 3. All troops are briefed about how contact will be made and maintained with the unit to be reinforced. | |
| | | | 4. All soldiers know how, where and when reinforcement will take place. | |
| | | | 5. All soldiers know the entry procedures, if location of reinforcement is a base. | |

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| | | | 6. A logistics plan to support unit to be reinforced (food, water, fuel, ammunition, CASEVAC) is in place. | |
| **T 12.2** | | | | |
| **Conduct of the task** | **T 12.2.1** | The reinforcing units conducts the tactical move to the reception area/ point. | **Standard Met**<br>1. The reinforcing unit continuously monitors the situation, while on the move. | |
| | | | 2. The reinforcing unit maintains communication with all UN forces and host nation forces deployed en- route. | |
| | | | 3. The reinforcing unit follows the order of march as described in the order. | |
| | | | 4. The reinforcing unit uses troops who have seen the route earlier in lead vehicle. | |
| | | | 5. The reinforcing unit provides location and situation updates to higher HQs at ordered way points/ reporting lines. | |
| | **T 12.2.2** | The unit ensure Force Protection during the tactical move. | **Standard Met**<br>1. Quick Reaction Team is earmarked. | |
| | | | 2. 360 degrees security is maintained. | |
| | | | 3. Crew served weapons (vehicle mounted) are ready to be employed (on order and in line with ROEs). | |
| | | | 4. All vehicles have communication with each other – UHF sets and secondary means of communication are available. | |
| | | | 5. Halts are only taken in designated locations. | |
| | | | 6. Vehicle maintenance and medical support (ambulance) attachments are part of the reinforcing unit. | |
| | **T 12.2.3** | Reinforced unit prepares and conducts the smooth reception of the reinforcing unit. Ref.: UNIBAM 2.7.3.4 | **Standard Met**<br>1. Reinforced unit provides guides at the reception point. | |
| | | | 2. Reinforcing and reinforced unit exchange liaison officers. | |
| | | | 3. Communication arrangements (primary/ alternative means, frequencies/ channels, methods) are agreed between units. | |
| | | | 4. Link-up procedures are established. | |
| | | | 5. Coordination mechanism to share inputs and provide support are in place. | |
| | | | 6. Movement and operations/ actions/ responsibilities are coordinated between reinforcing and reinforced unit. | |
| **T 12.3** | | | | |
| **Return to base and Consolidation** | **T 12.3.1** | Upon completion of the task the reinforcing units returns to the permanent location. | **Standard Met**<br>1. Handover with reinforced unit has been performed. | |
| | | | 2. Stores and equipment to be handed over are identified and the hand over is documented/ recorded. | |
| | | | 3. All personnel and equipment are assembled and prepared for the return move. | |
| | | | 4. Security and force protection measures are established for the return move. | |
| **UN Infantry Battalion Task 12: CONDUCT REINFORCEMENT (Overall Assessment):** | | | | |
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| **Observation & Recommendations** | | | | |

# UN Infantry Battalion – Tasks
## UN Infantry Battalion Task 13: CONDUCT WITHDRAWAL/ EVACUATION

**Description:** Withdrawal refers to a deterioration in the security situation in the host country/UN mission AOR that results in relocation or evacuation of UN personnel to a different area in the same country or to outside the host country. Evacuation is a term associated with the withdrawal of vulnerable civilians. Withdrawal of UN forces entails the judgment of mission leadership, a high degree of situational awareness and the capability of the mission components to respond quickly in emergencies. The UN Infantry BN can be tasked to support the evacuation of UN personnel under an increased security threat in the mission area under the overall mission plan. The unit is operating as per the plan of higher HQ and in the coordination of all relevant UN entities.

**Ref:** UNIBAM Chapter 2.7.4 and UNIBAM Annex H

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **UN Infantry Battalion Task 13: CONDUCT WITHDRAWAL/ EVACUATION** | | | | |
| **T 13.1** | | | | |
| **Planning and preparation** | T 13.1.1 | UN Inf Battalion has developed a contingency plan on evacuation in the normal time.  Ref.: UNIBAM Chapter 2.7.4.3; UNIBAM Annex H (Comment: Check this standard with BN contingency plan on evacuation and interview with representatives of UN entities in the POB, if necessary.) | **Standard Met** 1. 1. The contingency plan on evacuation is developed based on the S/FHQ's plan in line with 'Security Plan'.  (Comment: The security plan is established by the Department of Security Services (DSS) and describes the various security measures to be taken and arrangements to be followed in the event of serious criminality or emergencies such as hostilities, internal disorder or natural disasters) | |
| | | | 2. The evacuation plan is continuously updated and amended based on the threat situation and outcome of regular rehearsals. | |
| | | | 3. The evacuation plan reflects the availability of logistics and medical support for evacuees and the Senior Medical officer should be included in the planning process. | |
| | | | 4. The evacuation plan is developed jointly with mission entities. | |
| | | | 5. The evacuation plan defines requirements of force packages/elements of the UN Inf Battalion. | |
| | | | 6. The evacuation plan reflects mission-level supporting assts available such as air assets and logistics support. | |
| | T 13.1.2 | The UN Inf Battalion guides the preparation and conduct of evacuation through effective order/briefing.  Ref.: UNIBAM Chapter 2.7.4.3; UNIBAM Annex H | **Standard Met** 1. The order/ briefing includes why, when, where, who and by whom the evacuation will be conducted. | |
| | | | 2. The order/ briefing includes threat situation and the corresponding weapons and equipment to be carried. | |
| | | | 3. The order/ briefing includes support arrangements and coordination requirements (with Host Nation security forces, if applicable). | |
| | | | 4. The order/ briefing includes communication arrangements. | |
| | | | 5. The order/ briefing includes roles and | |

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| | | | responsibilities of non-unit elements (Host Nation security forces, UN POL, humanitarian actors). | |
| | | | 6. The order/ briefing includes command and control arrangements of the evacuation team. | |
| | | | 7. The order/ briefing includes logistic (e.g. food, water) and medical support (e.g. for aged, hospital patients, handicapped) for evacuees. | |
| | T 13.1.3 | The evacuation team leader analyses relevant factors during the planning process. Ref.: UNIBAM 2.7.4.3; UNIBAM Annex H (Comment: If preparation cannot be observed, check this standard at evacuation order. If necessary, interview the evacuation leader.) | **Standard Met** 1. The evacuation team leader identifies and analyses recent and significant activity in the area of the evacuation. | |
| | | | 2. The evacuation team leader identifies characteristics of the terrain such as vegetation changes - likely ambush spots; obstacles; areas where IEDs have been laid in the past. | |
| | | | 3. The evacuation team carries out a map recce and identify likely vulnerable areas, evacuation route, evacuation control centers, locations of assembly points, reception centers and safe heavens. | |
| | | | 4. The evacuation team leader analyses the human terrain and identify potential threat actor(s). | |
| | | | 5. The evacuation team leader appreciates threat actor(s) Most likely and Most dangerous Courses of Action against UN Evacuation team as well as evacuees. | |
| | | | 6. The evacuation team leader identifies coordination requirements with supporting elements and evacuees. | |
| | | | 7. The evacuation team leader identifies required additional assets for transportation, logistic and medical support. | |
| | T 13.1.4 | The evacuation team's order covers all necessary details. Ref.: UNIBAM 2.7.4.3; UNIBAM Annex H | **Standard Met** 1. The order follows the 5 paragraphs (Situation, Mission, Execution, Logistics, Communications). | |
| | | | 2. The order defines clear responsibilities and roles of assigned elements (security elements, transportation elements, support elements). | |
| | | | 3. The order defines the evacuation route including key terrain features, communications blackspots, way points/reporting lines, vulnerable points). | |
| | | | 4. The order defines the control measures (e.g. weapon states, distances, speed, order of march, reporting instructions). | |
| | | | 5. The order defines ROE considerations/ limitations. | |
| | | | 6. The order defines reaction to incidents expected during the conduct of the operation (contact, ambush, IED, Casualty (CASEVAC). | |
| | | | 7. The order defines liaison responsibilities with other supporting elements (Safe havens, liaison | |

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| | | | officers, interpreters). | | |
| **T 13.2** | | | | | |
| **Conduct of Task** | | | | | |
| | T 13.2.1 | The evacuation team deploys to the evacuation area and establishes security. Ref.: UNIBAM Annex H | **Standard Met** 1. The evacuation team is deployed to the evacuation area (including plans for dealing with a hostile situation), conducts operations to shape the environment and secures necessary sites. | | |
| | | | 2. The evacuation team dominates the key terrain/ vital ground to prevent hostile threat actors from entering the evacuation area. | | |
| | | | 3. The evacuation team establishes a links-up with existing UN force/ agency deployed in the intended area of operation and with the evacuees. | | |
| | | | 4. The evacuation team controls the surrounding area through patrolling. | | |
| | | | 5. The evacuation team establishes the assembly areas for evacuees and Evacuation Control Center. | | |
| | | | 6. The evacuation team secures the evacuation route. | | |
| | T 13.2.2 | The evacuation team prepares the transportation of the evacuees. Ref.: UNIBAM Annex H | **Standard Met** 1. The evacuation team assembles evacuees. | | |
| | | | 2. The evacuation team briefs movement plan to evacuees. | | |
| | | | 3. The evacuation team provides medical treatment and essentials such as food and water to evacuees. | | |
| | | | 4. The evacuation team assigns transportation. (Comment: Evacuees are prioritized if transportation of all evacuees cannot be conducted in one lift.) | | |
| | | | 5. The evacuation team reports to Battalion HQs when all evacuees are ready to be transported. | | |
| | | | 6. The evacuation team destroys excess weapons, ammunitions and other equipment that cannot be transported in extreme situation (if required). | | |
| | | | 7. Evacuation force is prepared to remove UN markings from equipment and sensitive material (if required). | | |
| | T 13.2.3 | Evacuees are transported and received at the safe heaven.  Ref.: UNIBAM Annex H | **Standard Met** 1. The evacuation team coordinates (or provides) security cover during the move. | | |
| | | | 2. The evacuation team prepares to react to any hostile intent. | | |
| | | | 3. Evacuation team uses necessary force in line with mission specific ROEs to prevent harm to evacuees. | | |
| | | | 4. The evacuation team formally hands over responsibility for evacuees to a competent authority, as per instructions from the UN mission at the Safe heaven. | | |
| **T 13.3** | | | | | |
| **After Action** | | | | | |

| | T 13.3.1 | The evacuation team consolidates the findings and reports to the UN Inf Battalion HQs. | **Standard Met**<br>1. All evacuation team members (subordinated leaders) including supporting actors are present at the debrief. | |
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| | | | 2. Observations during the conduct of the task are collected and discussed. | |
| | | | 3. Best practices and Lessons Learned are Identified, recorded and shared with HQ. | |
| | | | 4. Evacuation team leader identifies required adjustments in TTPs and Contingency plans, if applicable. | |
| | | | 5. Detailed information on hostile threat actors is provided to update the Situational Awareness (SA) of the BN HQ. | |

**UN Infantry Battalion Task 13: CONDUCT WITHDRAWAL/ EVACUATION (Overall Assessment):**

**Observation & Recommendations**

## UN Infantry Battalion Task 14: EXTRACTION

**Description:** Extraction involves the mobilization of appropriate force to the place of an incident/action; negotiation to resolve the issue or release; isolation, containment and domination of the incident location; physical exfiltration in accordance with the ROE and directives on the use of force; and conduct of an organized move from the extraction point. A UN Inf Bn may be tasked to support the extraction of military peacekeepers, UN personnel or civilians (personnel from international organizations, NGOs, host nationals, etc.) who are either detained or under imminent threat. In such situations, the battalion is required to ensure rapid and coordinated action from the nearest Operating Base or the military element operating in the vicinity of the supported element.

**Ref:** UNIBAM Chapter 2.7.5

| UN Infantry Battalion Task 14: EXTRACTION | | | | |
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| Sub-Task | Standard Number | Standards | Indicators | Score |
| **T 14.1** | | | | |
| **Planning and preparation** | | | | |
| | T 14.1.1 | The Battalion is prepared to conduct extraction operations. Ref.: UNIBAM 2.7.5.3 | **Standard Met** 1. MPKI staff of the Battalion has identified potential threats, vulnerabilities and danger areas. | |
| | | | 2. Based on identified threats and vulnerabilities, the UN Inf Bn has developed and rehearsed detailed contingency plans for extraction operations. | |
| | | | 3. The Battalion has established dedicated task-oriented tactical groups at each temporary operating base (TOB) and retains a central QRF at the Battalion HQ.   (Comment: These elements are supported with adequate mobility and other potentially required enablers e.g. (EOD, Medical, …)) | |
| | | | 4. The established tactical groups and reserves maintain operational readiness for instantaneous action. | |
| | | | 5. The established tactical groups and reserves carry out training and rehearsals for precision effect and to avoid collateral damage during standby periods. | |
| | | | 6. The Battalion has plans for rapid mobility (surface or air) to conduct extractions. (Comment: Mission-level support may be required if air mobility is required). | |
| | | | 7. The Battalion is prepared to coordinate with relevant actors within the Mission, such as local police/UN FPUs in location and political affairs officers, to facilitate support. | |
| | T 14.1.2 | All essential information to prepare and conduct the task are included in the order provided by the Battalion. Ref.: UNIBAM 2.7.5.3 | **Standard Met** 1. The Order/ briefing covers all essential information regarding the threat and the general situation. | |
| | | | 2. The Order/ briefing covers the assessed motive, capabilities and intent including the most likely most dangerous course of action of threat actors during the extraction. | |
| | | | 3. The Order/ briefing covers the nature of the extraction that is expected (hostile situation, increased threat or to break an encirclement by a crowd). | |
| | | | 4. The Order/ briefing covers roles and responsibilities of non-unit specialist elements (negotiators, Host Nation security forces, UN POL, UNDSS). | |
| | | | 5. The Order/ briefing covers command & control and communication arrangements.   (Comment: Coordination | |

| | | | and liaison requirements with Mission actors such as local police/UN FPUs, host nation security forces and requirements for engagement with threat actors need to be covered here ) | |
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| | | | 6. The Order/ briefing covers the mode of extraction (air, road). | |
| | | | 7. The Order/ briefing covers any limitations impacting the conduct (ROE, political negotiations,…). | |
| | T 14.1.3 | The extraction force leader carries out his initial planning for the conduct of the task. Ref.: UNIBAM 2.7.5.3 | **Standard Met** 1. Standard Met 1. Extraction force leader appreciates Threat actor(s) Most likely and Most dangerous Courses of Action and defines procedures and drills adopted during the extraction (e.g. cordoning and containing the target area, inter-positioning, crowd control, intervention drills). | |
| | | | 2. Extraction force leader conducts a map reconnaissance of the physical terrain and defines Ground/ physical features supportive to the conduct of the task (vital ground/ key terrain); vulnerable points and escape routes; potential areas for fire support/ vantage points, the march route; Way points/ Reporting Lines; Helipads/ landing areas (in vicinity but away from target area to avoid detection). | |
| | | | 3. Extraction force leader considers human terrain to identify potential threat actor(s) as well as locals favorable to UN. | |
| | | | 4. Extraction force leader considers specific guidelines on the Use of Force and ROE (as applicable for the extraction) and defines measures to prevent collateral damage or civilian casualties. | |
| | | | 5. Extraction force leader plans to be logistical self-sustained during the conduct of operation. | |
| | | | 6. 6. Extraction force leader conducts coordination and liaison with supporting units/ elements (local/UN police, host nation security forces, enablers)     (Comment:  if not possible at this point this can be done also at a defined location (e.g. Assembly Area for the conduct of the task) | |
| | | | 7.  Extraction leader defines critical timings for the conduct of the task. | |
| | T 14.1.4 | The extraction team is provided with timely and detailed instructions for preparations in a Warning Order. | **Standard Met** 1. Warning Order contains a brief statement of the situation. | |
| | | | 2. Warning Order contains the Mission. | |
| | | | 3. Warning Order contains general tasks to units and teams; | |
| | | | 4. Warning Order contains weapons and equipment, special additional weapons, ammunition, and equipment required for the task; | |
| | | | 5. Warning Order contains chain of command (including for attached personnel); | |
| | | | 6. Warning Order contains time schedule for the preparation (until departure); | |
| | | | 7. Warning Order contains time, place and participants for receiving the full order.    (Comment: Because of the time sensitive nature of the task extraction, team leader can issue the full order close to the target area or on the move over | |

| | | | radio) | |
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| | T 14.1.5 | The extraction force has completed the preparation and is prepared for the conduct of the task.  Ref.: UNIBAM 2.7.5.3 | **Standard Met** 1. All necessary weapons, equipment/ special equipment and stores as per the Warning Order and load tables are available. | |
| | | | 2. (Additional) resources for transportation of the extraction force are available. | |
| | | | 3. All troops are briefed about first measures to be taken upon arrival at the location of the extraction. | |
| | | | 4. All soldiers know how, where and when the extraction will take place; | |
| | | | 5.  Logistics plans to support the extraction (food, water, fuel, ammunition, CASEVAC) are in place. | |
| **T 14.2** | | | | |
| **Conduct of the task** | | | | |
| | T 14.2.1 | The extraction force conducts a rapid move to the extraction area and conducts the final preparations before conducting the extraction. Ref.: UNIBAM 2.7.5.3 & Annex H | **Standard Met** 1. The extraction force leader continuously monitors the situation, while on the move. | |
| | | | 2.  Reduces radio communications to a minimum. | |
| | | | 3.  Deploys rapidly by surface or air to access the location/area immediately. | |
| | | | 4. Secures an assembly area for final coordination. | |
| | | | 5.  Upon arrival, the extraction force leader evaluates the situation on the ground in the extraction area and establishes, if possible, communication and coordination with elements to be extracted (situation dependent). | |
| | | | 6. The extraction force leader issues his final order for the conduct of the extraction with detailed information regarding timing, actions required (when, why, where and how).  (Comment: All the elements and support elements that are taking part in the operation are present/represented) | |
| | | | 7. The extraction force leader establishes clear immediate actions for all contingencies and clear command, control and communication arrangements within the extraction force. | |
| | T 14.2.2 | The extraction force isolates, contains and dominates the extraction location.      Ref.: UNIBAM 2.7.5.3 & Annex H | **Standard Met** 1. The extraction force ensures that all movements to and from the extraction area are coordinated and centrally controlled | |
| | | | 2. The extraction force gives priority of move to the element tasked to secure the intended area. | |
| | | | 3. The extraction force covers all entry/ exit routes and stops/controls outgoing traffic. | |
| | | | 4. The extraction force secures/dominates key terrain/vital ground. | |
| | T 14.2.3 | The extraction force conducts the extraction.      Ref.: UNIBAM 2.7.5.3 & Annex H | **Standard Met** 1. The extraction force conducts engagement and negotiation with the hostile threat actors. | |
| | | | 2. Fire support elements (precision fire) are positioned at vantage points (e.g. snipers) to eliminate the threat if required. | |
| | | | 3. The extraction force recovers also UN equipment. (Comment: if equipment cannot be recovered it should be | |

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| | | | disabled) | |
| | | | 4. The extraction force avoids the escape of hostile threat actors. | |
| | | | 5. The extraction force provides protection to the threatened personnel. | |
| | | | 6. The extraction force provides medical treatment to extracted personnel and to hostile threat actors (if required). | |
| | | | 7. The extraction force conducts a tactical move from the incident location to the next protected UN installation. | |
| | T 14.2.4 | The extraction force ensures credibility and legitimacy of its actions.    Ref.: UNIBAM 2.7.5.3 & Annex H | **Standard Met** 1. Actions are conducted in accordance with mission specific ROEs | |
| | | | 2. The extraction force minimizes collateral damage (civilian personnel and property). | |
| | | | 3. The extraction force respects human rights and international humanitarian law. | |
| | | | 4. The extraction force transports any apprehended/detained persons to the transfer point and hands them over to respective local/ police authorities. | |
| | | | 5. The extraction force records events and maintains a chain of evidence of any material confiscated/captured. (Comment:  Consequently, material and records are handed over to legal authorities) | |
| **T 14.3** | | | | |
| **After Action** | | | | |
| | T 14.3.1 | The extraction force consolidates the findings during the conduct of the task and reports to the UN Inf Battalion HQs. | **Standard Met** 1.  All members (subordinated leaders) of the extraction force including supporting actors conduct a de-briefing. | |
| | | | 2. Observations during the conduct of the task are collected and discussed. | |
| | | | 3. Best practices and Lessons Learned are identified, recorded and shared with HQs. | |
| | | | 4. Commanding officer of the extraction force identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) staff. | |
| | | | 5. Detailed information on hostile threat actors is provided to update the Situational Awareness (SA) of the UN Inf Battalion. | |
| | | | 6. Recommendations for adjustments of other related contingency plans are made and incorporated by Operations staff of the Battalion HQs. | |

**UN Infantry Battalion Task 14: EXTRACTION (Overall Assessment):**

**Observation & Recommendations**

# UN Infantry Battalion Task 15: CONDUCT OFFENSIVE OPERATIONS

**Description:** ttack is the most offensive type of operation carried out by a UN Inf Bn. It is an offensive operation that can be carried out to neutralize threat actors, to protect civilians, or to otherwise conduct mandated tasks. Attack is fully supported by the UN's right to use force in self-defence, or in defence of the mandate. Although traditional (Chapter 6) UN peacekeeping operations do not normally require an UN Inf Bn to carry out conventional attacks, new and increasingly violent extremist groups pose grave risk to UN forces and civilians. This threat means that UN operations need to plan for pre-emptive and offensive strategies to protect UN forces, personnel and facilities, local civilians and the mandate.

**Ref:** UNIBAM Chapter 2.7.6

| Sub-Task | Standard Number | Standards | Indicators | Score |
|---|---|---|---|---|
| **UN Infantry Battalion Task 15: CONDUCT OFFENSIVE OPERATIONS** | | | | |
| **T 15.1** | | | | |
| **Planning & Preparation** | | | | |
| | T 15.1.1 | Effective Planning in line with the UN MDMP is initiated for the conduct of offensive operations. | **Standard Met**<br>1. All elements supporting the operation, including mission-level assets and other units are involved in the planning efforts of the Battalion for this operation. (Comment: Support by UN Mission-level assets: e.g. UAS or attack helicopters.) | |
| | | | 2. Planning of the Battalion is based on the UN MDMP (see UNIBAM 2.3.3) to ensure detailed and coordinated planning for all phases of the operation is conducted. | |
| | | | 3. MPKI staff delivers a Peacekeeping Intelligence Estimate to support the UN MDMP. Ref.: UNMPKI HB 9.10 | |
| | | | 4. Infantry Battalion HQs staff conduct a detailed Mission Analysis and identify Sector and Force Commander's intent; Specified, implied and mission essential tasks that must be completed by the Inf Bn; Limitations (constraints (must do's), restraints (must not do's)); Available assets; Risks (to mission). | |
| | | | 5. The Battalion conducts an analysis of key factors regarding Time, Space and Forces (own and threat actors) and identifies key operational timings; key and decisive terrain features and effects that need to achieve in certain areas/ locations; additional forces or specific capabilities required; additional Information Requirements (IR). | |
| | T 15.1.2 | The plan of the Battalion is based on important planning considerations. Ref.: UNIBAM 2.7.6.3 & Annex H | **Standard Met**<br>1. The Battalion has identified coordination requirements (with Host Nation security forces, if applicable) for the conduct of the offensive task. | |
| | | | 2. The Battalion has identified liaison requirements with humanitarian actors to ensure support to affected civilian population groups. | |
| | | | 3. The Battalion has considered UN ROEs (task specific) including the need to limit damage to civilian property and life, restrictions on employment of certain weapons, ammunition and on movement in certain areas. | |
| | | | 4. The Battalion has considered the need to prepare for IDP movement and the creation of humanitarian corridors. | |
| | | | 5. Communication, logistics arrangements are considered in the plan. | |
| | | | 6. Force Protection and Security considerations are based on | |

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| | | | the threat and vulnerability assessment of the Battalion. | |
| | T 15.1.3 | The Battalion has prepared an effective plan for the conduct of offensive operations. Ref.: UNIBAM 2.7.6.3 & Annex H | **Standard Met**<br>1. The plan outlines Why, when, where and by whom the offensive operation will be conducted. | |
| | | | 2. The plan identifies the location of the Assembly Area (AA), Fire Base, Approaches & release points, Location of blocks, Location of the Reserve, Location of the HQs/ Forward Command Post and the objectives.  (Comment: Graphical overlay of the plan should be available.) | |
| | | | 3. The plan graphically lays out deconfliction and battlespace management by identifying coordination lines (e.g. Forward line of own troops (FLOT), borders), Fire support coordination lines, target and engagement areas, reporting lines, etc. (Comment: Graphical overlay of the plan should be available incl. a fire support overlay (if not included in the plan).) | |
| | | | 4. The critical timings and control measures for the conduct of the operation are defined in the plan. | |
| | | | 5. The plan includes a task organization and clearly defined tasks for Security Force, Main Force, Reserve, Combat Support elements and Service support elements. | |
| | | | 6. The potential reaction of the civilian population envisaged incl. coordinated humanitarian corridors and other measures are reflected in the plan. | |
| | | | 7. The plan incorporates the elements of surprise and flexibility. | |
| | | | 8. Contingencies to mitigate identified risks are covered in the plan through be prepared to (BPT) tasks. | |
| | T 15.1.4 | Battalion has completed preparations for the conduct of the task.  Ref.: UNIBAM 2.7.6.3 & Annex H | **Standard Met**<br>1. All elements of force are assembled 24 to 48 hrs before moving to the Assembly Area (AA). | |
| | | | 2. All task based sub-groups are equipped as per requirement. | |
| | | | 3. Rehearsals are conducted with all attached and supporting elements. | |
| | | | 4. Latest intelligence picture on the objective is continuously (permanent surveillance/ reconnaissance maintained) updated. | |
| | | | 5. Dialogue is maintained with threat actors supported by host nation authorities and UN civil offices (especially Civil Affairs). | |
| | | | 6. Final coordination is conducted with all elements participating in operation to include air and artillery support, reinforcing units, ISR support, engineers including CIED teams, medical elements, logistics support elements based on developed supporting plans.  (Comment: E.g. Fire support plan, engineer support plan, resupply plan, CASEVAC plan, communications plan etc.) | |
| **T 15.2** | | | | |
| **Conduct of Task** | T 15.2.1 | An Assembly Area AA is established. Ref.: UNIBAM 2.7.6.4 & Annex H | **Standard Met**<br>1. Location is secure and within striking distance of the objective. (Comment: Distance depends on physical terrain, form of attack (mounted/dismounted)). | |
| | | | 2. AA provides multiple approach to the objective. | |
| | | | 3. AA location can be easily supplied from nearest UN Base. | |
| | | | 4. AA includes an earmarked Helipad location in close vicinity. | |
| | | | 5. AA has enough space to tactically accommodate assaulting | |

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| | | | force including equipment and vehicles not required for the assault. | |
| | | | 6. AA cannot be observed from the objective and is out of range of threat actors support weapons. | |
| | | | 7. AA facilitates the conduct of a final confirmatory recce. | |
| | T 15.2.2 | The element executes a well-coordinated assault. Ref.: UNIBAM 2.7.6.4 & Annex H | **Standard Met** 1. Assault force deploys unobserved (e.g. in hours of darkness) and attacks from a tactical advantageous position. | |
| | | | 2. All units/ sub-units have integral fire support elements. | |
| | | | 3. The Fire Base is sited and in position early enough to support all phases of the attack. | |
| | | | 4. Arrangements for heavy fire support from mechanized elements/ indirect fire platforms/ helicopter effort are in place to suppressed threat actors.  (Comment: Required, if threat actors are heavily fortified.) | |
| | | | 5. Officer in lead of the assault force uses de-centralized command (delegation of authorities to sub-element leaders to coordinate the assault while maintaining full control. (Comment: In attack it is important that commanding officer remains close to the assault force to guide and lead his troops. It is recommended that the deputy commanding officer commands the Fire Base.) | |
| | | | 6. The proper assault technique is selected and adjusted based on the physical terrain and the reaction of threat actors. | |
| | | | 7. Momentum of the attack is maintained at all times to prevent recovery of threat actors (esp. the launch of a counterattack). | |
| | T 15.2.3 | Timely reorganization at the objective area.  Ref.: UNIBAM 2.7.6.4 & Annex H | **Standard Met** 1. Sustainment units and capabilities are placed forward to shorten supply lines, to ensure uninterrupted support to manoeuvre units. | |
| | | | 2. Immediate replenishment of all classes of supply. | |
| | | | 3. Assault elements are consolidated around objective area and prepared to continue to repel counter attacks and exploit gains. | |
| | | | 4. Attack force reorganizes and prepares for follow on tasks. | |
| | | | 5. Attack force initiates/ conducts casualty evacuation. | |
| | | | 6. Attack force prepares hand over of detained threat actors to local authorities in accordance with mission specific guidance. | |
| **T 15.3** | | | | |
| **After Action** | T 15.3.1 | Conduct of de-briefing and follow up actions. | **Standard Met** 1. All members (subordinated leaders) of the attack force including supporting actors conduct a de-briefing. | |
| | | | 2. Observations during the conduct of the task are collected and discussed. | |
| | | | 3. Best practices and Lessons Learned are identified, recorded and shared with HQs. | |
| | | | 4. Commanding officer of the attack force identifies required adjustments in TTPs and shares for amendment of the unit SOP with the HQs Operations (S3) staff. | |
| | | | 5. Detailed information on hostile threat actors is provided to update the Situational Awareness (SA) of the UN Inf Battalion. | |
| | | | 6. Recommendations for adjustments of plans are made and incorporated by Operations staff of the Battalion HQs. | |

**UN Infantry Battalion Task 15: CONDUCT OFFENSIVE OPERATIONS  (Overall Assessment):**

**Observation & Recommendations**

# UN Infantry Battalion Task 16: ASSURE PROTECTION OF CIVILIANS

**Description:** The UN Inf Bn successfully protects civilians in its AOR through dialogue & engagement, by providing physical protection whenever and wherever necessary, and through the establishment of a protective environment in conjunction with UN mission and non-mission partners. POC is the legal responsibility of the host government. However, POC remains a critically important task, sometimes specified, always implied, in all peacekeeping missions. In many peacekeeping missions, all necessary means, up to and including the use of deadly force, are authorized to prevent or respond to threats of physical violence against civilians. These tasks and authorities are found in the Mission Mandate, Rules of Engagement (ROE), CONOPS and SUR.

**Ref:** UNIBAM Chapter 2.4.2.6 and 2.7.7

| UN Infantry Battalion Task 16: ASSURE PROTECTION OF CIVILIANS | | | | |
|---|---|---|---|---|
| Sub-Task | Standard Number | Standards | Indicators | Score |
| T 16.1 | | | | |
| Planning and Preparation | T 16.1.1 | The Battalion has identified POC related threats and risks within the Area of Responsibility.  Ref.: UNPOC HB 2020, 8.2 | **Standard Met** 1. The Battalion has identified specific population groups / civilians at risk in their AOR. | |
| | | | 2. The Battalion has identified the locations of specific population groups/civilians at risk and destination (if moving) in their AOR. | |
| | | | 3. The Battalion has identified all sources of violence/ types of (armed) threat actors against civilians in its AOR.  (Comment: Battalion considered Non-state armed groups, host state defence and security forces, other state actors, foreign state security forces, regional forces; intercommunal violence, organized crime and criminal groups.) | |
| | | | 4. The Battalion has identified detailed threats against civilians in its AOR.  (Comment: Battalion considered direct and indiscriminate attacks; attempts to kill, torture, maim, rape or sexually exploit, forcibly displace, starve, abduct, arbitrarily detain, kidnap, traffic persons; recruitment and use of children by armed forces and groups; presence of explosive ordnance including mines, improvised explosive devices.) | |
| | | | 5. The Battalion has determined the modus operandi, capacity, motive and intent of threat actors of actual and potential perpetrators of violence in the AOR. | |
| | | | 6. Battalion has assessed and considered possible threats for civilians caused by own actions. (Comment: This could include possible harm to civilians caused by military operations, presence/ partnerships or reprisals by threat actors for engaging with the UN military component.) | |
| | | | 7. The Battalion has assessed the level of risk faced by the civilian population for each threat and depicted this in a risk analysis matrix.  (Comment: This is an assessment of the likelihood of each identified threat occurring and the actual or potential impact of that threat on the civilian | |

| | | | population.) | |
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| | T 16.1.2 | POC related threats and risks are depicted in a POC Threat Matrix and hotspot map for the AOR of the Battalion.  Ref.: UNPOC HB 2020, 8.2 | **Standard Met** 1. The POC Threat Matrix of the Battalion lists and prioritizes the short- to medium-term POC threats based on their probability of occurrence and the potential impact on civilians. | |
| | | | 2. The POC Threat Matrix and the hotspot map of the Battalion depict specific populations at risk and vulnerabilities affecting them. | |
| | | | 3. The POC Threat Matrix and the hotspot map of the Battalion depict specific locations where the probability of occurrence of a threat and its potential impact on civilians are identified as the highest. | |
| | | | 4. The POC Threat Matrix and the hotspot map of the Battalion show other protection actors (presence, resources, intent and actions). | |
| | | | 5. The POC Threat Matrix of the Battalion lists and monitors implementation of all short- and medium-term activities conducted to prevent, pre-empt or respond to all priority POC threats. | |
| | | | 6. The POC Threat Matrix of the Battalion identifies available mission capacities and resources to support Battalion efforts. | |
| | | | 7. The POC Threat Matrix of the Battalion shows identified gaps in response and planned corrective action. | |
| | T 16.1.3 | Based on the identified risk and threats the Battalion has developed the plan to assure protection of civilians in the AOR.  Ref.: UNPOC HB 2020, Chapter 2 | **Standard Met** 1. The plan is based on the short- to medium-term POC priorities (aligned with priorities of higher HQs). (Comment: Based on the probability of occurrence and the potential impact of threats on civilians.) | |
| | | | 2. The plan defines protection of civilians' actions along the four phases prevention, pre-emption, response and consolidation, based on an analysis of the environment, the phase of the conflict, and the nature of the threat.  (Comment: Prevention (where no clear threat has been identified), Pre-emption (where likely threats are identified and attacks against civilians are anticipated (short term)), Response (where attacks against civilians are imminent or occurring (short term)), Consolidation (where violence against civilians is subsiding).) | |
| | | | 3. Ideally the plan involves actions across all three tiers of the POC operational concept namely, protection through dialogue and engagement, provision of physical protection and establishment of a protective environment.  (Comment: This is only applicable if clearly outlined in the POC plan of the Force Commander.) | |
| | | | 4. The plan is coordinated and deconflicted with other Mission protection actors (who does what with priority). | |
| | | | 5. The plan is in line (consistent) with the POC | |

| | | | Threat Matrix of the Battalion. | |
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| | | | 6. The plan determines Indicators & warnings (I&W) for POC related threats which are incorporated into the Intelligence Acquisition Plan (IAP) of the Battalion. | |
| | | | 7. The plan has a subseries of integrated contingency plans.  (Comment: Integrated means coordinated with all other Mission protection actors.) | |
| **T 16.2** | | | | |
| **Conduct of Task** | | | | |
| | **T 16.2.1** | The Battalion facilitates engagement and dialogue with mission and non-mission POC interlocutors, perpetrators and the local population. Ref.: UNIBAM 2.7.7.3 (Comment: see F9 Engagement/ CIMIC for details on the Engagement Plan.) | **Standard Met**  1. The Battalion facilitates meetings with non-mission POC interlocutors, such as NGOs, local and international organizations and host nation security forces to exchange information pertinent to POC tasks. | |
| | | | 2. The Battalion engages and influences host nation security forces to conduct POC (tasks). | |
| | | | 3. The Battalion participates and supports meetings with UN mission POC interlocutors to develop a coordinated 'whole of mission' (integrated) approach to planning and preparation. | |
| | | | 4. The Battalion deploys engagement teams to encourage conflict resolution and dialogue with perpetrators and potential perpetrators. | |
| | | | 5. (Joint) patrols are conducted by the unit which include direct engagement with local populations, civilian authorities and other relevant actors in its area of operations, while ensuring that engagement does not expose civilians to risk. | |
| | | | 6. The Battalion organizes and conducts frequent meetings with the communities, including separate meetings with women, youth and different ethnic and religious groups and keeps records. Whenever possible, this is carried out by Engagement Platoon members with community liaison assistants present. | |
| | | | 7. Female military personnel who can enhance the reach to women and girls to ascertain threats, risks and vulnerabilities are deployed especially in areas where Conflict Related Sexual Violence (CRSV) is taking place. | |
| | **T 16.2.2** | The Battalion conducts operations to prevent and pre-empt attacks against civilians. Ref.: UNIBAM Annex H Task 16 | **Standard Met**  1. The Battalion identifies potential threats and vulnerabilities to the local civilian population through analysis of the collected (acquired) information. | |
| | | | 2. Information received from civilians, community liaison assistants, JMAC, other civilian sections and humanitarian actors, is included in threat assessment and response planning. | |
| | | | 3. The Battalion adopts a credible and proactive presence, posture and profile (PPP) in potential | |

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| | | | threat areas to deter threat actor action against civilians. | |
| | | | 4. The Battalion ensures increased presence in areas under greatest threat (e.g. through mobile and static operations, advocacy and key leader engagement, confidence-building measures or interaction with government authorities) to prevent and deter potential threats to civilians. | |
| | | | 5. The Battalion informs higher headquarters and/or civilian counterparts of any indications on increased threats to civilians (including on information that could inform civilian-led approaches/actions). | |
| | | | 6. The unit develops and rehearses contingency plans to respond to threats to civilians (including through tabletop and other exercises). | |
| | T 16.2.3 | The UN Inf Bn establishes security conditions that will facilitate the work of humanitarian actors. Ref.: UNIBAM 2.7.7.4 | **Standard Met**<br>1. The Battalion facilitates the delivery of humanitarian assistance to communities in need by e.g. providing convoy escorts to humanitarian actors in line with mission SOPs. | |
| | | | 2. The Battalion establishes Observation Posts and Checkpoints, and frequent, proactive patrolling along supply routes to create secure conditions for humanitarian actors. | |
| | | | 3. The Battalion provides active protection to UN components operating in the field depending on threat level. | |
| | | | 4. Processes are established for information sharing and coordination on POC threats with local and international organizations (where appropriate). | |
| | | | 5. The Battalion supports deployments and protection of human rights staff and other civilian components. | |
| | T 16.2.4 | The Battalion supports efforts to provide protection of communities. Ref.: UNPOC HB 15.3 | **Standard Met**<br>1. The Battalion considers possible scenarios of community tensions and further violence among the protected civilian population with special considerations for the protection of ethnic, religious or other minorities. | |
| | | | 2. The Battalion informs higher HQs and requests additional support, possibly through a Joint Protection Team, to identify and assist with collective or individual protection and recommendations for the protection needs of a particular site. | |
| | | | 3. The Battalion supports/requests the establishment of Community Alert Networks and Community Protection Plans for identified communities at risk. | |
| | | | 4. The Battalion engages with the Protection Cluster members for the provision of further protection and humanitarian assistance in the event civilians continue to seek physical protection on or near the | |

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| | | | base for an extended period. | |
| | | | 5. The Battalion conducts patrols to facilitate civilians to gather firewood, water or food. Such patrols and their timing should be consulted with the community. | |
| | | | 6. The Battalion establishes alternative safe sites in coordination with relevant authorities and in consultation with humanitarian actors and the protected community.  (Comment: Consultations with communities close to where the relocation is envisaged are also important to ensure acceptance. Access to these areas should be safe and perceived to be safe by the community.) | |
| | T 16.2.5 | The Battalion conducts immediate escalatory response against actors causing physical violence/coercion to civilians. Ref.: UNIBAM 2.7.7.4 | **Standard Met**  1.  The Battalion responds quickly, proactively and appropriately (within ROE) to credible alerts of imminent threats of violence against civilians (whether with or without resorting to use of force). | |
| | | | 2. The Battalion uses robust force inter-positioning between (armed) actors and civilians to prevent further harm to civilians. | |
| | | | 3. The Battalion undertakes direct military action if armed groups are engaged in physical violence against civilians. | |
| | | | 4. A Quick Reaction Force/Reserve is quickly moved (may involve aerial insertion) to the incident site. | |
| | | | 5. The deployment/ reaction is based on planned and rehearsed contingency plans which have been coordinated with other mission counterparts. | |
| | | | 6. The Battalion gradually increases the use of force in line with mission specific ROEs. | |
| | | | 7. The Battalion keeps higher HQs (Sector/Force HQs) informed on their response. | |
| | T 16.2.6 | The Battalion supports consolidation efforts of the Mission. | **Standard Met**  1. The Battalion assists in providing immediate medical care and humanitarian support as part of whole of Mission approach. | |
| | | | 2. The Battalion assists civilian experts in conducting HR investigations and promoting accountability of host nation security forces. | |
| | | | 3. The Battalion is prepared to conduct evacuation operations. | |
| | | | 4. The Battalion supports civilian led approaches like Security Sector Reform through training and capacity building of host nation security forces (if tasked by higher HQs). | |
| | | | 5. The Battalion facilitates DDR projects of the Mission within its Area of Responsibility (if tasked by higher HQs). | |
| **T 16.3** | | | | |
| **After Action** | | | | |
| | T 16.3.1 | The Battalion supports local After-Action Reviews on POC. Ref.: UNPOC | **Standard Met**  1. Monitors and regularly reports about security | |

| | | HB 11.4.7 | situation and threat assessments in the Area of Responsibility. | |
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| | | | 2. The Battalion participates at local integrated After-Action Reviews (AAR). | |
| | | | 3. The Battalion contributes to integrated AAR reports. | |
| | | | 4. The Battalion uses After Action Reviews to validate and if necessary, amend own operations and developed contingency plans. | |
| | | | 5. The Battalion amends if necessary own tactics, techniques and procedures (TTPs). | |
| | | | 6. The Battalion shares TTPs, Lessons Learned and Best Practices with trainers in the own capital to facilitate the preparation of the incoming contingent. | |

**UN Infantry Battalion Task 16: ASSURE PROTECTION OF CIVILIANS (Overall Assessment):**

**Observation & Recommendations**