United Nations
Peacekeeping Missions
Military Combat Transport Unit
Manual

Second Edition
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DEPARTMENT OF PEACE OPERATIONS

DEPARTMENT OF OPERATIONAL SUPPORT

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Foreword

We are delighted to present the second edition of the United Nations Military Unit Manual (UNMUM) for the Military Combat Transport Unit. This is an essential guide for commanders and staff deployed in peacekeeping operations and an important reference for Member States and the staff at United Nations Headquarters.

Peacekeeping missions are consistently being deployed into environments that are increasingly hostile and unstable, where missions are confronting asymmetric conflicts and facing multiple threats, non-state armed groups, and difficult terrain over large geographic areas. Consequently, UN peacekeeping requires continuous improvement of capabilities, equipment and leadership to successfully manage the multitude of complex crises that pose a threat to international peace and security.

To meet complex peacekeeping challenges, military components constantly balance a wide variety of security and specialty tasks. The UN Military Combat Transport Unit (MCTU) provides transport support for peacekeeping missions to pursue implementation of their respective manates while sustaining essential daily operational requirements. In order to meet these complex threats in an ever-changing operational environment and to formalize UN military performance standards, the Department of Peace Operations in collaboration with the Department of Operational Support and military experts from numerous Member States have revised this Manual as a means of enhancing the preparation, operational readiness and efficiency of UN Military Combat Transport Units. The result is a document that consolidates relevant guidance and recommendations on the employment of the UN Military Combat Transport Unit's capabilities and functions.

In recognition of the work already done, and in anticipation of future improvements, we would like to express our sincere gratitude to the Member States who volunteered and devoted their time, energy and expertise to the revision of this UNMUM and to the Office of Military Affairs. This military doctrine builds on lessons learned in the field and consolidates the relevant functions and critical assets of the UN Military Combat Transport Unit into a single, convenient reference.

Jean-Pierre Lacroix
Under-Secretary-General
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Preface

I am very pleased to introduce the updated United Nations Peacekeeping Missions Military Combat Transport Unit Manual, a practical guide for troop contributing countries, commanders of military combat transport units, subordinate commanders, UN Headquarters planners and other decision makers on the planning, employment, functions and capabilities of Military Combat Transport Unit.

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

General Birame Diop
Military Advisor
Office of Military Affairs

UNMUM-Combat Transport Unit Writing Workshop-Austria 2022

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Purpose and Scope

The second edition of this United Nations Military Unit Manual (UNMUM) describes the UN Military Combat Transport Unit (MCTU), a unique military capabity that comes into existence when peacekeeping contingencies require military ground transport due to less permissive security environments, frequent relocation requirements, or difficult, restrictive terrain. Under these conditions, the UN MCTU offers an alternative capability to accomplish the required tasks. For example, if the UN's logistics system needs reinforcement, the UN MCTU can be tasked to deploy its additional capacity in scalable and modular combinations. Another requirement may include if the Mission's civilian or private contractor ground transportation capability is unable to reach certain locations due to difficult terrain, a restrictive security situation or increased threat environment. The UN MCTU can provide transportation and/or combat convoy escort capability. The UN MCTU assets are able to reach otherwise inaccessible and dangerous locations and ensure protected logistics capability.

The UN Peacekeeping Missions Military Combat Transport Unit Manual provides combat transport unit commanders, their subordinate commanders and staff a guide for planning and conducting combat transport operations in support of UN peacekeeping operations. (See Annex A for details on UN Military Combat Transport and Logistics Operations Planning and Implementation Principles). In addition, this UNMUM provides standardized guidance and information to UN Headquarters and field mission planners on the employment of UN MCTU capabilities and functions. Troop Contributing Countries (TCCs) and their deploying contingents, national military staff, training institutions, and units will benefit from this manual to better transition to a UN MCTU from national tasks to more fully integrated UN peacekeeping operations.

This second edition supercedes the 2016 UNMUM but does not override national military doctrine of individual TCCs. This Manual does not set the requirements for MCTU force generation and selection. UN MCTU structures will be adapted, ultimately, in accordance with any Memorandum of Understanding (MOU) negotiated between the UN and the respective TCC. Instead, this manual serves as a complement to existing or emerging TCC's military capability and supports *enhanced military performance achieved interoperability and integration* with other TCCs.

This Manual is primarily focused at the operational and tactical levels. It is based on UN guidance reflecting lessons learned, feedback from field missions, and input from peacekeeping practitioners experienced in combat transport operations. This Manual should be read in conjunction with other UN policies and manuals, especially the UNMUM- Military Logistics Unit Manual and the UN Infantry Battalion

Manual[1], for a comprehensive understanding of UN standards, policies, and procedures related to peacekeeping operations. Moreover, all aspects of the Mission concept can be more thoroughly studied in the UN Capstone Doctrine.[2] Every effort has been made to ensure the accuracy of this Manual.

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[1] 2020.01 United Nations Infantry Battalion Manual (second edition)
[2] 2008 United Nations Peacekeeping Operations, Principles and Guidelines (UN Capstone Doctrine)

Summary of Document

In the UN system, military enabling resources[3] like the UN MCTU, function as part of a Mission-wide logistics support network where the UN civilian component has overall responsibility. Chapter 1 explains the concept of employing a UN MCTU within the integrated UN logistics system. Chapters 2 and 3 describe the capabilities, tasks and organization of a UN MCTU and how to tailor the unit according to Mission requirements and generic organizational structures. Chapter 4 provides guidance to UN MCTU Commanders and staff for planning and managing unit support requirements while Chapter 5 identifies training requirements for an MCTU. The training guidance is intended to assist UN MCTU Commanders and planners in their efforts to prepare combat transport unit personnel for UN peacekeeping operations. Finally, Chapter 6 provides the evaluation guidance by which the UN MCTU can achieve and maintain top operational performance, explains MCTU evaluation methods and in-mission evaluations.

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[3]The term, "military enabling resources," is a Department of Operational Support preferred term specifically referring to units such as construction engineers, signals, aviation, transportation, medical and explosive ordnance disposal units or smaller elements that may be deployed at Mission level.

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CHAPTER 1

Employment Concept for the UN Military Combat Transport Unit

1.1   Introduction

1.1.1   This chapter describes the conceptual background, the employment scenario, generic structure and tasking process for the MCTU. The MCTU is a Force-level battalion- or company-size unit generated to provide medium and heavy lift transport/convoy escort support in Missions where the threat level creates a non-permissive environment requiring enhanced military transport capabilities. Generally, an MCTU is deployed in medium to high threat environments where the threat level requires additional force protection capability to ensure accomplishment of assigned tasks. In low threat environments, the Transport Company of the UN Military Logistics Unit (MLU), which is described in the UN Military Logistics Unit Manual will normally be deployed to provide transport support. This Manual focuses specifically on the capabilities and requirements of the MCTU and is an essential guide for commanders and staff deployed in peacekeeping operations. It further serves as an important reference for TCCs and staff at UNHQ.

1.2 Role of the UN Military Combat Transport Unit

1.2.1   The existence of an active threat jeopardizing supply lines in a Mission area is a major factor in establishing the requirement for an MCTU. The creation of this type of transport unit is necessitated in situations where the threat level in a mission is assessed as medium to high.   The MCTU will be deployed with dedicated and robust force protection capabilities that can provide medium and heavy lift transport support in Missions. Similarly, an MCTU may be required based on the Statement of Unit Requirement (SUR) to perform combat transport convoy roles.   Some missions have developed the concept of a hybrid transport framework where both military and civilian transport personnel and vehicles provide transport services for the mission.   Paragraph 1.6 below provides a description of these hybrid transport arrangements, including command and control and tasking mechanisms.

1.2.2   Current UN Missions are faced with an organized, complex threats and suffer from opportunist armed attacks, as well as the indiscriminate use of improvised explosive devices (IEDs), in part vehicle-born, on or around main supply routes. A transport convoy may be attacked from multiple sides simultaneously and in a coordinated manner. This leads to the requirement for continuous command and control, communication and force protection skillsets and equipment. Additionally, emerging threats such as drones for the purpose of

reconnaissance or attacks by armed groups as well as cyber threats that disrupt communications or GPS equipment demand robust and specific countermeasures.

1.2.3   These threats are often beyond the capability of contracted civilian transport assets and prevent or delay the Mission's ability to logistically sustain all locations. UN Infantry Units in the Mission area may be concentrating efforts on their primary tasks, such as the protection of civilians, and thus may not have sufficient capacity to provide logistics convoy escorts. Equally, the Transport Company of the MLU is not equipped to deal with these major threats.

1.2.4   In view of the above, the MCTU is equipped to provide its own armed escort and road clearance capability to mitigate threats. Road clearance is provided by the UN MCTU's integral combat engineers, explosive ordnance disposal (EOD) and counter-IED capability. If the threat level exceeds the MCTU's force protection capacity, the MCTU can operate as part of combined UN military operations involving other Force elements including infantry, combat engineers and military aviation.

1.2.5   Beyond the existence of non-permissive security environments, MCTUs are generated when Mission requirements demand frequent relocation requirements and deployments in particularly remote area and through difficult terrain. Once the Transport Company of the MLU or the civilian transportation capability is established, the Mission MCTU's functions may be terminated, reduced or the unit re-tasked.

1.2.6   Re-tasking or other transport work may include temporarily supporting stability operations. Stability operations range from long-standing humanitarian and civic assistance Missions to critical short-notice peacebuilding operations. Sustainment arrangements for these teams may include contracted services and support to augment MCTU capabilities. Arrangements should be made during the mission planning process to ensure that these MCTU teams receive adequate force protection, as well as sustainment support. The guidance for planning, preparing and executing assigned tasks can be found in Annex A.

1.3 Differences Between the UN Military Combat Transport Unit and the UN Military Logistics Unit (MLU)

1.3.1   It is important to note that military transport is a subet of military logistics. The UN-MCTU has a force protection element which enables the unit to perform additional combat tasks as compared to the Transport Company of the MLU. The MCTU and the MLU are not more deployed at the same time in the same Mission. The MCTU provides military transport services in missions where other UN transport units such as civilian transport contractors or the MLU Transport Company cannot deploy due to the threat level. The MLU is a battalion sized unit and provides the full spectrum of transport over diverse transport carriers, handling, supply and maintenance but lacks organice force protection assets. In contrast the MCTU is deployed in contested environments and is properly equipped and structured to meet required mission transport requirements. Readers are

encouraged to compare the capabilities, tasks, and functions of the MCTU with the MLU by referring to the respective UNMUM unit manual.[4]

1.4 UN Military Combat Transport Unit in the Force Headquarters Structure[5]

1.4.1   The fundamental role of the Force Headquarters (FHQ) is the command and control of the Mission's military operations in support of mandate implementation. Regardless of the nature of the Mission, every FHQ has common functions executed by functional groups, including the MCTU. A generic organization for a FHQ is depicted below. The Logistics Staff, U-4 (highlighted below) is responsible for planning combat transport operations according to Mission priorities.
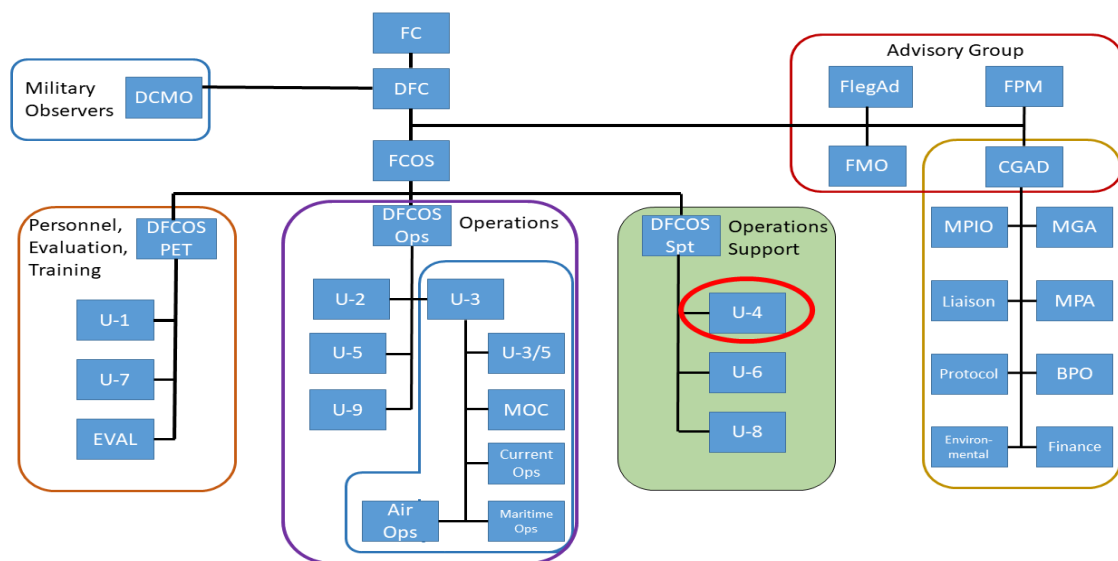
Figure 1: Generic Structure of a Large Multidimensional UN Force Headquarters

1.5 Command and Control

1.5.1   MCTUs are under the Operational Control of the Force Commander (FC)/Head of Military Component (HOMC). (See Annex B for a description of key Mission leaders and sections related to MCTUs.)   In accordance with the DPO/DOS Policy on Authority, Command and Control, UN operational control includes the authority to assign separate tasks to subordinate units of a contingent as required by a Mission's operational necessities. The contingent commander must be consulted and the tasking is approved by the Under-Secretary-General, Department of Peace Operations.

1.5.2   The FC/HOMC is authorized to assign military units under tactical control of a designated commander for specific purposes and periods. UN tactical control includes the

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[4] Available at: Policy and Practice Database , accessible only to UN staff on the UN network (including field Missions) at http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx or "Resource Hub", developed for Member States at http://research.un.org/en/peacekeeping-community

[5] This brief description of the Force Headquarters is for illustrative purposes. It is presented here to provide perspective on how Military Combat Transport assets fit into the overall Force Headquarters structure.

detailed and local direction and control of movement or maneuvers necessary to accomplish an assigned mission or specific tasks.

1.6 Tasking Authority and Coordination Mechanism

1.6.1   The United Nations is required to maintain a complex mission support system that integrates military logistical support assets as well as in-house and contracted resources to provide logistical support to peacekeeping operations. The Director or Chief of Mission Support (DMS/CMS) exercises tasking authority over transportation and movement units, including military transport helicopters and transport units within the peacekeeping mission. When conducting convoy escort operations with hybrid arrangements, the chain of command must be clear and the military retains the lead during the movement/convoy.

1.6.2   Consultative Coordination Mechanism: UN Missions should use a consultative coordination mechanism that includes all components' inputs to the overall prioritization of Mission transport requirements. MCTU tasking priorities are based on Mission-level priorities determined by the Senior Leadership Team, of which the FC and DMS/CMS are members. UN Missions should establish standard operating procedures for such consultative coordination mechanisms governing the use of enabling units, such as the MCTU.

1.6.2.1 For example, UN Missions should hold regular (every two weeks) coordination meetings between the FC and DMS/CMS, or their designated officials, to discuss and establish transport priorities consistent with the Head of Mission's guidance for mandate implementation. The FC and DMS/CMS may be assisted in these coordination meetings by their respective principal staff officers including, but not limited to, the U-3 (Ops), U-4 (Logistics), U-5 (Plans), Chief Service Delivery Management, Chief Supply Chain Management and Chief of Mission Support Center. As appropriate, these meetings may include relevant UN civilian and humanitarian agencies such as the UN Office for the Coordination of Humanitarian Affairs, Civil Affairs, UN Development Program, UN High Commissioner for Refugees, to further improve logistics and transport coordination within the Mission.

1.6.2.2 Tasking Coordination Mechanism for Mission- and Force-Level Military Combat Transport Unit Tasks

Step 1. Mission Transport priorities are established by the Mission's Senior Leadership, through submission by the FC and D/CMS, consistent with the HOM's guidance on mandate implementation. Sector-level transport requests would be submitted by the FC (or his representative) for prioritization with all Mission requirements. Sector-level transport requests would be coordinated with MOVCON staff at Sector-level prior to consideration at Force and Mission-level through the chain of command.

Step 2. Based on these Mission-level priorities, daily tasking priorities are routinely determined by the Chief Supply Chain Management under the delegated tasking authority of the DMS/CMS.

Step 3. Building on these tasking priorities, transport tasks developed for MCTUs are coordinated with the Force Logistics Officer, U4.

Step 4. The U4 is the focal point for preparing the MCTU Task Orders. Preliminary Task Orders are prepared consistent with Mission priorities, developed as described above, and include the details of the transport and security/force protection requirement and the task's administrative/logistics aspects.

Step 5. The preliminary Task Orders are coordinated with the Chief of the Mission Support Center for review and finalization.

Step 6. Preliminary Task Orders are returned to the U4 by the Chief of the Mission Support Center for Force and UN Military Combat Transport Unit comment. The Force and MCTU's comments and concerns are then taken into account in the finalization of the Task Order.

Step 7. The finalized Task Order (covering the entire MCTU including any force protection and transport sub-units) is signed by both theU-4on behalf of the FC and the Chief of the Mission Support Center, who then sends it to the Chief of Supply Chain Management.

Step 8. The Chief of Supply Chain Management sends the finalized Task Order to the U4for execution by the MCTU.

Additional Note: In the rare case of some urgent, Mission-directed tasks to offset any shortfalls in civilian contracting and hasten Mission establishment (such as developing helicopter bases, Level II medical facilities, certain accommodation, logistics bases, etc.) tasking may come to the MCTU directly from the Chief of the Mission Support Center. However, prior to the tasking, the Chief of the Mission Support Center will have closely coordinated with the U4.

Generic UN Military/Combat Transport Unit Tasking Process: Mission- and Force-Level Requirements

Broad Mission and Force Priorities Set by Senior Management Team

- **Step 1.** Mission Transport priorities are established by the Mission's senior management, through submission by the Force Commander and Director or Chief of Mission Support, consistent with the Head of Mission's guidance on mandate implementation. Sector level transport requests would be submitted by the Force Commander (or his representative) for prioritization along with the rest of Mission requirements. Sector level transport requests would be coordinated with MOVCON staff at Sector level prior to consideration at Force and Mission level through the chain of command.

Specific Military/Combat Transport Unit Tasks Developed

- **Step 2.** Based on these Mission-level priorities, daily tasking priorities are routinely determined by the Chief, Supply Chain Management under the delegated tasking authority of the DMS/CMS.

Force and Mission Develop Coordinated Tasks

- **Step 3.** Building on these tasking priorities, transport tasks developed for Military/Combat Transport Units are coordinated with the Force Logistics Officer, U-4.

Force Logistics Officer Develops Preliminary Task Orders

- **Step 4.** The Force Logistics Officer is the focal point for preparing UN Military/Combat Transport Unit Task Orders. Preliminary Task Orders are prepared consistent with Mission priorities, developed as described above, and include the details of the transport, security/force protection requirement and the task's administrative/logistics aspects.

Preliminary Task Orders Coordinated with the Chief of the Mission Support Center

- **Step 5.** The preliminary Task Orders are coordinated with the Chief of the Mission Support Center for review and finalization.

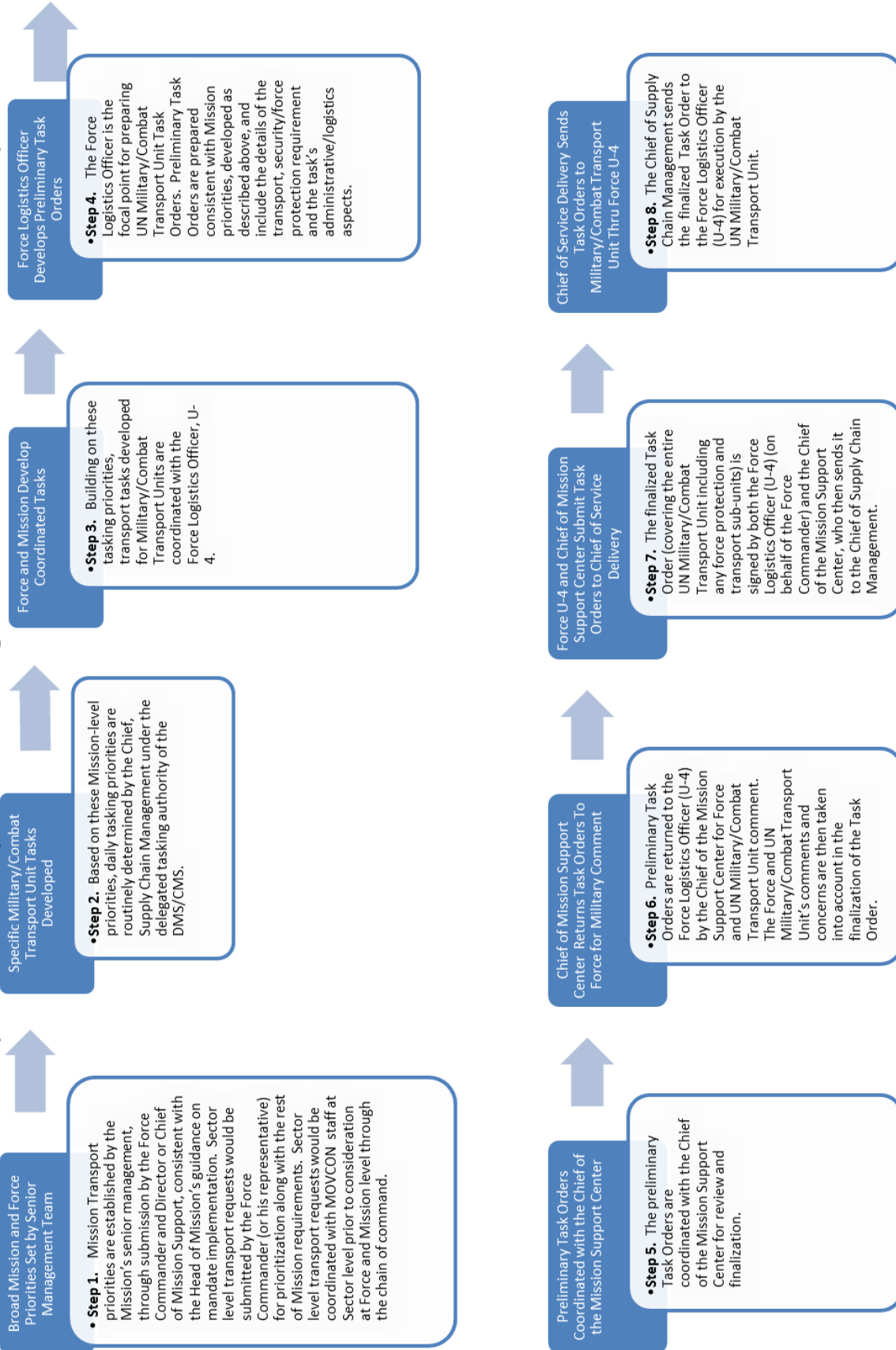**Chief of Mission Support Center Returns Task Orders To Force for Military Comment**

- **Step 6.** Preliminary Task Orders are returned to the Force Logistics Officer (U-4) by the Chief of the Mission Support Center for Force and UN Military/Combat Transport Unit comment. The Force and UN Military/Combat Transport Unit's comments and concerns are then taken into account in the finalization of the Task Order.

Force U-4 and Chief of Mission Support Center Submit Task Orders to Chief of Service Delivery

- **Step 7.** The finalized Task Order (covering the entire UN Military/Combat Transport Unit including any force protection and transport sub-units) is signed by both the Force Logistics Officer (U-4) (on behalf of the Force Commander) and the Chief of the Mission Support Center, who then sends it to the Chief of Supply Chain Management.

Chief of Service Delivery Sends Task Orders to Military/Combat Transport Unit Thru Force U-4

- **Step 8.** The Chief of Supply Chain Management sends the finalized Task Order to the Force Logistics Officer (U-4) for execution by the UN Military/Combat Transport Unit.

Additional Note: In the rare case of some urgent, Mission-directed tasks to offset any shortfalls in civilian contracting and hasten Mission establishment (such as developing helicopter bases, Level II medical facilities, certain accommodation, logistics bases, etc.) tasking may come to the UN Military/Combat Transport Unit directly from the Chief of the Mission Support Center. However, prior to the tasking, the Chief of the Mission Support Center will have closely coordinated with the Force Logistics Officer (U-4).

Figure 2: Generic UN military/Combat Transport Unit Tasking Process

1.6.3   Joint Budget Preparation

1.6.3.1 Another example of the consultative coordination mechanism, Mission civilian and military transport/logistics staff should confer on transport budget preparation, developing budgets for scheduled *and* anticipated projects including possible emergency transport requirements. In such cases, the Chief of Supply Chain Management and Chief of the Mission Support Center, under the authority of the DMS/CMS (as the individual responsible for overall transport operations), works with the Force U-4 (Logistics) and Force U5 (Plans) to identify transport requirements and prepare Mission budget inputs.

1.6.4   Tasking Authority and Structure of the UN Military Combat Transport Unit

1.6.4.1 The structure of the MCTU, determined during the planning process, varies according to the threat level. The threat level (medium or high) is an informed judgement and will influence the size and tasking for different functions within the MCTU.

1.6.4.2 Under UN Command and Control policy, military enabling resources such as the MCTU, fall under the direct tasking authority[6] of the DMS/CMS[7] (See Figure 3 below). The MCTU daily tasking priorities are routinely determined by the Chief, Supply Chain Management under the delegated tasking authority of the DMS/CMS. Based on these tasking priorities, the FC/HOMC remains responsible for direct orders to the MCTU. UN MCTU tasking is generally delegated to the FHQ U4 who signs the military Task Orders (along with the Chief of the Mission Support Center) and identifies the specific MCTU to respond to the task order. Figure 3 outlines this tasking mechanism allowing the Mission to allocate its transport resources with maximum effectiveness and efficiency.
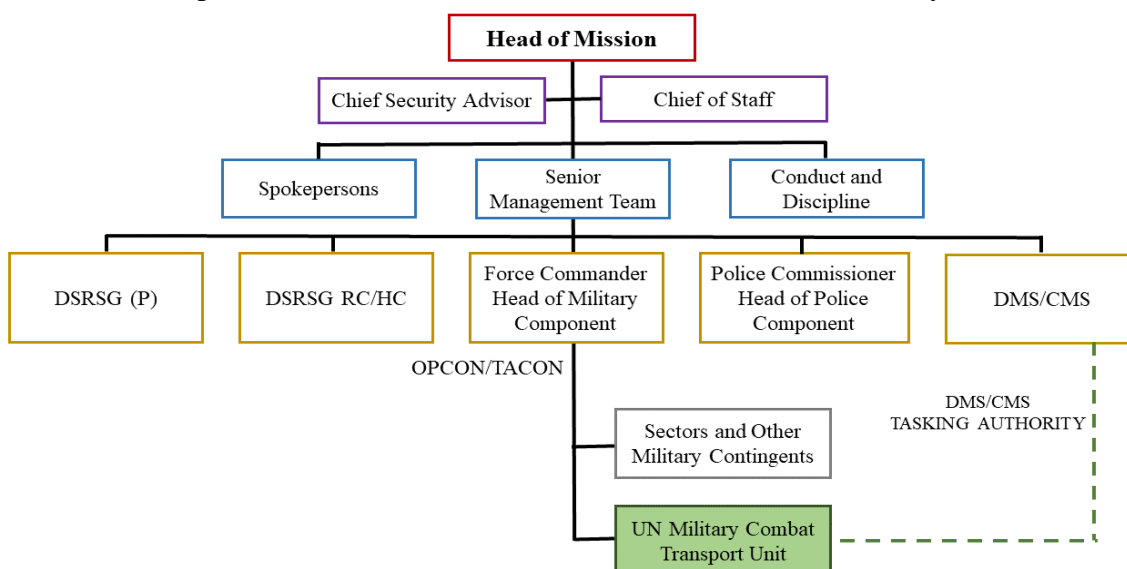

Figure 3: Command, Control and Tasking Authority UN Combat Transport Unit

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[6] This tasking authority is codified in section D.6.1, paragraphs 56 to 59 of DPKO/DFS's policy on *Authority, Command and Control in United Nations Peacekeeping Operations,* (Ref. 2019.23) (October 2019).
[7] Except when military enabling units are operating in direct support to military operations.

1.6.5   Hybrid Transport Units

1.6.5.1 Some missions have developed the concept of hybrid transport units comprised of both military and civilian transport personnel and vehicles. For these hybrid units, the process of command, control and tasking remains unchanged from medium or high threat environments. Hybrid transport unit tasking priorities are based on mission-level priorities as determined by the mission's Senior Management Team. Direct tasking authority resides with the DMS/CMS or designated subordinates. Operational and tactical control of the hybrid unit is under the FC/HOMC and delegated to subordinate commanders. The FC/HOMC exercises operational or tactical control of movement/manoeuvre as necessary for the hybrid unit to complete its mission-level tasks. The assignment of transport tasks to specific UN hybrid transport units is done through the FHQ U4 as depicted above.

1.7 Summary

1.7.1   The MCTU provides military transport services in missions where civilian transport contractors or the Transport Company of the MLU cannot be deployed due to a restrictive environment or significant threat level. This mission asset is scaled to the threat level as a battalion or company-sized unit and tasked by DMS/CMS. The fundamental role of the FHQ is command and control of the Mission's military operations in support of the Mission's mandate implementation. The existence of an active threat jeopardizing supply lines in the Mission area is a major factor in establishing the requirement for the MCTU. The generation of this type of military transport capability is necessitated where the threat level is assessed as medium to high.

CHAPTER 2

Capabilities and Tasks of the UN Military Combat Transport Unit

2.1 Introduction

This Chapter explains in depth core, scalable and modular assets of the UN Military Combat Transport Unit. The definition of the above mentioned assets shall be explained first in the subsequent paragraph followed by an explanation of each asset in detail.

2.2 Core, Scalable and Modular Asset Capabilities

2.2.1 The UN MCTU is a purpose-built organization with capabilities tailored to specific Mission requirements while keeping in view the terrain, available infrastructure and operational and strategic aim. UN MCTUs generally have the following three types of asset capabilities according to the given mandate and the unit organisation.

- **Core Asset Capabilities**. UN MCTU capabilities and their associated tasks - include transport, support and force protection operations as well as Command and Control.

- **Scalable Asset Capabilities**. Additional MCTU capabilities associated with *increased quantities* of core asset capabilities are known as *scalable assets*.

- **Modular Asset Capabilities**. Any unique *specialist capabilities* added to the core capabilities are known as *modular assets* and are included in the unit to meet specific Mission requirements (see the organization charts in Chapter 3). Modular specialist transport requirements are considered in the Mission planning process and specialist units with those capabilities may be requested from Troop Contributing Countries (TCC).

2.2.2 DPO and DOS at UN Headquarters perform extensive transport and logistics planning before arriving at the ultimate composition, structure, and make-up of an MCTU. As a result of such extensive and detailed planning, it is ensured that a suitable transport capability is employed in a cost-effective manner. TCCs are identified as early as possible, including discussions on the likely roles, functions, and tasks that will be required, permitting TCCs to commence their own planning and preparation.

2.3 Core and Scalable Capabilities and Tasks. The Core and Scalable capabilities and tasks of MCTU can be explained through the following major sections:
- Command & Control.
- Transport.

- Convoy Escort.
- Force Protection.
- Sustainment.

2.3.1 Command and Control Capabilities and Tasks. The UN MCTU:

- Provides command and control for all elements.
- Provides real-time tracking of assets in transit; supports establishment of a Mission-wide logistics common operating picture where requisite internet access/ Global Positioning System (GPS) facility is available or through High Frequency (HF)/ Very High Frequency (VHF) communication means.
- Provides self-sustainment of tactical communications, radio and telecommunications systems and maintenance support. Staff may require interpreters in accordance with Mission and contingent requirements.
- Maintains flexibility and remains ready to redeploy temporarily or permanently to other locations within the Mission area of operations to support specific tasks in response to the Mission's changing security or humanitarian situation.

2.3.2 Transport Capabilities and Tasks. The UN MCTU:

- Moves goods[8] and personnel[9] throughout the Mission area of responsibility as per the capacity agreed in unit terms of requirement.
- Focuses primarily on transportation from the Mission logistics hub to the Mission Sectors and locations throughout the area of responsibility, including to and from Mission offices and military unit/ locations.
- Assists in the redeployment of troops by providing limited transport capability as and when tasked and resources permit.
- Provides flexible movement of goods and personnel.
- Generally, operates using transport vehicles with limited cross-country mobility, and thus requires an adequate road system.
- Moves containerized and loose cargo; primarily consisting of dry foodstuff, defence stores, engineer plant and equipment and other administrative/logistical consumables.
- Uploads, downloads and moves 20' International Organization for Standardization (ISO) containers weighing up to 15 metric tonnes depending on the Mission requirement, but weight may be limited if so required.
- Provides medium and heavy lift focusing on the movement of 20' ISO containers, ideally using self-loading trucks. (See Annex C for specific equipment lift capabilities.) Trucks can be equipped with Pelletized Loading System (PLS), Demountable Rack Offload and Pickup System (DROPS), Hook-

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[8] Including refrigerated food items.
[9] The UN Military Combat Transport Unit typically provides troop lift capability above that of deployed Sector military elements. Troop lift may be via bus or truck (with appropriate canopies and seating) depending on Mission requirements.

lift platform or other designs for transporting 20' ISO containers with integral securing mechanisms such as locking pins.

- Provides and operates heavy lift capability (such as flat beds) and Material Handling Equipment in limited quantities (including cranes/forklifts, PLS, or similar equipment capable of loading and unloading 15 metric tonnes 20' ISO containers at each team site) for essential Mission requirements.
- May provide limited transport for oversized vehicles and cargo capable of handling 40' ISO containers should the need arise.
- Conducts long distance convoy operations.
- Provides Heavy Equipment Transporters/ Flatbed trucks for transportation of track vehicles (Tanks, SP Guns & Engineer track vehicles etc) up to road head only.

2.3.3 Convoy Escort Capabilities and Tasks. The following tasks and capabilities are:
- Conducts long distance convoy escort operations.
- Detailed planning, emergency support arrangements coordinated with higher HQ, even repair/recovery and air support (if available).
- Implementation of force protection measures during the conduct of unit tasks and missions.

2.3.4 Force Protection Capabilities and Tasks. The following tasks and capabilities are:
- In medium or high threat level organizational structure, the battalion size MCTU has its own Force Protection Company, augmented, as required, by additional modular and scalable elements.
- Through the Force Protection Company assist with camp defence if necessary.
- If adequately resourced, the MCTU can also provide its own route search and clearance capability by adding combat engineers, counter-mine and improvised explosive device search and detection and explosive ordnance disposal assets.

2.3.5 Sustainment Capabilities and Tasks. The following support capabilities are provided for the requirement of the MCTU. The MCTU:
- Receives, stores and distributes goods and materiel, including UN and contingent owned goods.
- Manages its own general and technical supplies stores, safety tests and accounts for its own rations (perishable, non-perishable and emergency as well as stock reserves).
- Manages its own petroleum, oils and lubricants.
- Performs on-site vehicle repair.
- Recovers vehicles, including heavy trucks and military armoured personnel carriers.
- Performs emergency vehicle maintenance service and storage of maintenance and repair spare parts.
- Ensures mobile curb-side refuelling and workshop vehicles capable of operating over extended ranges of up to 1000 kilometres.

- Engages skilled drivers, mechanics, technicians and operators for its own use to integrate its mobile repair teams, recovery assets, fuel and medical support operating with the logistics convoys. Drivers should be capable of operating more than one type of vehicle to compensate for any driver and other personnel shortages.
- Performs preventive maintenance and serviceability awareness.
- Ensure catering services.
- Performs minor engineering works.
- Medical Level 1 support. Medical Level 1 capabilities must correspond to the Transport Unit's organization, and the number of convoys it is required to generate simultaneously.
- Performs on-site repair and maintenance of self-sustainment equipment.
- Provides personnel/Administrative services.
- Ensures laundry and cleaning services.
- Provides fire fighters for its own fire response/ Maintain Fire Brigade crew and can be moved to any location.

2.4 Specialist Modular Capabilities and Tasks

2.4.1 In contrast to scalable assets that are primarily additional capacity of the same core capabilities, modular assets can provide specialist capabilities that are not otherwise present in the MCTU or elsewhere in the Mission area (as there may not be a UN Military Logistics Unit). Specialist modular capabilities and tasks can be provided by the military, the host nation or contractor sources and may include, but are not limited to, the capacities provided by:

- Movement Control Team specialists.
- Mini-Unmanned Aerial Systems specialists (particularly in the case of a high threat level).
- Aerial Delivery/ Dispatch Section to support troops which becomes isolated or are on special mission in an area where roads/ tracks are non-existent.
- Explosive Ordnance Disposal, Counter-Mine and Counter Improvised Explosive Device specialists (particularly in the case of a high threat level).
- Specialized recovery personnel and equipment.
- Specialized maintenance support personnel and equipment for armoured vehicles and plant equipment.
- Maintenance advisory services.
- Bulk fuel handling specialists.
- Water transport personnel and equipment.
- Mail specialists.
- Medical specialists
- Early warning System
- Forward Air Controller.

2.5 Summary

2.5.1 Chapter 2 explains the tasks and capabilities of the MCTU using the Core, Scalable and Modular Assets Theory. Accordingly, the MCTU core asset capabilities and their associated tasks include transport, sustainment, command and control, convoy escort and

force protection. Similarly, scalable assets include additional MCTU capabilities associated with an increased quantity of the core asset capabilities. The modular assets, on the other hand, provide specialist capabilities not otherwise present in the MCTU or elsewhere in the Mission area. These include mail specialists, medical specialists, bulk fuel handling specialists and movement control team specialists amongst others.

CHAPTER 3

Organization of the UN Military Combat Transport Unit

3.1 Introduction

3.1.1 The MCTU comes into existence only when Mission-specific contingency demands *military* transport capability in response to existing or anticipated needs (informed by threats, difficult terrain and other Mission requirements). The generic organizational structures presented in this chapter are intended as planning baselines. These structures are adaptable and modifiable in accordance with mission-specific requirements. The unit deployment is always Mission-tailored, scalable in size and modular in function, depending on the size and composition of the UN Mission to be supported and the unique characteristics of the Mission area. Furthermore, the threat environemnt, prevailing operational situation and operational logistics requirements must be taken into consideration.

3.2 Structure of Military Combat Transport Units. The structure of UN MCTU are basically formed under the following mission considerations:

- The nature of the transport equipment to be deployed as well as the skills required to operate them.
- The extent and objective constrains of the Area of Responsibility.
- The security situation in the mission area.
- The task and capability required.
- The availability (or unavailability) of commercial capability.
- The line of support assigned to the MCTU.
- The required urgency of deployment.
- The level of participation of other contingencies in the field and the type of MOU concluded with the UN (Wet lease or Dry lease.)

3.3 Combined Organizational Structure: Core, Scalable and Modular Assets

3.3.1 The combined structure of a generic UN MCTU consists of core, scalable and modular assets. Core assets are common to both battalion and company-size UN MCTU. Scalable and modular assets are not standardized, as their size and function depend on specific Mission requirements. Correspondingly, the generic tables of equipment at Annex C illustrate different requirements based on varying sizes of the UN MCTU. These tables of equipment are provided to illustrate the different types and quantities of equipment required for similar functions in different UN Missions.

3.3.2 To finalize the Table of Organization and Equipment (TO&E), detailed analysis should be done focusing on the specific environment and operational requirements of the mission. Only careful transport and logistical analysis and planning can determine the equipment types and quantities most appropriate for any particular mission.

3.4 Core Assets of the UN Military Combat Transport Unit

3.4.1 The core assets of the UN MCTU include the essential elements of contingency transport support. It is designed to be capable of performing multifaceted tasks unique to mission-specific environments. The UN MCTU may be deployed as an entity or sub-entity to provide composite transport support to the Mission while maintaining centralized control and decentralized execution. A brief description of the unit is provided below.
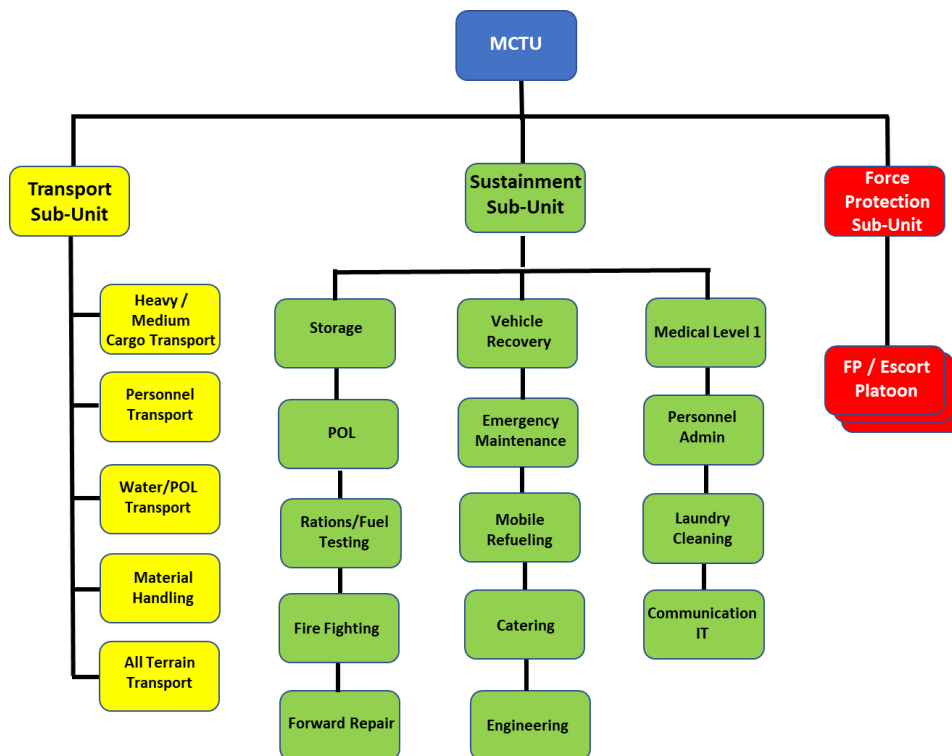
Figure 4: Core Assets UN Military Combat Transport Unit

3.4.2 Transport Sub-Unit. The Transport sub-unit is responsible for the movement of stores, equipment and personnel. Transport unit elements enable the other supply chain management providers to deliver their support and operate throughout the Mission area as and when required or specified.

3.4.3 Sustainment Sub-Unit. The sustainment sub-unit is responsible to:

- Conduct provisioning, warehousing, salvage, disposal and supply control activities concerned with the distribution of food, field rations, bottled water, fuel, UN equipment

spare parts and related services required to equip, operate and help sustain its transport operations.

- Provides maintenance support, including materiel maintenance, maintenance engineering, vehicle recovery, on-site repair/maintenance and configuration management to ensure that its equipment within the UN force is functioning correctly.

- Designed to provide the UN MTCU the self-sustainment it needs to operate including catering services, minor engineering works, Medical Level 1 facility, personnel/administrative services, communications/information technology and laundry/cleaning services. At least one Medical Officer with requisite paramedic staff, ambulance and other medical equipment must accompany each convoy.

3.4.4 Force Protection Sub-Unit. The Force Protection sub-unit provides convoy escort force protection using capabilities not found in a standard UN Transport Units including, but not limited to, counter-mine and IED road search and detection/clearance capability operating from mine protected vehicles using electronic countermeasures equipment. It also provides the UN MCTU's compound security. The FP sub-unit should have its own combat and cargo transport capability to move its own personnel and equipment in accordance with operational requirements. It can also serve as a reserve convoy. In medium and high threat level situations, the Force Protection sub-unit may be augmented by additional modular and scalable assets such as combat engineers, EOD equipment, and miniature Unmanned Aerial Vehicle (UAV) to prevent ambush and increase situational awareness.

3.5 Scalable Assets of the UN Military Combat Transport Unit

3.5.1 The size of core UN MCTU assets is referred to as the "scale" of transport assets. Scale depends on the size of the Mission being supported, size and characteristics of the area of operations, availability and suitability of non-military service providers and specialization of the transport elements in the UN Mission. For example, a UN Force operating in a geographically dispersed area of operations with lengthy lines of communication or resupply require a sizeable logistics tail to meet its support requirements.

3.5.2 Other scale considerations may include the presence of armoured or aviation assets that consume large quantities of fuel in the performance of their duties; or the fact that certain environments may be prone to flooding or are influenced by river systems that require amphibious assets, water transport, aviation assets and bridging equipment. Each of these operational factors will influence the transport unit's organization and scale of resources required. The following diagram illustrates some of the scalable assets that may be considered. The asset list under each category is by no means exhaustive.
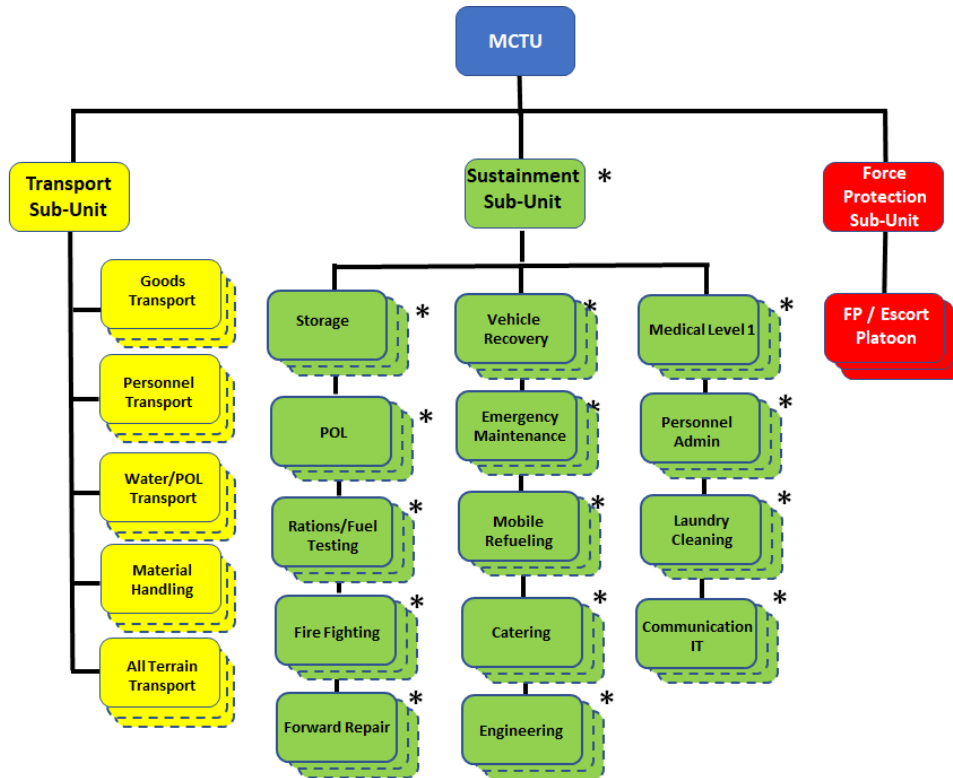
* These assets are typically for the UN MCTU´s self-benefits. However, flexibility is the key as the UN MCTU is tailored to the Mission´s specific requirements, especially in the absence of a UN Logistics Unit in the Mission.

Figure 5: Scalable Assets UN Military Combat Transport Unit

3.6 Modular Assets of the UN Military/Combat Transport Unit

3.6.1   Beyond core and scalable UN MCTU assets, modular assets provide additional functionality as well as greater flexibility. During the planning process, the extent and nature of additional modular support capability must be accurately assessed so that UN MCTU assets are properly scoped to support the required Mission efforts. Modular assets frequently require specialists to operate and maintain and may be resource-heavy and expensive to acquire and sustain. However, modularity provides planners the flexibility to add or delete capability as required. Specialist modules can be military, host nation, or contractor provided. Modular assets therefore require careful planning consideration to ensure they are available when needed. See Figure 6 for modular assets for consideration.
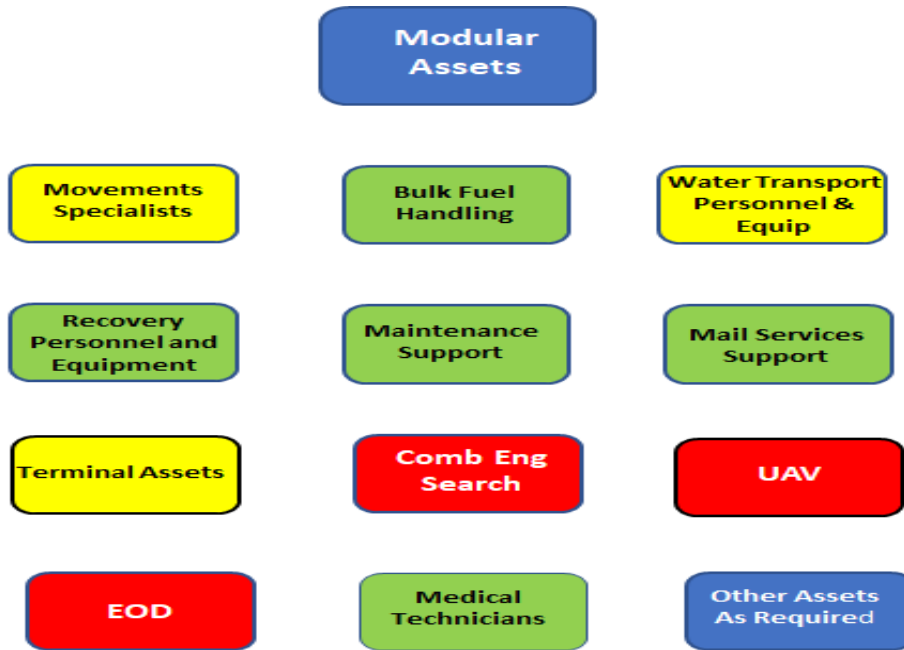
Figure 6 : Modular Assets UN Military Combat Transport Unit

3.7 Summary

3.7.1 The UN MCTU comes into existence only when Mission-specific contingency requests for military combat transport capability. Chapter 3 describes the organizational structure of the UN MCTU using core, scalable and modular assets. The organizational structure described is adaptable and modifiable in accordance with mission-specific requirements and provides guidance to TCCs, Force/Sector Commanders and mission headquarters staff, as well as UNHQ staff. It will assist in planning, structuring and equipping in various peacekeeping operations.

CHAPTER 4

Support for the UN Military Combat Transport Unit

4.1 Introduction

4.1.1 Chapter 4 describes the support for the UN MCTU as the military capability responsible for ensuring military ground transport in peacekeeping missions. The UN MCTU is expected to meet the requirement for uniformed personnel, self-sustainment and major equipment according to the terms of the Memorandum of Understanding (MOU) between the UN and the TCC in accordance with the applicable standards of Contingent-Owned Equipment (COE) Manual. The deploying UN MCTU is also required to have and maintain the necessary resources and personnel to support itself administratively and logistically for the duration of the Mission (apart from where supplemented by the UN).

4.2 Identification of MCTU Requirements

4.2.1 Once the mandate of a peacekeeping mission is approved by the Security Council and the Mission CONOPS identifies the need for an MCTU, the process of drafting the SUR[10] commences. The lead for drafting the SUR is with the Military Planning Service in the Office of Military Affairs (MPS/OMA/DPO). MOU Reimbursement Policy Section (MRPS) in Uniformed Capabilities Support Division (UCSD/OSCM/DOS) will provide inputs covering the logistics and support aspects in close coordination with the Missions Support Center (MSC) of the concerned peacekeeping mission and Transport Section of the Logistics Division (TS/LD) which will support on transport specific matters.

4.2.2 Pre-Deployment Visit (PDV). To ensure that the MCTU is correctly equipped, DPO and DOS arrange to conduct Pre-Deployment Visit (PDV) before deployment. The PDV will be conducted once the TCC and UN Headquarters reach an initial MOU agreement. It is conducted sufficiently in advance, prior to deployment to ensure practical implementation of visit findings, including amendments to the draft MOU.

During the visit, the contributing country is requested to:
- Display and demonstrate serviceability of all major equipment listed in the draft MOU(s) along with associated minor equipment including tools and manuals. Considering road condition in some peacekeeping missions, special attention must be given to vehicles dimensions and clearances.
- Display and demonstrate capabilities in each applicable self-sustainment category along with consumables.

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[10] The SUR defines support and operational requirements of peacekeeping military and police units, it is part of the MOU as annex (Annex G).

- Demonstrate training and operational preparedness; provide training curricula, including but not limited to, UN policies and standards of conduct, human rights, and sexual exploitation.
- Demonstrate qualification to use all the MCTU equipment.
- Provide a detailed list of all MCTU personnel that will be nominated for deployment with current and past functions.
- Provide the organizational structure of the MCTU with designation and demonstration of operators' skill and a breakdown of personnel functions.
- Provide documentation with detailed characteristics of the major equipment items/special case items and photographs where possible.
- Provide load lists to initiate deployment and movement arrangements.
- Demonstrate the language proficiency of unit commanders and any designated specialist personnel.
- Provide updated information on the status of the troops to be deployed in terms of selection, training, immunizations and medical screening;
- Display ammunition for verification and provide associated documents as requested by the United Nations Manual on Ammunition Management.
- Participants and the duration of the visit will be made on a case-by-case basis, taking into consideration the capabilities and the size of the MCTU (Battalion vs Company). Qualified and experienced personnel from UN Headquarters and the peacekeeping mission should participate. Under extreme circumstances, when the PDV team cannot conduct the visit on the ground because of travel restrictions or any other reasons, the PDV can be conducted remotely, according to modalities discussed and agreed on by the UN and the TCC.

4.3 Sustainment and Support to the UN Military Combat Transport Unit

4.3.1 Initial Provisioning

4.3.1.1 In a new mission, the MCTU may be required to deploy with an initial stock of rations, water, and Petrol, Oil and Lubricants (POL). Reimbursement will be made to the TCC upon submission of a claim supported by invoices and/or other appropriate supporting documentation. Normally, initial provisioning for contingents or units is required only for their initial deployment and for a limited period (30 - 60 days)[11] until the UN can provide these consumables. The requirement for the initial provision of water, rations and fuel will be specified during the MOU negotiations, and the UN provisioning scales for the commodities required will be provided to the TCC before deployment**.**

4.3.1.2 For rations, it is important that the advance party approach the Mission Ration Unit and provide a copy of the MCTU national rations requirements for deployment to the field Mission. For fuel, the MCTU will be requested during the MOU negotiations to only deploy diesel vehicles and equipment, in line with the UN applied single fuel concept.

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[11] Chapter 2, annex A of the COE Manual.

4.3.2 Medical

4.3.2.1 Medical care in peacekeeping missions is organized according to four levels of medical care facilities, as well as individual and common level first aid capabilities. The UN MCTU will be required to deploy with their own integrated Level 1 medical facility. Higher levels of medical support (Levels 2, 3 and 4) are a mission responsibility.[12] Each UN MCTU (company or battalion equivalent) must deploy with enough medical capability, consistent with requirements and number of convoys the unit can generate simultaneously. Each convoy must be provided with at least one ambulance with the necessary medical staff. In general, MCTU is required to deploy with the following medical capabilities:

- Level 1 medical capability.
- Buddy First Aid kit (BFAK); TCC responsibility (effective 1 July 2022).
- Communal first aid kit.
- High-risk areas (epidemiological).

4.4 In Mission Support for the UN MCTU

4.4.1 Mission Support Center (MSC). At the mission level, support to the MCTU is essentially provided by the MSC, which is a joint civilian-military-police section. It is one of the three major joint and integrated sections at the operational level in a peacekeeping mission. The other two integrated sections are the JOC and JMAC. When support cannot be provided by the MSC or one of its sub-units, the chief of the MSC will coordinate with the appropriate sections of the Mission Support Division in order to provide necessary support.

4.4.2 Force and Sector Headquarters. In parallel to MSC, the UN MCTU will be supported by the Sector and Force Headquarters logistics structure (DCOS Operations Support, U-4 LOG, U-1 PER) for all matters related to support. The MCTU logistics officer must ensure that support is closely coordinated from MSC, FHQ and SHQ.

4.4.3 Field Transport Section. Technical support to the MCTU is provided by the Transport Section of the field in the following areas:

- Coordination with the Unit Motor Transport Officer regarding driver testing and mission driver permits.
- Provision of vehicles license and number plates in coordination with the COE Unit of the MSC.
- Provision of COE vehicle inspection team(s) in coordination with the COE Unit of the MSC.
- Collation of third-party liability insurance census data for onward transmission to Surface Transport at UN Headquarters.

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[12] CASEVAC/MEDEVAC is a fundamental component of medical support, which involves not only the transportation of the sick or injured to the nearest medical facility, but also the entire continuum of medical treatment and rehabilitation. (*Medical Support Manual for UN field missions of 2015*).

4.5 Movement and Supplies

4.5.1 Resupply and Spare Parts

4.5.1.1 Under a wet lease MOU, the TCC will transport spare parts and COE as needed for re-supply and to address any gaps or to meet MOU requirements. The MCTU may also maintain a 10 per cent surplus for major equipment to ensure serviceability and operational capability at all times.

4.5.1.2 There are often difficulties in obtaining host country authorizations, TCCs are required to coordinate with the Office of Supply Chain Management UCSD/OSCM/DOS and MCS/LD before deploying any COE to the field mission. Accordingly, TCC is required to coordinate their cargo operations in a timely manner through MCS/LD and share all details to ensure the field mission's readiness to assist.

4.5.2 Ammunition

4.5.2.1 Operational ammunition loads are calculated and dependent on the threat level in the peacekeeping mission. *The United Nations Manual on Ammunition Management (UNMAM)* defines the three levels of "likelihood of consumption of ammunition" as Low, Medium and High. These levels are based on the hostile action and a forced abandonment factor of each peacekeeping mission. The MCTU will be informed by the UN, during the MOU negotiations, on the exact quantities of ammunition to deploy.

4.5.2.2 For safety, security and operational considerations, it is of paramount importance that the MCTU's commanding officer and logistics officer are aware of the standards and procedures of management of ammunition detailed in the UNMAM. Considering the sensitive nature of ammunition cargo, the obligation to first coordinate and obtain all the necessary clearances prior to deployment of ammunition (initial deployment or replenishment) is critical. The TCC should approach OMA/DPO for review of the scales and shelf life of the ammunition planned for deployment and to coordinate with UCSD and MCS, as appropriate.

4.5.3 Environmental Management

4.5.3.1 The MCTU tasks include activities that could have a negative effect on the environment. The MTCU must often conduct missions or tasks outside of UN operating bases for several days or weeks at a time. Members of the MCTU must conduct themselves in an environmentally conscious manner to implement responsible practices in permanent operating bases as well as during transport or convoy movements using adapted, realistic, and achievable measures. The MCTU must observe established UN rules and regulations, endeavoring to achieve full compliance with UN environmental and waste management policies and procedures for field missions.

4.5.3.2 Under the "Minor Engineering" section of the COE Manual,[13] the MCTU is required to prevent POL pollution by constructing concrete platforms with berms under all generators and POL storage areas (including both POL storage tanks and packed POL). Furthermore, the MCTU is strongly encouraged to deploy environmentally friendly equipment, such as renewable energy generators and fuel efficient engines.

4.5.3.3 The commanding officer of an MCTU may be requested to appoint, where requested by the FC, an officer to serve as an environment focal point. *The Environmental Management Handbook for Military Commanders in UN Peace Operations*[14] is a guide to MCTU commanding officers on all matters related to environmental management. Moreover, when conducting temporary deployments, the commanding officer of the MCTU is responsible for implementing the responsible environmental practices detailed at Annex D.

4.6 Summary

4.6.1 Chapter 4 explains the responsibilities of the TCC along with support provided to the UN MCTU by the Peacekeeping Mission. Support of the UN MCTU is a shared responsibility between the TCC and the UN. The UN MCTU is expected to meet the requirement of personnel, self-sustainment and major equipment according to the terms of SUR and MOU between the UN and the TCC in accordance with the standards of COE Manual. The support of the UN MCTU, in the field is provided by the field Mission's MSC and other relevant Mission Support Division services in close coordination with the FHQ and SHQ.

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[13] Additional information on minor engineering is found at *Appendix 3 to Annex B of Chapter 3 of the COE Manual.*
[14] The first edition of the manual (Mar 2021) is available via the link:
https://pcrs.un.org/Lists/Resources/14-%20Environment/3-%20Policies/2021.02%20Environmental%20Mgmt%20Handbook%20for%20Military%20Commanders%20DPO-DOS.pdf

CHAPTER 5

TRAINING

5.1 Introduction

5.1.1 Peacekeeping training is any training activity which aims to enhance mandate implementation by equipping UN personnel and troops, individually and collectively, with requisite knowledge, skills and attitudes. Training will enable the MCTU to meet the evolving challenges of peacekeeping operations and perform its tasks in an effective, professional and integrated manner while demonstrating the core values and competencies of the UN. Military components in UN peacekeeping operations are increasingly operating in complex environments requiring improved preparation and training. Improving military unit performance is a collective effort between TCCs, UNHQ, field missions and Force Headquarters.

5.1.2 This chapter is intended to assist MCTU Commanders and planners in their efforts to prepare combat transport unit personnel for UN peacekeeping operations. The training requirements for the MCTU will be described below.

5.2. Phases in Peacekeeping Training

5.2.1 It is a national responsibility to ensure that troops are adequately trained in individual and collective military skills before and during deployment in UN peacekeeping operations. TCCs, commanders and supervisors have an obligation to ensure their personnel and units are properly trained. Accordingly, the UN Secretariat and TCCs have established a model of reference for training and planning contributions to peacekeeping operations. Peacekeeping training has three phases and these will be explained in subsequent paragraphs.

5.2.2 Pre-deployment Training. Pre-deployment training usually takes place 3-6 months before deployment to a UN mission. In this phase, peacekeeping competencies are added to the basic military training. Training should continue to maintain and improve basic individual and collective capabilities. It is a TCC responsibility to train its MCTU to execute all its mandated tasks, in addition to all tasks outlined in this manual. Training during this phase should reflect the operational requirements of the mission, and the unique operating environment to which the MCTU will deploy.

5.2.3 Induction Training. The UN provides induction training after deployment and upon arrival in the mission. Mission-specific induction training is mandatory for all UN peacekeeping personnel. This phase of the training relates to the delivery of mandated tasks while assigned to the Mission. After arriving in the Mission area, personnel and units

receive Mission-specific induction training based on programs developed by FHQ and delivered by the In-Mission Training Center (IMTC). It includes information required by incoming personnel to enhance their early integration into the system. Induction training should include convoy escort training, including night convoys and, where necessary, special training like IED detection exercises and others.

5.2.4 In-Mission Training. During deployment, the UN provides continuous mission-specific training, in mission. It may include "refresher" training for reinforcing previous individual or collective training and "on-the-job training" to address gaps in attributes, skills and knowledge or enhancement of skills in different areas and at different stages of deployment.

5.3 Specific Training Recommended for the MCTU

5.3.1 There are a number of professional military training subjects which TCCs should emphasize as they prepare their MCTU's for UN peacekeeping operations. Some of the more critical training subjects are listed below.

- Types of vehicles: trucks, vans, pick-ups, utility vehicles for transporting personnel, tankers for transporting water and fuel.
- Drive in Mission specific terrain: desert, mountains, jungle.
- Traffic Laws in Mission area.
- Minor fault identification / repair.
- Movements – coordinates and controls the flow of personnel and cargo.
- Concealment, escort and dispersion techniques.
- Combat Training.
- Day and night convoy training.

5.3.2 Training for self-sustainment. The UN-MCTU should focus on, but are not limited to following aspects:

- Administration of personnel to be employed with MCTU in line with UN Guidelines and Mission requirements.
- Storage, handling, and preservation of internal logistic and sustenance capability (Rations, POL, Ammo, Spares etc.).
- Maintaining internal communications / information technology facility as per COE manual.
- Filtration, purification, care, and preservation of water for the MCTU as per standards outlined by UN.
- Re-supply of material in support of operations.
- Use of Material Handling Equipment (MHE).
- Medical care in line with the UN Guidelines and Mission Requirements
- Environmental protection arrangements as per UN Environmental Management handbook for Military Commanders in UN Peace Operations.
- Basic supply procedures and documentation.
- Ammunition Storage and Safety Procedure - As per UN Manual of Ammunition Management.
- Warehouse Training - Methods Inspection and transaction - Methods & procedures.

- Basic Fire Fighting and Fire safety techniques methods.
- Orientation with Inspection methods (COE and internal equipment preventive maintenance) and procedures as per Mission specific requirements.
- Orientation with Maintenance, Repair and Recovery cycle of all weapons, vehicles & equipment as Mission dictates.
- On job/refresher training for all tradesmen owing to diverse inventory of vehicles and equipment held in an international environment.
- Forecasting new equipment/spares requirements for enhancing the performance on operational or administrative level.
- Knowledge of IEDs and C-IED.
- Knowledge of Unexploded Ordnance (UXO).

5.4 Summary

5.4.1 This chapter is intended to assist the MCTU commander and leaders in their professional obligation in achieving the requisitie training and operational readiness of personnel under their supervision. The chapter briefly explains UN training, responsibilities, expectations, training requirements, and professional military training recommended for emphasis. The chapter comprises a consolidated list of important key topics to prepare the MCTU for UN deployment and post-deployment.

CHAPTER 6

EVALUATION

6.1. Introduction

6.1.1 This chapter explains MCTU evaluation methods and provides references to the conduct of military skill validations during PDVs and in-mission evaluations. The UN ORA policy and Operational Readiness Preparation Guidelines outline a framework for evaluation and self-certification of military units in accordance with SURs, the COE Manual and the UN Military Unit Manuals (UNMUMs). Evaluations are extremely useful to TCCs, contingent commanders, UN planners and the Force leadership to support the organization, trainning, equipping, deployment and employment of deploying unis. Evaluations are extremely beneficial for the purpose of assessing and monitoring the state of individual and collective training, and to verify the level of equipment performance and maintenance. Above all, the purpose of formal evaluation is to assist TCCs and military contingents in meeting national and UN standards of operational performance.

6.2 Types of Evaluation

6.2.1 Formal evaluations during deployment preparation, mission rehearsals and exercises can be very beneficial. Evaluation criteria should be measurable and quantifiable based on specific, achievable, realistic standards. Evaluations should incorporate the systematic and consistent application of the criteria and standards for each unit. The primary types of UN evaluations are:

- Self-certification/evaluation.
- Military Skill validation (generally conducted during a PDV).
- In-Mission Evaluation.

6.2.2 The MCTU's operational readiness is evaluated based on distinct criteria based on Mission requirements, organizational structure, operational standards, mission essential tasks, standards and may include administrative and logistics standards. Evaluation checklists at Annex E (include UN Military Performance Standards) and incorporate broad peacekeeping evaluation criteria, as well as those that are more MCTU specific.

6.2.3 Self-Certification/Evaluation. Under the UN ORA Policy, TCCs must formally evaluate the capabilities of their units, including successive rotations, and certify that units are operationally ready in terms of personnel, equipment and doctrine before deployment.

6.2.4 Pre-Deployment Visits (PDV). An MCTU is expected to be well trained and qualified in basic military skills, conventional military transport systems, conventional

military tactics, techniques and procedures according to specific national military standards. The DPO/DOS-organized PDVs offer a level of independent evaluation prior to a contingent's deployment into UN Peacekeeping. PDV's generally review the TCC and MCTU's ability to:

- Ensure timely assembly, grouping, and equipping of the MCTU in accordance with the SUR and MOU.
- Conduct Mission-specific, task-oriented, individual and collective military skill validations based on the UN Military Performance Standards (Tasks – Standards – Iindicators) outlined in Annex E.
- Identify shortcomings and take corrective measures for capability enhancement prior to deployment.

6.2.5 In-Mission Evaluation. Formal evaluations of each MCTU will be conducted in the mission area. These evaluations will encompass some of the tasks laid out in this manual, depending on the SUR. The evaluations will be conducted on the order of the FC and will be carried out by the FHQ or SHQ evaluation team.

6.3 Method to Support an Evaluation Process

6.3.1 In order to develop an evaluation checklist, a task can be expressed in terms of desired outcome and goals according to the UN Compendium of Evaluation Methods Reviewed – Volume 1 (2020).[15] This enables the development of a group of standards and indicators that reflect the activities required for a specific Mission environment. Figure 7 and Figure 8 are sample illustrations for a process to develop standards and indicators for the MCTU required tasks, and the delivery of operational performance. Figure 8 explicitly provides and example of an MCTU task and how respective indicators are developed.
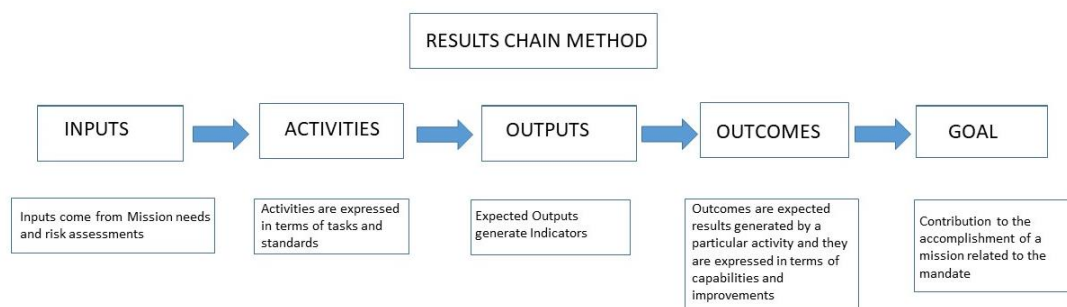
Figure 7: Sample for developing standards and indicators

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[15] See Results Chain in "UN Compendium of Evaluation Methods Reviewed – Volume 1 (2020). pages 8 and 14". Available in: http://www.unevaluation.org/document/detail/2939. See also https://www.betterevaluation.org/evaluation-options/results_chain
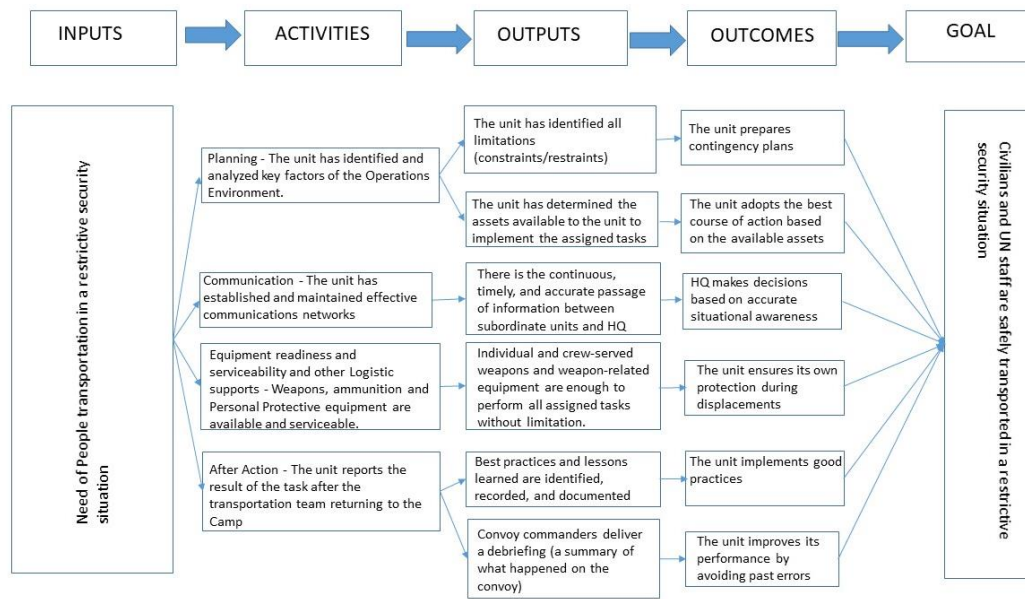
Figure 8: Illustration of the Process of Developing Indicators

6.4 Summary

6.4.1 This chapter aims to provide guidance to TCCs and Mission Leaders on the evaluation and performance standards of the MCTU. The Chapter provides details on the types of evaluations, evaluation process and considerations during evaluation.

ANNEXES

Annex A

UN Military Combat Transport
Planning and Implementation Principles

For specific guidance on surface transport management and planning, readers should consult the Manual on Surface Transport Management in the Field, published in February 2014. That document provides authoritative guidance on:

- Appropriate use of UN vehicles
- Individuals authorized to travel in UN vehicles
- Driving tests
- Missing, lost or stolen UN driver's permits
- Vehicle accidents
- Painting and marking of UN vehicles

Helpful guidance on surface transport safety management is available in the DPO-DOS Manual on Road Safety Management in the Field, October 2016. Along with other helpful information, that document provides practical details on:

- UN standards of driving
- Driver training
- Vehicle safety and security
- UN speed limits

MCTU planning is accomplished within the Supply Chain Management planning structure andshould be centralized, comprehensive, tailorable (modular), flexible (scalable) and continuous. Common to all aspects of UN Missions are the requirements for security, mobility and the interoperability of multinational efforts. For the achievement of these requirements, MCTU planning will observe all principles applicable to transport, logistics and force protection operations, especially the following:

- **Responsibility**

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

- **Foresight**

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

- **Flexibility**

Flexibility in MCTU planning means the ability to adjust operational, transport, FP and logistics requirements (that will almost inevitably be subject to frequent changes, particularly in the early stages of an operation). In conditions where lines of communication are subject to disruption, it may be necessary to deviate from pre-set methods and modify standard operating procedures to meet unexpected demands.

- **Economy**

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

- **Simplicity**

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

- **Cooperation**

Cooperation will always be the key to producing a workable UN Mission transport and logistics structure. Levels and standards of support differ by nations. Almost always, there are a variety of nationalities involved with different languages, cultural requirements and capabilities. Cooperation is essential in order to achieve a workable transport and logistics solution.

- **Sufficiency**

The levels and distribution of transport/logistical resources must be sufficient to meet the sustainability and mobility needs of the operational plan. Stock levels should take into account the expected nature and duration of the mission, consumption pattern and lead time for resupply shipments. It also should include the ability to maintain a standard level of Force Protection (FP) posture over a long period of time. FP efforts shall be sustained at

all operational levels and during military operations, engagements, and activities. Sustainability of FP measures ensures that freedom of action of troops in all operational and supporting activities is maintained.

- **Accountability**

    Accurate accounts must be kept for all assets that are purchased and issued to contingents for the support of a mission. This includes any equipment classified as Contingent-Owned Equipment.

- **Interoperability**

    Interoperability is the capacity to cooperate and function together successfully with units from other Mission Troop Contributing Countries and/or organizations. Integrates all MCTU planning components (force protection, transport and sustainment) and includes necessary coordination and cooperation with all other mission components (civilian and police), UN partners, Host Government, when and as necessary, within and outside the area of operations (AO) and addresses all aspects of the threat or hazard. Interoperability should be achieved through continuous liaison, the establishment of coordinating measures, and rehearsal of these measures both within the Unit and mission wide. This type of comprehensive approach will allow the implementation of effective, collaborative, multi-service protection measures across a wide spectrum of scenarios identified through the risk management process.

- **Unity of Command and Control**

    An effective command, control and coordination structure that is inclusive of all elements is essential for MCTU plan. Failure to ensure FP as a result of weak command-and-control structures, incorrect mindset, negligence or insufficient levels of compliance can compromise overall mission success and mandate implementation.

- **Response**

    Swift action and/or the quick movement of forces may be required to prevent harm to UN personnel or damage to UN equipment. The level of response may be elevated to lethal force depending on the level of threat, principles related to the use of force and respective Rules of Engagement (ROE).

- **Proactive Posture**

    A proactive posture should be peacekeeping-intelligence-led and dependent on comprehensive risk assessments and the willingness to take the initiative to deter, prevent and respond to threat events. A proactive approach to FP is essential and will often involve joint actions implemented through the coordination and synchronization of operations, peacekeeping-intelligence, information and outreach activities. Outreach activities should

include an assessment of the strength and weaknesses regarding relationship with the local population.

Annex B

Key Mission Leaders and Sections

Head of Mission

The Head of Mission (HOM) in a peacekeeping operation is the Mission's senior UN representative. The HOM reports to the Secretary-General through the Under-Secretary-General of the Department of Peace Operations (DPO). The HOM has overall authority over the activities of the UN in the Mission area and is typically designated a Special Representative of the Secretary-General (SRSG), leading UN political engagement and speaking on behalf of the UN within the Mission area. The HOM leads and directs the heads of all Mission components and ensures unity of effort and coherence among UN entities in the Mission area. The HOM provides political guidance for mandate implementation and sets Mission-wide operational direction, including taking decisions on resource allocation in the event of competing priorities. The HOM delegates the operational and technical aspects of mandate implementation to the heads of Mission components.

Head of Military Component/Force Commander

The HOMC/FC reports to the Head of Mission. The HOMC establishes the military operational chain of command in the field, exercises OPCON over all military personnel in the Mission and places military units under the Tactical Control (TACON) of military commanders in the operational chain of command. The HOMC maintains technical reporting and communications links with the Military Adviser in the Office of Military Affairs, DPO at UN Headquarters. This technical reporting link does not substitute for, nor circumvent, the chain of command between the Under-Secretary-General, DPO and the Head of Mission, nor does it interfere with decisions taken by the Head of Mission. With regard to routine tasking of enabling units like the MCTU, Mission-level tasking is transmitted through Director or Chief of Mission Support channels, but OPCON and responsibility for the specifics of how the Military Component will execute the tasking remain with the HOMC/FC.

Director or Chief of Mission Support

The Director or Chief of Mission Support (D/CMS) is appointed by the Under-Secretary-General for the Department for Operational Support at UN Headquarters and leads the Mission's Support Division. The D/CMS reports to the Head of Mission (HOM) and is accountable to the HOM for the efficient and effective provision of administrative and logistic support (including transport) to all Mission components. The D/CMS has sole UN authority in the field to commit UN financial resources for any purpose, including any contractual arrangements for the use of local resources, and is accountable for UN-owned assets, property and financial transactions made by the Mission on behalf of the UN. The

D/CMS exercises financial authority in consultation with the HOM. The D/CMS is responsible for the strict observance of, and compliance with, UN technical and administrative regulations related to the administration of the Mission and transport and logistics management and advises the HOM on the rules and regulations governing the commitment of UN financial resources to ensure the provision of efficient and effective administrative and transport/logistical support to all Mission components. All financial delegations within a Mission area are under the sole responsibility and authority of the D/CMS. As such, the UN Military Combat Transport Unit commander has no direct financial authority (other than own national funds, where assigned). The D/CMS carries out functions through two principal staff officers: the Chief of Service Delivery (CSD) and the Chief of Supply Chain Management (CSCM). While the CSD is responsible for technical service delivery functions under the Support Component, the CSCM manages supply chain management functions including the day-to-day transport and logistics component of the Mission.

Chief of Supply Chain Management

The Chief of Supply Chain Management is an expert in UN supply chain management. The Chief is responsible for providing transport and logistics support to all Mission components according to the priorities established by the senior Mission management. The Chief of Supply Chain Management reports to the DMS/CMS in large Missions. For small Missions, the function of supply chain management and service delivery are combined under one chief. The Chief of Supply Chain Management manages all transport and logistics resources in the Mission which include:

- Acquisition planning
- Procurement
- Integrated warehousing and property management/COE,
- Movement control and distribution (including surface transportation provided by UN-owned, commercially contracted and military enabling units).

Mission Support Centre

The Mission Support Centre is the nerve centre and focal point for coordination across mission support components with other mission components (e.g Force, Police and Substantive). The Mission Support Centre draws its authority from the D/CMS. The Chief of the Mission Support Centre serves as an advisor to D/CMS in such areas as planning, coordination, monitoring including providing feedback on transport and logistics tasks. All Mission Support Centre instructions carry the D/CMS authority for coordination and execution of approved plans.

Annex C

Generic Tables of Equipment (TOE)
UN Military Combat Transport Units

Important Note:

The following three examples of MCTU equipment requirements are provided for illustrative purposes only. Of particular interest are the different types and quantities of equipment required in various sizes of MCTU with nearly identical tasks, but in different Missions. Only careful transport and logistical planning, taking into consideration the threat, terrain and other Mission factors, will determine the type and quantity of equipment appropriate for any given Mission.

These tables were developed from previous SUR and are unique to the Missions for which they were created. Specific planning for equipment types and quantities in other Missions should be based on Mission requirements, the guidance in this Manual and consultations with TCCs, not necessarily the tables in this Annex.

Proposed Table of Equipment

Major Equipment	
Item	**Remarks**
Armoured personnel carriers – wheeled	
Infantry carrier – armed	With Military radio, Mine protected
APC - wheeled (EOD)	Fully equipped, Mine protected, 4 with Bomb arm,
APC - wheeled (Road Clearance)	Fully equipped, Mine protected, 4 for mine roller
APC - wheeled (Command post)	Mine protected
APC Recovery	For security
Ambulance rescue	Mine protected
Support Vehicles (Military Pattern)	
Ambulance	For Level 1 Medical Facility
Jeep 4x4	
Truck, utility/cargo	With hinged sides and tailgates. Capable of troop, cargo or standard 20ft ISO Containers, up to 20MT payload (must be capable of securing containers). 20% should have collapsible crane. 6-10 tons.
Truck, maintenance medium	Closed mobile workshops truck (or as required for self-contained unit vehicle maintenance)
Truck, water	Over 5,000 litres and up to 10,000 litres
Truck, tanker	Over 5,000 litres up to 10,000 litres.
Truck, recovery – including ARV	Greater than 20 tons.
Truck, tractor	Truck tractor 6x6; (for flat/low-bed trailers). Uo to 40 tons.
Truck, crane	10-24 tons.
Trailers	

Flatbed/lowbed over 20 tons	(See also Truck tractor up to 40 ton tow)
Fuel trailer	2,000 – 10,000 litres
Water trailer	2,000 – 10,000 litres

Engineering vehicles	
Mine clearance system/vehicle mounted	Roller for APC; special case
Material Handling Equipment	
Forklift, heavy	25 – 30 tons.
Container lifter, self-propelled	Capable of lifting fully loaded 20ft ISO container (up to 10 MT).
Forklift, rough terrain	25-30 tons
Armaments	
Ammunition Magazine (Storage)	
Crews served machine guns (up to 10 mm)	
Anti-tank Grenade Launcher (60-80mm)	For security platoon.
Anti-tank Grenade Launcher 40mm (Set of 2)	For security platoon.
Combat Engineer equipment	
Vehicle mounted ECM	
Man portable ECM	
Hand held GPR	
Hand held cable detector	
Large loop detector	
Comprehensive hook and line kit	
Reconnaissance drone	
Spotting scope	
Digital camera set	
Handheld metal detector	

Search tool kit	
ETB	
Electronic Equipment / Instrument	
Miniature UAS	Deployed at convoy level
Demining and EOD equipment	
Remote control bomb disposal equipment	Unmanned ground vehicle (robot) with accessories
Man portable ECM	
Portable handheld searchlight	
Forensic evidence collection kit	
EOD suit and helmet	
EOD suit gloves	
EOD communication system	
Cooling system	
Comprehensive hook and line kit	

Vehicle access kit	
Light weight IEDD tripod	
Real time portable x-ray system	
Medium disruptor including stand and ammo 200 rounds	
Large disrupter/disarmer including stand and ammo 200 rounds	
Needle (small) disrupter with stand and ammo 200 rounds	
Firing system (shrike or similar)	
Firing cables 500m on reel	

Spotting scope	
Digital camera set	
Mine/metal detector	
Handheld metal detector	
Cable locator	
Explosive identification kit	
3m fibre scope kit	
Search tool kit	
EOD/IEDD operator toolkit	
Ranging binoculars	
ETB	
Engineering Equipment	
Water treatment plant	Up to 2,000 lph. Storage up to 5,000 litres.
Logistics Equipment	
Water storage	10,000 – 12,000 litres.

Electrical – Generators – Stationary and Mobile	
Generator	101 – 150 KVA
Medical and dental Equipment	
Level 1 Medical Facility	
Notes:	
Heavy cargo trucks preferably with PLS / CBH (self-loading) type vehicles.	

Item	Remarks
Self-Sustainment	
Field kitchen	Number based on requirement for multiple deployment sites

Kitchen facilities and equipment, including supplies, Consumables, dishes and cutlery.	Adequate for all personnel.
Communication	
HF	HF Radios
Telephone	As per requirement
VHF/UHF – FM	As per requirement
Office	
General	Office furniture, equipment and supplies. Adequate for all unit headquarters staff
General	Electrical harnesses, wiring, circuitry and lighting sets.
General	Workshop equipment, construction tools and supplies.
General	**Minor engineering**
General	Equipment and qualified personnel
General	Laundry equipment
General	Cleaning materials -Sufficient quantities
Basic firefighting	Firefighting equipment
Fire detection and alarm	TCC in temporary/UN in hard wall accommodation
Basic Level – Personal medical and hygiene supplies	As indicated in COE Manual Ch 3 Annex B
High risk epidemiological	As indicated in COE Manual Ch. 3 Annex B
Level 1 Medical Facility	
General	Binoculars
Night Observation	Night Vision Devices
Positioning	GPS Man Portable
Identification	
General	Digital Camera
	Video Camera
General	Catering

General	Clothing and equipment
General	**Tentage**
General	Equipment, stores
General-Accommodation	
Tents for Deployable Squad	Up to 10 persons. For escorts in the scale of 2 per escort platoon.
Ablution Facilities	Up to 50 persons.
Bedding – Bed linen, blankets, mattress covers, pillows, and towels.	Adequate for all personnel
Furniture – Bed, mattress, locker for each person and other appropriate furniture to provide an adequate living space.	Adequate for all personnel
Welfare – Appropriate levels of equipment and amenities for the morale and well-being of troops.	Adequate for all personnel
Internet Access	Internet access for all personnel

Annex D

Responsible Environmental Management Practices- Temporary Deployments

1. **Introduction**

When not managed in a responsible manner, UN Peace Operations may have a significant impact on the local environment and the host community. Environmental protection is a strategic priority for the United Nations, and in field missions, military and police formed units play a key role in ensuring that UN Peace Operations are conducted in a way that does not harm the host community and the local environment. As directed by the Memorandum of Understanding (MOU) signed between the UN and Troop-Police Contributing Countries, formed military and police units are required to observe a policy of no littering around the bases and on patrols, and to take concrete steps to conserve water and energy, reduce and segregate waste and properly manage hazardous waste and wastewater for which they are responsible. In addition, as per the MOU, formed units will leave the premises and physical environment in the conditions in which they were provided to them.

These principles apply to all activities conducted by formed military and police units, including in temporary deployment activities, where a contingent conducts tasks outside the UN operating bases for several days at a time. Significant efforts have been made by the United Nations and military units to improve environmental practices in main and permanent operating bases over time. It is as equally important that environmentally responsible practices are implemented during temporary deployments, using adapted, realistic, and achievable measures.

2. **Aim**

This appendix aims at providing guidance and advice to commanding officers on the environmental responsible practices that may be implemented in temporary deployments to meet the operational objectives while complying with requirements of the MOU, doing no harm to the host community and the local environment, and protecting the reputation of the formed unit, the mission and the UN as responsible peacekeeping partners.

Furthermore, the appendix aims at providing advice to commanding officers responsible for temporary deployments, on how to manage wastewater and solid waste in a responsible and safe manner, and on how to prevent fuel and chemical spills and related soil and water contamination.

The practices recommended in this appendix are deemed to be realistic and achievable in most field operational contexts, without requiring resources beyond the typical capacity of military units deployed at UN missions.

Additional guidance on environmental management in the context of the UN Peace Operations may be found in the *UN Environmental Handbook for Military Commanders*, the *Environmental Policy for Peacekeeping Operations and Field-Based Special Political Missions* (Ref: DOS/2022.01), the *Water and Wastewater Manual for Peacekeeping and Special Political Missions in the context of field operations* (Ref:DOS/2021.16) and the *Waste Management Handbook for Peacekeeping Operations and Field-Based Special Political Missions* (Ref. : DOS/ 2022.02).

3.   Scope

This appendix applies to temporary deployment activities carried out by military units in UN Peace Operations, including the following activities:

- Short-duration patrols, long-duration patrols, standard combat deployments, and similar types of activities carried out away from the unit's main operating base or other UN support base
- Temporary operating bases and patrol operating bases, and similar types of temporary bases
- Main supply road repairs and other engineering activities, and convoy security / force protection activities where the establishment of a temporary camp is required

  The proposed environmental management approaches detailed in this document have been developed to apply to the self-sustainment phase of temporary deployments outside UN main and permanent operating bases.

  As such, the establishment of permanent operating bases, main operating bases or other bases established for use for more than three (3) months is outside the scope of this appendix.

4.   Limitations

This appendix is intended to provide minimum standards on how to minimize human health and environmental risks related to wastewater and solid waste management during multiple-day operations conducted outside main and permanent UN bases. When the host mission has promulgated directives, standard operating procedures or other such guidance documents for such activities, these documents are to be implemented as a matter of priority.

Similarly, when the host mission is providing standard combat deployment kits or similar deployment kits to military formed units conducting off-base activities, these kits are to be used as a matter of priority. When the kits do not provide equipment to manage wastewater and/or solid waste material, this document is then to be used as a reference by commanding officers to ensure responsible and safe management of such waste materials.

5.   Responsibilities

Military commanding officers are responsible to implement UN environmental guidance as required by the MOU. In the context of temporary operating bases, mobile deployments, and other activities within the scope of this document, the commanding officers are responsible to ensure that:

- No harm is done to the local environment, the host community and community livelihood
- No littering of waste occurs
- No discharge of <u>untreated</u> wastewater directly into streams, rivers, groundwater, or other bodies of water occurs
- No hazardous or biomedical wastes are emitted to air, land or water without prior treatment appropriate to the waste type

Environmental focal points at unit, sector or Force HQ level; the Mission Support Center; the Mission Engineering Section and the Mission Environment Unit may be contacted for technical advice.

6.   Wastewater management – recommended practices

Two different types of wastewater may be generated in temporary deployment settings: 1) blackwater from toilets and human waste; and 2) greywater from field showers and field kitchens. Both types of wastewater must be managed properly to reduce human health risks, both for the personnel and the host community, and to reduce the impacts on the local environment. Practices aimed at preventing or minimizing the generation of oily water are detailed in section 8 below.

In temporary deployments, the amount of wastewater generated by the contingent is expected to be limited as sanitation facilities used are generally not connected to a running water network during the self-sustainment phase. Consequently, the main options available for commanding officers to ensure the safe and responsible management of wastewater during temporary deployments are the following:

- Use of portable field toilet / shower unit and portable / chemical toilets
- Construction of field / pit latrines
- Construction of field showers with soak pits
- Use of existing water and sanitation facilities, when proper

6.1   General principles

Untreated wastewater shall not be discharged in open water bodies or drainage channels under any circumstances. Untreated wastewater must not be allowed to flow outside the temporary operating base under any circumstances. Piping must be used to convey untreated wastewater from the point of generation to the point of disposal. Conveyance of untreated wastewater using open trenches or channels is prohibited due to the risk to human health.

6.2   Portable field toilet / shower unit or portable / chemical toilets

When available, the use of portable field toilet / shower unit is advisable in temporary deployment settings as such units are readily deployable and their use does not require extensive minor engineering work. Whether contingent-owned or UN-owned, portable field toilet / shower units are generally composed of prefabricated enclosed toilet cabinets with or without showers, and with basic sanitation facilities, mounted on a vehicle or trailer. They are typically equipped with wastewater / sewage holding tanks. Figure 1 presents examples of portable field toilet / shower units.

Figure 1.   Examples of portable field toilet / shower units

When using a portable field toilet / shower unit, the full volume of wastewater generated should be stored and carried back to the unit home base or the nearest main operating base for proper disposal in a UN wastewater treatment facility or governmental facility.

If wastewater must be disposed of before coming back to the unit home base or another main operating base (i.e., tank is full or unit is faulty), wastewater from a portable field toilet / shower unit may be disposed of in a locally available governmental approved sewage disposal site or in a sewage disposal pit, located and built as detailed at Table 1.

Alternatively, the blackwater flow generated by a portable field toilet unit may be directed using piping to such a sewage disposal pit located inside the temporary deployment camp. The greywater flow generated by the portable field shower unit (or shower section of the combined field toilet / shower unit) may be discharged into a soak pit built in accordance with Table 3.

Chemical or portable toilets are self-contained and require the usage of chemical additives to minimize odor. They must be emptied regularly to avoid overflows of untreated wastewater. If not returned to the unit home base (or other UN main or permanent operating base), sewage from chemical or portable toilets may be disposed in a locally available government approved sewage disposal site or in a sewage disposal pit, located and built as detailed at Table 1.

Table 1.   Sewage disposal pit

Location	Sewage disposal pit(s) must be located more than 30 meters away from any borehole / surface well / water point used by the community for water supply, laundry, bathing or livestock watering; and from any water body, river, creek, steam or drainage channel.
Construction	• Prepare an excavation of at least 150 centimeters deep and large enough to contain the full volume of sewage that is expected to be generated during the deployment • Make sure that the bottom of the pit is not wet or damp before using it; if the bottom remains wet, this may indicate that the water table is high and an alternative location must be found • If used in conjunction with a portable field toilet unit, direct wastewater from the toilet unit to the excavated pit using piping only

	• Keep the excavated soil aside to backfill the pit after use
Other considerations	If blackwater and greywater are collected separately in the portable ablution / shower unit, greywater may be disposed in a soak pit as detailed at Table 3 while blackwater must be disposed in a locally available government approved sewage disposal site or sewage disposal pit.

When leaving the area, or when the pit fills up to 50 centimeters from the ground surface, properly close the sewage disposal pit by:

• Spreading lime or a chlorine disinfecting solution (when available) on the accumulated excreta

• Properly backfilling the pit(s) with the excavated soil

• As much as possible, compacting the backfill area to reduce vermin access to the human waste, using mechanical means or manually

6.3   Field / pit latrines and soak pits

Prefabricated or built-in place, field / pit latrines may be used to collect excreta and urine when no running water or very little running water is available (pour flush toilet or dry toilet). This is generally the case during the self-sustainment phase of a temporary deployment. Field / pit latrines are to be located and constructed as detailed at Table 2 below.

Table 2.   Field / pit latrines for blackwater

Location	Field / pit latrines must be located more than 30 meters away from any borehole / surface well used by the host community; and from any water body, river, creek, stream or drainage channel.
Construction	• Dig a pit or a trench at least 100 cm deep; ideally with the bottom of the pit / trench 3 meters above the groundwater level • Make sure that the bottom of the pit is not wet or damp before using it; if the bottom remains wet, this may indicate that the water table is high and an alternative location must be found • Keep excavated soil aside to backfill the pit after use • Install / construct field latrines over the excavated pit or trench, or directing wastewater from the field latrines to the excavated pit using piping • Install a temporary shelter or structure providing privacy and preventing ingress of rainwater, over the excavated pit or trench • Provide hand washing facilities with soap or hand sanitizer
Other considerations	It is suggested to install / construct at least one field latrine for every 20 troops and an adequate number of field latrines for the female staff.

When leaving the area, or when a pit / trench fills up to 50 centimeters from the ground surface, properly close the field / pit latrine site by:

- Removing the temporary shelter / structure
- Spreading lime or a chlorine disinfecting solution (when available) on the accumulated excreta
- Properly backfilling the pit(s) and trench with the excavated soil
- As much as possible, compacting the backfill area to reduce vermin access to the human waste, using mechanical means or manually

If additional pits are required (e.g., when the unit presence in the area is extended), repeat the steps above.

6.4   Field showers and soak pits

Greywater generated by field showers must also be managed in a safe and environmentally responsible manner. Greywater from field showers may be reused or disposed in soak pits as detailed in Table 3. Similarly, greywater generated by field kitchens is to be disposed in a soak pit (the same soak pit may be used for greywater from showers and kitchens), after flowing through a prefabricated or make-shift grease interceptors (any container allowing for the retention of grease and fats while allowing water to flow through). To collect food debris, field kitchen sinks and washbasins should be equipped with screen or strainers.

Table 3.   Soak pits for greywater

Location	Soak pit(s) must be located more than 30 meters away from any borehole / surface well used by the host community; and from any water body, river, creek, stream or drainage channel.
Construction	• Digging a pit at least 100 centimeters deep; ideally the bottom of the pit / trench would be 3 meters above the groundwater level • Make sure that the bottom of the pit is not wet or damp before using it; if the bottom remains wet, this may indicate that the water table is high and an alternative location must be found • Keeping excavated soil aside to backfill the pit after use • Ideally cover the pit to minimize mosquito breeding and odor generation
Other considerations	The same soak pit(s) may be used to collect greywater from showers and from kitchens, when sized appropriately.

When leaving the area, or when a soak pit fills up to 50 centimeters from the ground surface, properly close the pit by:

- Properly backfilling the pit with the excavated soil
- As much as possible, compacting the backfill area, using mechanical means or manually

6.5   Existing locally available water and sanitation facilities

In specific circumstances, using locally available water and sanitation (WASH) facilities may be considered by commanding officers. Proper WASH facilities are generally those operated by governmental agencies, UN Agencies (e.g., IOM, UNHCR, WFP, UNICEF), international non-government organizations (ex. Red Cross) or governmental managed facilities (e.g., schools). Such facilities may also be available in camps that were used by the UN in the past, or those used on a seasonal basis.

Local WASH facilities may be considered proper for use by UN formed units when they meet the following specifications:

- No visible untreated wastewater discharge or leakage

- Provide hygienic separation between the user and the excreta

- Well-maintained and safe

- Hand washing point available in the vicinity

- Integrate gender considerations (separate facilities for female users)

Before approving the use of existing local facilities, commanding officers should make sure that usage of the local facilities by the troops will not disturb the normal users or prevent them from using it (e.g., schools, refugee camps, local communities, etc.), and that *there is no simultaneous use of the facilities by the community users and the uniformed personnel.*

7.   Solid waste management

Two different types of solid waste material may be generated in temporary deployment settings: 1) non-hazardous solid waste; and 2) hazardous waste, including biomedical waste. Both types of solid waste material must be managed properly to reduce human health risks, both for the personnel and the host community, and to reduce the impacts on the local environment. Practices aimed at preventing or minimizing the contamination of soil from fuel and lubricants are detailed at section 8.

Four main options are available for commanding officers to ensure the safe and responsible management of solid waste:
- Take all solid waste back to the unit home base or other UN main or permanent operating base
- Dispose of non-hazardous waste using portable barrel incinerators (with air induction system only)
- Dispose of non-hazardous waste at the local landfill
- Dispose of non-hazardous waste on site

Taking all solid waste back to the home base (or other UN main or permanent operating base) and disposing of non-hazardous waste using portable barrel incinerators (air-induced only) are considered the preferred methods and should be prioritized by commanding officers whenever possible. Still, disposing of non-hazardous waste on site or using the local landfill may be acceptable, when implementing the practices detailed below.

7.1 General principles

Biomedical waste, expired medicine and all hazardous waste (used petroleum, oil and lubricants – POL – waste oil containers, batteries, used oil filters, oily rags, electronic equipment, etc.) must be segregated from the general solid waste stream and packaged properly for safe transportation back to the unit home base, or nearest main or permanent operating base (for example, when returning to the home base or during troop rotation / resupply). Such hazardous waste shall not be disposed of locally during temporary deployment activities. *During temporary deployment operating base settings, fuel, lubricants, petroleum products and other chemicals shall never be:*

- *Openly burnt in temporary burning pit or otherwise*
- *Buried on site*
- *Discharged in water bodies or drainage channels*

Unless the local disposal site offers formal and government approved recycling services, recyclable solid waste (plastic bottles, aluminum and tin cans, glass containers, juice and milk cartons, carboard, paper) should be segregated at the source and packaged properly for transportation back to the unit home base, or nearest main or permanent operating base. In case of space limitation on transportation vehicles, priority should be given to taking back plastic bottles and aluminum / tin cans to the home base.

7.2 Take all solid waste back to the unit home base or other UN main or permanent operating base

Collecting all solid waste and bringing them back to the unit home base or nearest main or permanent operating base for proper disposal as per normal procedures, while minimizing food waste, is the best method to reduce the environmental footprint of the unit when operating outside UN premises. Whenever possible, taking all solid waste to the home base should be prioritized by commanding officers. This option is best suited for short duration deployment lasting up to 5 days.

7.3 Dispose of non-hazardous waste using portable barrel incinerators

Non-hazardous waste stream can be safely disposed of using portable barrel incinerators with air induction systems. These portable incinerators are generally UN-owned equipment that can be provided to the formed unit by the mission support division. The figure 2 presents the air-induced portable barrel incinerator available through UN Global Systems Contract 4700019173 (PD/C0135/20).

Figure 2. Air-induced portable barrel incinerator

Air-induced portable barrel incinerator(s) may be used in conjunction with compositing pits for the on-site disposal of organic waste, as detailed at Table 4.

Only air-induced barrel incinerators may be used in temporary deployment. Air-induced incinerators can reach the high-temperature level required to safely dispose of non-hazardous solid waste (> 500 °C, which will produce an efficient combustion with minimal emissions), due to the forcing of air by an electric motor.

Incinerator ash can be disposed of within the temporary deployment camp by digging a hole at least 50 centimeters deep and mixing the ash, once cooled, with the excavated soil.

7.4   Dispose of non-hazardous waste in a local landfill

When a proper governmental authorized waste disposal site is available in the area of deployment, it may be advantageous to locally dispose of the non-recyclable and non-hazardous material to such a disposal site. Doing so allows to minimize the amount of solid waste to be returned to the unit home base (or other UN main or permanent operating base) for proper disposal.

After segregation, non-recyclable and non-hazardous solid waste may be transported to an existing governmental authorized waste disposal site. Proper waste disposal sites are generally those operated by governmental agencies, UN Agencies (e.g., IOM, UNHCR, WFP, UNICEF), international non-government organizations (ex. Red Cross) or governmental built facilities, where access is controlled (i.e., entrance gate, secured perimeter, fenced). *Only government authorized waste and access-controlled disposal site may be used to dispose of non-hazardous waste.*

An open area where free dumping of waste takes place without proper management and no access control is not considered a proper facility and commanding officers shall not allow the use of such site for solid waste disposal.

7.5   Dispose of non-hazardous waste on-site

In situation where it is not practical to return all solid waste material to the home base (for example when the duration of the mobile deployment or temporary operating base is

extended), where barrel incinerators are not available, and where there is no proper and/or government authorized disposal site in the area of deployment, it is possible to dispose of a portion of the solid waste stream within the temporary deployment camp, provided that the practices detailed below are implemented. This portion of the solid waste stream is composed of organic and combustible non-hazardous waste. Hazardous waste must be returned to the home base as stated above in all circumstances.

Composting organic waste, including food waste

Organic waste includes food waste, vegetation debris and garden waste. As organic waste is biodegradable, they may be disposed of in the area of deployment by building a composting pit as detailed at Table 4.

Table 4. **Composting pit for organic waste, including food waste**

Location	Composting pit(s) should ideally be located more than 30 m away from the unit sleeping quarters, field kitchens and dining areas, when the required space is available.
Construction	• Digging a pit at least 1,5 m deep, and large enough to contain the amount of organic waste expected to be generated during the deployment • Keeping the excavated soil aside for backfilling prior to closure of the pit
Other considerations	The following steps should be considered every time the pit is loaded: • Segregate and dispose of food waste and greens in the composting pit every day (ideally after each meal). • Add water when available. Keeping the pile moist will accelerate the composting process. • Provide aeration mechanically (if available) or manually, by tilting the upper layers of the pile or pinching the content every time materials are added. • Add a layer of soil. • Secure the pit and cover it to avoid attracting vermin and minimize odor nuisance. • Only remove the cover to dispose of additional food waste.

When leaving the area, or when the compositing pit fills up to 50 centimeters from the ground surface, properly remediate the pit by:
 • Properly backfilling the pit with the excavated soil.
 • As much as possible, compacting the backfill area, using mechanical means or manually.

Disposal of non-hazardous combustible material

Combustible non-hazardous material includes paper, cardboard, untreated wood and dried-up vegetation. Though the least favorable solution, combustible non-hazardous material may be disposed of in a temporary burning pit located and constructed as detailed at Table 5.

Burning of any plastic or rubber material shall be prohibited by commanding officers as they generate toxic fumes when improperly burnt. All plastic bottles and containers, or rubber material should be segregated, collected and either disposed of in a locally available government approved disposal site or returned to the home-base (or other UN main or permanent base) for proper disposal.

Table 5.   Temporary burning pit for combustible non-hazardous waste

Location	Temporary burning pit(s) should ideally be located more than 30 m away the unit sleeping quarters, field kitchens and dining areas, and more than 100 m from community dwellings, when the required space is available.
Construction	• Digging a pit or a trench at least 1,5 m deep • Keeping excavated soil aside from remediation
Other considerations	Safely set fire to combustible non-hazardous waste using a small amount of diesel, or other flammable liquid. Monitor the fire to ensure that it does not spread out of the burning pit, and always put the fire out before sunset, using the excavated soil to cover the burnt waste and residual ash.

When leaving the area, properly remediate the temporary burning pit by:
- Properly backfilling the pit with the excavated soil

As much as possible, compacting the backfill area, using mechanical means or manually

8. Fuel and chemical spill prevention

Typical activities such as vehicle and generator refueling and maintenance activities, food cooking using diesel or jet fuel, and fuel / POL storage are some of the activities that may cause fuel, oil or chemical spills if not managed properly.

To avoid soil and water pollution, and the generation of oily water resulting from spills and leakages, simple prevention measures may be implemented by commanding officers during temporary deployment activities, as detailed at Table 6.

Table 6.   Spill prevention

Fuel and POL storage	• Locate fuel / POL storage areas at least 30 m from open water and drainage channels • Store fuel / POL drums and containers in a spill retention basin or on an impermeable tarp, raising berms on all sides using locally available soil material • Store fuel / POL drums upright • Protect fuel / POL drums from the Sun and rain using a tarp, a temporary shelter or by storing them in a sea container
Oil changes – vehicles	• Contain and collect drained used oil • Safely store collected used oil and return it to the home base (or other UN main or permanent base)

and generators	• Collect oily rags, contaminated absorbent material and drained oil filters. • Safely store collected oily rags and contaminated absorbent material and return them to the home base with extreme caution – these may represent a fire hazard – if available, a portable barrel incinerator (air-induced only) may be used to safely dispose of oily rags and absorbent material
Car washing bay	• Hand-wash vehicles instead of using running water

Annex E

UN Military Performance Standards: TASKS, STANDARDS AND INDICATORS

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

It is necessary to state here that:

1) only core functions and tasks of the MCTU as listed in Chapter Two are covered for the purpose of evaluation; and

2) evaluation of modular capability will be based on respective TSI of military units, e.g, Evaluation of EOD team capability will be based on evaluation criteria mentioned in TSIs of EOD unit manual.

UN Military Combat Transport Unit Function 1: Situational Awareness, Planning, Command and Control

Description: The Military Combat Transport unit (MCTU) and commanders at all levels lead, direct, and control their staff (operational plan and control) and subordinate sub-units (convoy).

Condition: Assessed throughout all operational phases from planning through to execution for all tasks of transportation support and security operations of the transport.

Sub-Task	Standard Number	Standards	Indicators	Score
UN Military Combat Transport Unit Function 1: Situational Awareness, Planning, Command and Control				
F 1.1				
Situational Awareness	F 1.1.1	The unit demonstrates awareness of the physical terrain in its Area of Operation and its potential impact on unit operations to achieve the mandate. Ref.: UNMPKI HB 9.4.5	**Standard Met** 1. All major routes throughout the unit Area of Operation, including tracks and likely transit routes used by UN forces and other actors are identified and classified based on capabilities and conditions such as vehicle type, and general road conditions 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 labeled UNRESTRICTED (Terrain over which movements of UN forces or other actors are not affected by the ground, vegetation, or natural and man-made obstacles), RESTRICTED	

			(Terrain over which movements of UN forces or other actors are only possible at reduced speed, is canalized, or will be possible only with the assistance of additional non-organic assets like improvised bridges or obstacle crossing task is required, 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. The unit has identified the key physical terrain and weather factors and determined how these impact/affect its own operations. (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, river crossing points, intersections, industrial complexes) and their conditions.)	
			4. Incoming information related to IED and EO (explosive ordinance) along the major route is also visually depicted on maps, charts, and overlays. (Comment: Check Situation and Incident Maps)	
			5. The unit commander receives Peacekeeping-Intelligence assessments from the FHQ/SHQ and updates the unit's security information, and the accessibility of the main supply roads and infrastructures.	
	F 1.1.2	The unit demonstrates awareness of the human terrain in its Area of Operation in relation to the mandate. Ref.: UNMPKI HB 9.5.2	**Standard Met** 1. The unit 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 Operation.	
			2. The unit identified armed groups, terrorists, and organized crime groups in its Area of Operation 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 unit has an understanding of political and security aspects and how these impact/affects its own operations.	
			5. The unit assesses if the armed elements use of mine, EOD, IED, and the existence of the Explosive Remnant of War (ERW) in the AOR, particularly along the major routes.	
F 1.2				
Planning				
	F 1.2.1	The unit has identified and analyzed key factors of the Operational Environment.	**Standard Met** 1. The unit has identified the key physical terrain and weather factors and determined how these impact/affect its own operations.	
			2. The unit has an understanding of political and security aspects and how these impact/affects its own operations.	
			3. The unit has analyzed the COAs of the conflict parties and factors influencing their own COAs.	
			4. The unit has identified all limitations and shortfalls (constraints/restraints).	
			5. The unit has determined the assets available to the unit to implement the assigned tasks.	
			6. The unit has established a support concept for its own force.	
			7. The unit has clarity on the operational deployment of units to be supported and any impending operations.	
	F 1.2.2	The Commander has developed a plan to	**Standard Met** 1. The plan has a clear purpose and addresses all aspects of the mission/	

		effectively implement the tasks.	mandate, higher HQs guidance, and tasks. (Completeness).	
			2. The plan describes the tasks that the MCTU, its subordinate, and supporting units will execute.	
			3. The plan quantifies the future logistic /transportation/ requirements based on past logistic activities and the planned operations.	
			4. The plan describes critical timings (when certain actions will be carried out).	
			5. Plans are developed jointly with other mission and non-mission elements where necessary.	
			6. The plan is aligned with UN policy, levels of risk, own Force Protection considerations (threat assessment).	
			7. The plan is developed according to UN Military Component Planning Process (MCPP) and relevant policies/guidelines.	
			8. The contingency plan is rehearsed regularly. (Comment: Check the rehearsal records.)	
	F 1.2.3	The unit has a coordination plan with Force HQ and Mission HQ (MOVCON) to mitigate unit's shortfalls.	**Standard Met** 1. The unit commander prioritizes the Combat Transportation tasks.	
			2. The unit commander liaises and coordinates with Force/Sector HQ and MOVCON in order to fill the unit's shortfalls in executing given Tasks.	
			3. The unit coordinates and plans with related entities for detailed activities to fulfill Combat Transportation tasks.	
F 1.3				
Command and Control				
	F 1.3.1	The unit commander exercises effective command and control.	**Standard Met** 1. The unit commander exercises sound and timely decision-making. Issuing Warning Orders to provide enough time for the subordinates to prepare the tasks accordingly.	
			2. Guidance and orders are clear, simple, concise, and based on developed plans and/or situation development.	

			3. The unit commander ensures that all operations of the unit are coordinated and integrated with other UN and Host Nation actors whenever advantageous for a mission/mandate implementation.	
			4. The unit commander seeks responsibility and is willing to take the initiative.	
			5. The unit commander ensures unity of command by establishing clear responsibilities and tasks for subordinate units.	
			6. The unit commander ensures that assigned tasks are understood, supervised, and accomplished (conducts briefing, debriefing, and operational rehearsals).	
			7. The employment of subordinate units/ elements is in accordance with their capabilities.	
	F 1.3.2	The commander organizes command and control of all subordinate and attached elements.	**Standard Met** 1. The unit commander establishes command hierarchies that clearly assign responsibility and accountability for all subordinate elements.	
			2. The unit commander ensures that ROEs are understood and applied correctly by all unit personnel.	
			3. The unit commander assigns clear tasks and conveying objectives to subordinate units.	
			4. The unit commander establishes a clear chain of command for the successful accomplishment of all operations.	
			5. The unit commander keeps the unit members with updated situational awareness.	
			6. The unit commander ensures the maintenance of discipline and good order (including the reporting on misconduct) of entire unit personnel.	
			7. All operations including Force Protection and security tasks are planned and executed.	
	F 1.3.3		**Standard Met**	

		All operations are conducted in accordance with documented orders and are continuously monitored.	1. Orders are based on guidance received from higher HQs (SHQs/FHQs) or situation developments. Orders are clear, simple, and concise.	
			2. Correct sets of orders (OPORD, FRAGO, Warning Order etc) are used, and orders are coordinated with other staff functions.	
			3. The unit's operations room is set up to monitor the unit's daily operational activities 24/7.	
			4. The unit has standard operating procedures (SOP) to harmonize staff work and standardize the reaction to and reporting of situations.	
			5. The commanding officer and his staff continuously monitor and assess the unit's logistic support situation and progress made, adjusting the scheme of maneuver, as required.	
			6. All subordinate commanders/staff officers clearly understand their roles and responsibilities and react to the situation (hostile/non-hostile, technical) in accordance with the SOP.	
	F 1.3.4	The unit tracks the movement of its own unit (convoy and patrol)	**Standard Met** 1. During the preparation of the task (convoy), unit HQ and sub-unit selected waypoints/reporting lines to track the movement.	
			2. The unit HQ and sub-unit are coordinated for an appropriate radio channel to maintain continuous radio communication.	
			3. All operations of the unit (e.g. Convoys) are tracked on the Situation Map in the Operations Room.	
			4. Communications/information flow are recorded in the unit's signal logbook.	
			5. The unit maintains/coordinates for quick reaction or quick support (refueling etc) to the operations.	
	F 1.3.5	The unit has established a process to continuously improve its effectiveness.	**Standard Met** 1. The unit conducts After-Action Review (AAR) with team members after completion of each task and	

			identifies Lessons Learned (What worked, what didn't work, recommended training, equipment, or supplies required).	
			2. Sub-unit commanders deliver a debrief to the MCTU commander on the result of the task execution.	
			3. Findings of after-action reviews and debriefings are recorded and used to identify best practices and make necessary adjustments (e.g. revised tactics, techniques and procedures).	
			4. Best Practices and Lessons Learned are shared with higher HQs for distribution to other units.	
			5. Performance improvement plans and measures taken are recorded and reported to higher HQs.	
F 1.4				
Communication				
	F 1.4.1	The unit has established and maintained effective communications networks.	**Standard Met** 1. The unit operates & maintains a VHF/UHF command, control, and communications network, down to the sub-unit (section/ squad) level.	
			2. The communication architecture is designed to cater for all operational tasks (convoy etc) and contingencies.	
			3. The communication architecture supports command and control of the entire unit, situational awareness, secure communications with Higher HQs, and coordination with neighboring units and internally.	
			4. Primary, alternative (including SATPHONE), command and emergency means of communication during each operation and for static duties are clearly defined in the commander's orders.	
			5. Signal instructions are issued clearly to include details of code words, radio net diagrams, and frequency management issues during operations and static duties.	
			6. Communication channels are operational at all times (24/7) within the unit.	

			7. There is the continuous, timely and accurate passage of information between subordinate units and HQ.	
	F 1.4.2	Personnel of the unit conduct 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. The unit personnel (includes every section and cell leaders) transmit messages that are clear and brief.	
			5. Radio checks are conducted before the conduct of each task with all stations involved in the task.	
			6. Unit commander's orders to conduct tasks (verbal or written) include always primary, alternative, command and emergency frequencies (including SATPHONE).	
			7. Every section/cell leader is able to use basic radio equipment in service in their unit and to operate them according to the internationally recognized procedure.	
F 1.5				
Use of force and compliance with international human rights and humanitarian law.	F 1.5.1	The unit has implemented measures to ensure compliance with Mission specific ROEs. Ref.: Mission ROEs	**Standard Met** 1. There is a unit ROE SOP, drawn from the Force SOP and this SOP is disseminated to all sub-unit commanders.	
			2. All unit personnel have been issued with mission-specific ROE pocket cards and every personnel carries it with him/her. (Comment: Spot Check)	
			3. Application of ROEs based on the specific task and the likely threat scenarios are always part of order briefings on all levels.	
			4. ROE cards are translated into the mother tongue of all personnel.	

			5. All applications of the Use of Force (6 points) are reported and recorded in the Operations Log.	
	F 1.5.2	The unit personnel demonstrate a clear understanding of basic ROE principles. (Comment: Conduct Interviews with personnel of all ranks)	**Standard Met** 1. Soldiers can explain the principle of Self-Defence.	
			2. Soldiers can explain the principle of Use of Force other than in Self-Defence.	
			3. Soldiers can explain the principle of Duty to Challenge and Warn.	
			4. Soldiers can explain the principle of Duty to Identify Target(s)-Observe Fire.	
			5. Soldiers can explain the principle of Duty to Use Minimum and Proportional Force.	
			6. Soldiers can explain the principle of Avoidance of Collateral Damage.	
			7. Soldiers can explain the principle of Rules and instructions to deal with detainees.	
	F 1.5.3	The unit has implemented frequent ROE training for all unit personnel.	**Standard Met** 1. Scenario-based training is conducted based on likely mission-specific incidents.	
			2. Training is conducted monthly and documented (incl. participants).	
			3. Training is conducted separately for unit key leaders/ subordinated commanders and soldiers.	
	F 1.5.4	The unit upholds human rights, the principles of international law including the Laws of Armed Conflict during the planning and conduct of operations. Ref.: Integrating Human Rights in United Nations Military Components Guidelines, Chapter 5.	**Standard Met** 1. The unit incorporates considerations of international law including the Laws of Armed Conflict into the planning of operations.	
			2. The unit conducts regular training on Laws of Armed Conflicts, Human rights, and international humanitarian laws. (Comment: Check with training records (schedule and attendance.)	
			3. The unit personnel exercise individual self-defense in response to a hostile act or demonstrated hostile intent. (Comment: Check against ROE reporting of the unit.)	
			4. If time and circumstances permit, unit personnel attempts to de-escalate the situation, but de-escalation is not	

				required. (Comment: Check against ROE reporting of the unit.)	
				5. There is no record of human rights violations of the unit.	
				6. When unit 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 1.6					
Caveats					
	F 1.6.1	The unit has supported the planning and conduct of all tasks assigned by higher HQs.	**Standard Met** 1. The unit commander has never refused a task or the timely execution of it, which was in line with the SURs (e.g. because of national regulations/ policies.)		
			2. The unit 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 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 unit never acted on national direction or instruction. Ref.: AC2 policy para 53		
			6. When receiving instructions from national authorities, the unit immediately informed their United Nations chain of command. Ref.: AC2 policy para 53.		
UN Military Combat Transport Unit Function 1: Situational Awareness, Planning, Command and Control (Overall Assessment):					
Observation & Recommendations					

UN Military Combat Transport Unit Function 2: Personnel, Administration, and Self-Sustainment (COE).

Description: Personnel, Administration, and Sustainment (COE) Function is an essential function for each and every military unit deployed in the field. A self-sustainment element enables the MCTU to function properly. These include personnel/administration, communications/information technology, welfare and catering, etc. Furthermore, sustainment requires supply support obtaining needed goods and materials, including the reception, warehousing and distribution of goods and material for forward operation units. This may involve storage, safety testing and accounting of rations, and POL management. Moreover, the maintenance support activities include maintenance, repair, on-site repair, and recovery, medium and heavy lift and spare management to ensure that equipment within the unit is in optimum operating condition. Maintenance capabilities and tasks must be prepared to support surge periods in operational tempo.

Condition: The sustainment support is limited to the MCTU and to lesser extent forward elements, but it is not specifically designed to support the entire UN Mission. The MCTU with maintenance task should be equipped with equipment and qualified and skilled staff to provide maintenance service as required. The operating area and environmental conditions can also significantly increase the maintenance requirements of equipment and will have to be constantly reviewed throughout the deployment period.

UN Military Combat Transport Unit Function 2: Personnel, Administration, and Self-Sustainment (COE).				
Sub-Task	**Standard Number**	**Standards**	**Indicators**	**Score**
F 2.1				
Personnel/ Administration	F 2.1.1	Personnel administration of the unit is guided by Mission SOPs.	**Standard Met** 1. The unit's SOPs are written in the mother tongue and in English.	
	F 2.1.1	Personnel administration of the unit is guided by Mission SOPs.	2. Personnel reporting procedures as covered in the unit's SOP are being followed.	
	F 2.1.1	Personnel administration of the unit is guided by Mission SOPs.	3. Conduct and discipline procedures as covered in the unit's SOPs are being adhered to.	
	F 2.1.1	Personnel administration of the unit is guided by Mission SOPs.	4. Contingent leave policy as covered in unit's SOPs is being followed.	
	F 2.1.1	Personnel administration of the unit is guided by Mission SOPs.	5. Job descriptions are available for all functions in the unit. (Comment: Are the Job Descriptions in the	

			English language, put into the UN template, using the current naming conventions and containing the necessary pre-deployment skills? Has every single member of the Unit/Sector signed a personal copy of their job description?)	
	F 2.1.2	The MCTU maintains, reports and records the operational strength status of the unit.	**Standard Met** 1. Daily/Weekly unit strength reports are provided to Sector/ Force HQs.	
	F 2.1.2	The MCTU maintains, reports and records the operational strength status of the unit.	2. The personnel section maintains the clear status of all unit personnel including the deployed locations.	
	F 2.1.2	The MCTU maintains, reports and records the operational strength status of the unit.	3. Subordinate units report the daily strength status of all soldiers.	
	F 2.1.2	The MCTU maintains, reports and records the operational strength status of the unit.	4. The personnel section reports critical shortfalls regarding personnel to unit commander.	
	F 2.1.2	The MCTU maintains, reports and records the operational strength status of the unit.	5. The unit's authorized strength is in line with the MOU.	
	F 2.1.2	The MCTU maintains, reports and records the operational strength status of the unit.	6. The unit's operational strength (actual strength) (MML, i.e. 75%) in line with the specific field missions SOP is maintained at all locations of the unit.	
	F 2.1.2	The MCTU maintains, reports and records the operational strength status of the unit.	7. Repatriations/rotations of personnel before the end or at the end of the normal tour of duty are correctly recorded and documented.	

		F 2.1.3	The unit meets UN-specific gender strategy requirements.	**Standard Met** 1. Appropriate percentage of all deployed contingent personnel are females (10% in 2023, and 15% in 2028). Ref.: Uniformed Gender Parity Strategy 2018-2028, DPO.	
		F 2.1.3	The unit meets UN-specific gender strategy requirements.	2. Female soldiers are employed and operating in the unit as per their assigned function. (Comment: Question for female soldiers.)	
		F 2.1.3	The unit meets UN-specific gender strategy requirements.	3. Female soldiers have been assigned mentors in the contingent. (Comment: Question for female soldiers.)	
		F 2.1.3	The unit meets UN-specific gender strategy requirements.	4. The unit has a trained Gender Focal Point /Adviser.	
		F 2.1.3	The unit meets UN-specific gender strategy requirements.	5. Commanders are aware of the FC's Gender-responsive document and conforming to its intent.	
		F 2.1.3	The unit meets UN-specific gender strategy requirements.	6. The unit leadership ensures gender training and awareness is being conducted in regular intervals. (Comment: Question for gender advisor/Focal point)	
		F 2.1.4	Physical requirements are in place according to UN gender strategy.	**Standard Met** 1. Separate accommodation, showers, and toilets are available for female personnel.	
		F 2.1.4	Physical requirements are in place according to UN gender strategy.	2. Women's ablution and washrooms are in close distance to their accommodation.	
		F 2.1.4	Physical requirements are in place according to UN gender strategy.	3. Suitable accommodation for women to allow full access, able to travel and	

			operate in all areas in the mission is available.	
	F 2.1.4	Physical requirements are in place according to UN gender strategy.	4. Women have access to female sanitary products and there are disposal points for sanitary products in the ablutions.	
	F 2.1.5	Contingent personnel meet UN-specific requirements. Ref.: COE Manual Chapter 9 Annex A.	**Standard Met** 1. The contingent has no personnel under 18 years of age.	
	F 2.1.5	Contingent personnel meet UN-specific requirements. Ref.: COE Manual Chapter 9 Annex A.	2. The contingent has no personnel older than 55 years of age (excluding ranks above Lt Col/Senior Warrant Officer).	
	F 2.1.5	Contingent personnel meet UN-specific requirements. Ref.: COE Manual Chapter 9 Annex A.	3. The unit has enough personnel to communicate in the Mission language (English or French) to accomplish its tasks.	
	F 2.1.5	Contingent personnel meet UN-specific requirements. Ref.: COE Manual Chapter 9 Annex A.	4. Personnel on the platoon level can communicate in the Mission language (e.g. English).	
F 2.2				
Conduct & Discipline and SEA prevention	F 2.2.1	Understanding of SEA prevention and UN standards of Conduct. (Comment: A minimum requirement 5% of the overall contingent strength must be questioned.)	**Standard Met** 1. All unit members questioned can explain the UN standards of conduct.	
	F 2.2.1	Understanding of SEA prevention and UN standards of Conduct. (Comment: A minimum requirement 5% of the overall contingent strength must be questioned.)	2. All unit members questioned can explain the prohibitions against SEA and sexual relationships with members of the local population.	
	F 2.2.1	Understanding of SEA prevention and UN standards of Conduct. (Comment: A minimum	3. All unit members questioned demonstrate awareness of the	

		requirement 5% of the overall contingent strength must be questioned.)	possible consequences of SEA for troops, victims, the TCC and mission/UN	
	F 2.2.1	Understanding of SEA prevention and UN standards of Conduct. (Comment: A minimum requirement 5% of the overall contingent strength must be questioned.)	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.	
	F 2.2.1	Understanding of SEA prevention and UN standards of Conduct. (Comment: A minimum requirement 5% of the overall contingent strength must be questioned.)	5. All unit personnel carry the "No Excuses" card and the "Ten Rules: Code of Conduct for Blue Helmets" translated into the unit's mother tongue.	
	F 2.2.1	Understanding of SEA prevention and UN standards of Conduct. (Comment: A minimum requirement 5% of the overall contingent strength must be questioned.)	6. There are visible awareness-raising messages (e.g. posters, regular townhalls) regarding SEA prevention and the UN Code of Conduct present in the Unit.	
	F 2.2.2	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).	**Standard Met** 1. The unit commander and all sub-unit commanders maintain a record showing they communicate on conduct and discipline to those under their command on a regular basis (at least monthly), including on the standards related to SEA.	
	F 2.2.2	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).	2. Where personnel are deployed to Temporary Operating Bases or other remote locations, the unit commander conducts regular (monthly) visits to	

		F 2.2.2	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).	ensure adherence to UN standards of conduct.	
		F 2.2.2	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).	3. The unit and sub-unit commanders demonstrate that they are actively monitoring the plan and measures to mitigate the risk of misconduct.	
		F 2.2.2	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).	4. The unit commander maintains records and decisions of all disciplinary cases in the unit.	
		F 2.2.2	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).	5. The unit commander and sub-unit commanders have a clear understanding of the procedure to deal with/administer the violation of conduct and discipline and SEA cases.	
		F 2.2.2	The unit commander has control measures to prevent misconduct (violations of UN standards of conduct, including the zero-tolerance policy on SEA).	6. Appropriate action has been taken to address the violation of conduct and discipline and SEA cases. (Comment: N/A if no case)	
		F 2.2.3	The unit personnel adhere 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.	
		F 2.2.3	The unit personnel adheres to UN standards of conduct and discipline incl. SEA.	2. During the reporting timeframe, no violation of the UN standards of conduct of a current contingent member is documented.	
		F 2.2.3	The unit personnel adheres to UN standards of conduct and discipline incl. SEA.	3. During the reporting timeframe, the unit commander and personnel cooperated during investigations. (Comment: N/A if no investigations)	

	F 2.2.3	The unit personnel adheres to UN standards of conduct and discipline incl. SEA.	4. The unit commander conducts their own investigations on cases of misconduct and penalizes contingent members that are found guilty (in accordance with authorization by national law). (Comment: Records to be presented. N/A if no cases.)	
	F 2.2.3	The unit personnel adheres to UN standards of conduct and discipline incl. SEA.	5. All cases of misconduct allegations and investigations are documented incl. the outcome (sentence). (Comment: Records to be presented. (N/A if no allegations or investigations))	
F 2.3				
Safe Driving				
	F 2.3.1	The unit personnel adhere to UN standards of safe driving.	**Standard Met** 1. Certification of drivers (driver's license or course completion certificate) for military pattern, armored, specialized and heavy vehicles are available. (Comment: Conduct spot checks for different vehicle categories.)	
	F 2.3.1	The unit personnel adheres to UN standards of safe driving.	2. A system is in place to ensure that drivers are rotated when driving over longer distances/ for longer time periods. (Comment: Note that driving over longer periods can result in lapses in concentration.)	
	F 2.3.1	The unit personnel adheres to UN standards of safe driving.	3. The unit has a responsible officer to manage vehicles, tasking, drivers, licenses, safe driving measures in accordance with mission-specific guidelines.	

	F 2.3.1	The unit personnel adheres to UN standards of safe driving.	4. The unit trace traffic violation cases, conduct investigations (also in cooperation with local authorities and MP) and take disciplinary measures if required (e.g. gross negligence). (Comment: Check unit records. If no existing cases - N/A.)	
	F 2.3.2	The unit has implemented a Road Safety Program. Ref.: United Nations Military Manual (UNMiM), 2.17.6	**Standard Met** 1. The unit has clearly documented safety regulations and Standard Operating Procedures (SOPs) which are understood by drivers and vehicle occupants. These measures must be strictly enforced (e.g., speed limits, use of seat belts, alcohol control, vehicle breakdown drill). (Comment: Does the Transport Section utilize the UN Drivers Handbook and ensure their drivers are familiar with its contents?)	
	F 2.3.2	The unit has implemented a Road Safety Program. Ref.: United Nations Military Manual (UNMiM), 2.17.6	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.	
	F 2.3.2	The unit has implemented a Road Safety Program. Ref.: United Nations Military Manual (UNMiM), 2.17.6	3. The unit uses assistant drivers in vehicles where applicable.	
	F 2.3.2	The unit has implemented a Road Safety Program. Ref.: United Nations Military Manual (UNMiM), 2.17.6	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.	
	F 2.3.2	The unit has implemented a Road Safety Program. Ref.: United Nations Military Manual (UNMiM), 2.17.6	5. Vehicle operators of the unit are performing daily Preventive Maintenance Checks and Services (PMCS) prior to the operation of any vehicle, recording checks and services in logbooks assigned to the vehicle.	
	F 2.3.2	The unit has implemented a Road Safety Program. Ref.: United Nations Military Manual (UNMiM), 2.17.6	6. All vehicles are equipped with emergency repair and towing equipment, fire extinguishers, emergency triangles, and first aid equipment.	
F 2.4				
Welfare				
	F 2.4.1	The unit has the required equipment, infrastructure, and processes to provide effective welfare for its members. Ref.: United Nations Military Manual (UNMIM), Chapter 8	**Standard Met** 1. Welfare measures as covered in the unit's SOPs are being taken.	
	F 2.4.1	The unit has the required equipment, infrastructure, and processes to provide effective welfare for its members. Ref.: United Nations Military Manual (UNMIM), Chapter 8	2. Recreational space/ facility is available if accommodation is TCCs responsibility.	
	F 2.4.1	The unit has the required equipment, infrastructure, and processes to provide effective welfare for its members. Ref.: United Nations Military Manual (UNMIM), Chapter 8	3. Entertainment facility, TV, religious facilities, library, indoor/outdoor sports areas are available. (Comment: How does the unit account for Welfare items? Carry out a 10 item check of items on the Welfare account.)	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of	**Standard Met**	

		its members. (Comment: UNMIM Chapter 8)	1. The unit has documented leave plans as per UN regulations for the contingent. (Comment: Does the unit have a system for registering and planning annual/compassionate/recreational leave?)	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of its members. (Comment: UNMIM Chapter 8)	2. Temporary deployments at remote locations are not exceeding 30 days (unit members are rotated at these locations).	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of its members. (Comment: UNMIM Chapter 8)	3. All Unit and sub-unit commanders have implemented and documented a duty system allowing for rest and recuperation.	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of its members. (Comment: UNMIM Chapter 8)	4. The unit has an appointed unit/contingent welfare officer responsible for unit welfare.	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of its members. (Comment: UNMIM Chapter 8)	5. The unit welfare officer has developed and a documented welfare plan and program for unit members (e.g. game nights, sport competitions, movie nights).	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of its members. (Comment: UNMIM Chapter 8)	6. The unit has a system in place to inform all personnel (e.g. current situation, incidents, upcoming events) to avoid speculation, rumours and frustration.	
	F 2.4.2	The unit has implemented procedures to ensure the welfare of its members. (Comment: UNMIM Chapter 8)	7. The unit has established a designated counselor for contingent members to raise problems and concerns.	
F 2.5				

Unit's logistic planning.	F 2.5.1	The unit develops a logistics support plan and outlines the logistic support requirements.	**Standard Met** 1. The unit develops (Logistic Officer) the unit's logistic support plan. (key requirements of UN and national responsibility are considered in their own plan).	
	F 2.5.1	The unit develops a logistics support plan and outlines the logistic support requirements.	2. The logistic officer develops unit's logistic situation reports and updates the unit commander on the logistic situation of the unit.	
	F 2.5.1	The unit develops a logistics support plan and outlines the logistic support requirements.	3. The requirement to maintain adequate stock levels is outlined in the commander's order. (including POL, water, rations, ammunition, recovery & maintenance, material and equipment, transportation, and medical support)	
	F 2.5.1	The unit develops a logistics support plan and outlines the logistic support requirements.	4. Logistic report requirements are outlined in commander's order.	
	F 2.5.1	The unit develops a logistics support plan and outlines the logistic support requirements.	5. The self-sustainment element of the unit provides recommendations on improvement of the logistic situation to the commander.	
	F 2.5.2	The MCTU's own logistic situational awareness is properly established, updated and maintained.	**Standard Met** 1. A logistic situational report system is established.	
	F 2.5.2	The MCTU's own logistic situational awareness is properly established, updated and maintained.	2. All logistical situational reports from subordinated units are collected and analyzed to create logistic situational awareness	

			(common logistic picture) of the unit.
	F 2.5.2	The MCTU's own logistic situational awareness is properly established, updated and maintained.	3. The self-sustainment element of the unit regularly updates the unit commander on the logistic situation of the unit.
	F 2.5.2	The MCTU's own logistic situational awareness is properly established, updated and maintained.	4. The self-sustainment element of the unit provides recommendations for improvement of the logistic situation to the commander.
F 2.6			
Equipment readiness and serviceability and other Logistic supports for its own.	F 2.6.1	Weapons, ammunition and Personal Protective equipment are available and serviceable.	**Standard Met** 1. All soldiers are equipped with soldier's kit according to Annex A of MOU including but not limited to personal weapons, combat helmets (with blue cover), and basic flak jackets (fragmentation vest). (Comment: Conduct spot checks.)
	F 2.6.1	Weapons, ammunition and Personal Protective equipment are available and serviceable.	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
	F 2.6.1	Weapons, ammunition and Personal Protective equipment are available and serviceable.	3. Ammunition stored and accounted for as per specified storage conditions according to the standard stipulated by UN Manual on Ammunition Management (UNMIM). Ammunition batch/lot record is being maintained properly.

		F 2.6.1	Weapons, ammunition and Personal Protective equipment are available and serviceable.	4. Armaments are enough to perform ALL assigned tasks without limitation. (Comment: Evaluators put comments when the equipment shortfalls result in a negative impact on the conduct of operations)	
		F 2.6.2	The unit's vehicles and special equipment are available and serviceable.	**Standard Met** 1. The last COE verification inspection has identified that 90% or more of COMBAT VEHICLE category (as per DOS KPI ME categories) are available and serviceable.	
		F 2.6.2	The unit's vehicles and special equipment are available and serviceable.	2. The last COE verification inspection has identified that 90% or more of the SUPPORT VEHICLE category (as per DOS KPI ME categories) are available and serviceable.	
		F 2.6.2	The unit's vehicles and special equipment are available and serviceable.	3. The last COE verification inspection has identified that 90% or more of TRAILER categories (as per DOS KPI ME categories) are available and serviceable.	
		F 2.6.2	The unit's vehicles and special equipment are available and serviceable.	4. The last COE verification inspection has identified that 90% or more of the Self Sustainment category of the unit ENGINEERING VEHICLE category (as per DOS KPI ME categories) is available and serviceable.	
		F 2.6.2	The unit's vehicles and special equipment are available and serviceable.	5. Vehicles and 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 2.6.3		The unit's equipment supporting assigned tasks are available and serviceable.	**Standard Met** 1. The last COE verification inspection has identified that 90% or more of MATERIAL HANDLING category (as per DOS KPI ME categories) are available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	2. The last COE verification inspection has identified the Self Sustainment category of IDENTIFICATION (as per DOS KPI categories) available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	3. The last COE verification inspection has identified the Self Sustainment category of EOD (as per DOS KPI categories) available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	4. The unit's equipment supporting assigned tasks are enough to perform ALL assigned tasks without limitation. (Comment: Evaluators provide comment when the equipment shortfalls result in negative impact on conduct of operations.)	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	5. The last COE verification inspection has identified that 90% or more of ENGINEERING category (as per DOS KPI ME categories) are available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks	6. The last COE verification inspection	

		are available and serviceable.	has identified that 90% or more of UAS category (as per DOS KPI ME categories) are available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	7. The last COE verification inspection has identified that 90% or more of DEMINING category (as per DOS KPI ME categories) are available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	8. The last COE verification inspection has identified that 90% or more of RIOT CONTROL category (as per DOS KPI ME categories) are available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	9. The last COE verification inspection has identified that 90% or more of POLICE EQUIPMENT category (as per DOS KPI ME categories) are available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	10. The last COE verification inspection has identified the Self Sustainment category of OBSERVATION (as per DOS KPI categories) available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks are available and serviceable.	11. The last COE verification inspection has identified as per Mission requirement the Self Sustainment category of NIGHT OBSERVATION (as per DOS KPI categories) available and serviceable.	
	F 2.6.3	The unit's equipment supporting assigned tasks	12. The last COE verification inspection has identified the Self	

		are available and serviceable.	Sustainment category of POSITIONING (as per DOS KPI categories) available and serviceable.	
F 2.6.4		The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE Manual Chapter 3, Annex B.	**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.	
	F 2.6.4	The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE manual Chapter 3, Annex B.	2. The last COE verification inspection has identified the Self Sustainment category of VHF/UHF-FM (as per DOS KPI categories) available and serviceable.	
	F 2.6.4	The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE manual Chapter 3, Annex B.	3. The last COE verification inspection has identified the Self Sustainment category of HF (as per DOS KPI categories) are available and serviceable.	
	F 2.6.4	The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE manual Chapter 3, Annex B.	4. The last COE verification inspection has identified the Self Sustainment category of TELEPHONE (as per DOS KPI categories) are available and serviceable.	
	F 2.6.4	The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE manual Chapter 3, Annex B.	5. The last COE verification inspection has identified the Self Sustainment category of OFFICE category (as per DOS KPI categories) are available and serviceable.	
	F 2.6.4	The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE manual Chapter 3, Annex B.	6. Rear-linked communications between the unit and the home country are established and include	

			telephonic communications.	
	F 2.6.4	The unit is equipped to conduct effective Command and Control of operations. Ref.: UN COE manual Chapter 3, Annex B.	7. Command and Control 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 2.6.5		Food and water are properly stored and maintained.	**Standard Met** 1. The unit orders the supply of fresh, frozen, chilled, and dry rations based on the mission-specific cycle (e.g: 30/60 days) and provides them to subordinate units. Ref.: UNMIM 9.9.7	
	F 2.6.5	Food and water are properly stored and maintained.	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.	
	F 2.6.5	Food and water are properly stored and maintained.	3. The rations are stored in date order to allow for stock rotation.	
	F 2.6.5	Food and water are properly stored and maintained.	4. Food items are separated and segregated appropriately in the store.	
	F 2.6.5	Food and water are properly stored and maintained.	5. The unit keeps temperature logs and they are up to date.	
	F 2.6.5	Food and water are properly stored and maintained.	6. Separate static water storage for drinking and bulk water is provided for a minimum of three days of water per person.	
	F 2.6.5	Food and water are properly stored and maintained.	7. Each person of the unit 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 2.6.5	Food and water are properly stored and maintained.	8. The last COE verification inspection has identified that 90% or more of the WATER TREATMENT category (as per DOS KPI ME categories) are available/ serviceable.	
F 2.6.6		The catering procedures are maintained properly.	**Standard Met** 1. Stock book is kept, and contents are accurate.	
	F 2.6.6	The catering procedures are maintained properly.	2. Catering Officer understands the rations demands process and the CMR allocation of rations.	
	F 2.6.6	The catering procedures are maintained properly.	3. The unit conducts Combat Ration Packs (CRP) and Bottled water stock checks regularly.	
	F 2.6.6	The catering procedures are maintained properly.	4. The unit reports stocks replenishment requirements in a timely manner.	
	F 2.6.6	The catering procedures are maintained properly.	5. The last COE verification inspection has identified the Self Sustainment category of CATERING (as per DOS KPI categories) are available and serviceable.	
F 2.6.7		Weapons & ammunition are well maintained and stored in proper way. Ref.: UN Ammunition Manual.	**Standard Met** 1. The unit has suitable accommodation to store ammunition and explosives as per specified storage conditions.	

		F 2.6.7	Weapons & ammunition are well maintained and stored in proper way.	2. Condition and shelf-life of ammunition are in accordance with UN standards. 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).)	
		F 2.6.7	Weapons & ammunition are well maintained and stored in proper way.	3. A registry for all ammunition in the national language with copies available in the mission language is maintained (proper accounting for held ammunition and its expenditure.). 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.)	
		F 2.6.7	Weapons & ammunition are well maintained and stored in proper way.	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.	
		F 2.6.7	Weapons & ammunition are well maintained and stored in proper way.	5. Any Loss of weapons and ammunition are reported immediately through the chain of command in accordance with mission-specific guidance.	
		F 2.6.7	Weapons & ammunition are well maintained and stored in proper way.	6. The unit maintains a registry for each weapon and weapon related	

			equipment in the 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 2.6.8	POL is properly stored and maintained.	**Standard Met** 1. The unit should have premises and trained personnel to carry out POL management including storage and mobile curbside refueling, compliance with mission standards, and health, environmental, and fire safety. Ref.: Guideline on Fuel Management UN/DOS Ref 2019.12	
	F 2.6.8	POL is properly stored and maintained.	2. The unit monitors supplies, delivery, and consumption/accounting of POL.	
	F 2.6.8	POL is properly stored and maintained.	3. The unit manages fuel supply and conducts "Fuel Farm" Operations including spill contingency.	
	F 2.6.8	POL is properly stored and maintained.	4. 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.: UNMIM 2.14.5	

	F 2.6.8	POL is properly stored and maintained.	5. The unit 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.)	
	F 2.6.8	POL is properly stored and maintained.	6. POL storage and internal distribution within sub-units are defined complies with UN regulations for environmental protection. Ref.: UNMIM 9.4.4 (Comment: Containment basins must be placed under all fuel tanks, generators, and fuel collection points)	
	F 2.6.9	The unit has basic firefighting and proper fire response capability.	**Standard Met** 1. The unit has trained staff.	
	F 2.6.9	The unit has basic firefighting and proper fire response capability.	2. Firefighting equipment, according to COE (i.e. buckets, beaters, fire extinguishers).	
	F 2.6.9	The unit has basic firefighting and proper fire response capability.	3. Sufficient fire detection and alarm capability equipment, i.e. smoke detectors and fire alarm systems.	
	F 2.6.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	**Standard Met** 1. The last COE verification inspection has identified the Self Sustainment category of LAUNDRY (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10	The MCTU has the necessary equipment	2. The last COE verification inspection	

			available and serviceable to provide effective Camp Support, Accommodation and Storage.	has identified that 90% or more of ACCOMMODATION category/ ablution facilities (as per DOS KPI ME categories) are available and serviceable.	
	F 2.7.10		The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	3. The last COE verification inspection has identified the Self Sustainment category of ACCOMMODATION (as per DOS KPI categories) is available and serviceable.	
	F 2.7.10		The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	4. The last COE verification inspection has identified the Self Sustainment category of BEDDING category (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10		The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	5. The last COE verification inspection has identified that 90% (or more) of TENTAGE category (as per DOS KPI ME categories) are available and serviceable.	
	F 2.7.10		The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	6. The last COE verification inspection has identified the Self Sustainment category of ELECTRICAL category (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10		The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	7. The last COE verification inspection has identified the Self Sustainment category of MINOR ENGINEERING (as per DOS KPI categories) is available and serviceable.	
	F 2.7.10		The MCTU has the necessary equipment	8. The last COE verification inspection	

		available and serviceable to provide effective Camp Support, Accommodation and Storage.	has identified that 90% or more of the STORAGE category (as per DOS KPI ME categories) are available/ serviceable.	
	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	9. Camp Support, Accommodation and Storage 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 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	10. The last COE verification inspection has identified the Self Sustainment category of CLEANING (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	11. The last COE verification inspection has identified the Self Sustainment category of FURNITURE (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	12. The last COE verification inspection has identified the Self Sustainment category of DEFENCE STORES (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	13. The last COE verification inspection has identified the Self Sustainment category of BASIC FIRE FIGHTING category (as per DOS KPI categories) are available and serviceable.	

	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	14. The last COE verification inspection has identified the Self Sustainment category of FIRE FIGHTING – FIRE DETECTION AND ALARM category (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	15. The last COE verification inspection has identified the Self Sustainment category of WELFARE category (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	16. The last COE verification inspection has identified the Self Sustainment category of INTERNET ACCESS category (as per DOS KPI categories) are available and serviceable.	
	F 2.7.10	The MCTU has the necessary equipment available and serviceable to provide effective Camp Support, Accommodation and Storage.	17. The last COE verification inspection has identified that 90% or more of the GENERATOR category (as per DOS KPI ME categories) are available/ serviceable.	
F 2.7				
Material Handling, store and distribute goods, and medium and heavy lift.	F 2.7.1	Reception of goods and providing material handling (download, upload, heavy and medium lift).	**Standard Met** 1. The unit convenes a reception committee to examine the quantitative and qualitative aspects of the delivery.	
	F 2.7.1	Reception of goods and providing material handling (download, upload, heavy and medium lift).	2. The unit draws up a report (or reports) noting the progress of the operation, the quantities accepted and possibly the items to be returned to or changed by the supplier.	

		F 2.7.1	Reception of goods and providing material handling (download, upload, heavy and medium lift).	3. The unit documents and files all the appropriate accounting relating to reception operations.	
		F 2.7.1	Reception of goods and providing material handling (download, upload, heavy and medium lift).	4. The unit has kept and filed the delivery notes both from suppliers and to the units supported.	
		F 2.7.1	Reception of goods and providing material handling (download, upload, heavy and medium lift).	5. The unit conducts verification on reception and keeps a record, including delivery notes and verification reports with signatures.	
		F 2.7.1	Reception of goods and providing material handling (download, upload, heavy and medium lift).	6. The unit should maintain good data management (records) and prepare acquisition/ replenishment requests on time.	
	F 2.7.2		The unit provides upload/download 20 ft ISO Containers and heavy and medium lift capability. (Comment: Weighing up to 20MT. Evaluators are recommended to check with SUR and MOU of the unit.)	**Standard Met** 1. The unit provides heavy and medium cargo-distribution support for upload/download cargos.	
		F 2.7.2	The unit provides upload/download 20 ft ISO Containers and heavy and medium lift capability. (Comment: Weighing up to 20MT. Evaluators are recommended to check with SUR and MOU of the unit.)	2. The unit provides medium and heavy lift capacity. (Comment: Cranes, or forklift, or self-loading trucks for 20' ISO containers.)	
		F 2.7.2	The unit provides upload/download 20 ft ISO Containers and heavy and medium lift capability. (Comment: Weighing up to 20MT. Evaluators are recommended to check with SUR and MOU of the unit.)	3. The unit provides lifts during the movement.	

	F 2.7.3	Warehousing/Stores, safety and accounts for its own materials, and spares.	**Standard Met** 1. The unit has suitable accommodation to house goods received according to their nature, as well as specified handling equipment and work clothes.	
	F 2.7.3	Warehousing/Stores, safety and accounts for its own materials, and spares.	2. The unit has a structure of positive and negative temperature-controlled rooms infrastructure or in the form of refrigerated trucks.	
	F 2.7.3	Warehousing/Stores, safety and accounts for its own materials, and spares.	3. The unit keeps physical inventory accounts.	
	F 2.7.3	Warehousing/Stores, safety and accounts for its own materials, and spares.	4. The unit carries out turnover of stores and applies "First Expires, First Out" (FEFO) principle for storing goods.	
	F 2.7.3	Warehousing/Stores, safety and accounts for its own materials, and spares.	5. The unit takes measures to ensure hygiene by cleaning, and placing rat prevention equipment, and window and door screens.	
	F 2.7.3	Warehousing/Stores, safety and accounts for its own materials, and spares.	6. The unit takes measures to ensure fire safety by installing smoke detectors and alarm signals.	
	F 2.7.3	Warehousing/Stores, safety and accounts for its own materials, and spares.	7. The unit takes measures to ascertain the security of the warehouses either electronically or by security personnel or with physical measures.	
	F 2.7.4	The unit carries out the general and technical supply management in suitable stores and premises.	**Standard Met** 1. The unit holds an account of the items on entry and exit.	

	F 2.7.4	The unit carries out the general and technical supply management in suitable stores and premises.	2. The unit takes measures to thwart theft, robbery, and hijacking.	
	F 2.7.4	The unit carries out the general and technical supply management in suitable stores and premises.	3. The unit isolates emergency stocks and strategic reserve stocks.	
	F 2.7.4	The unit carries out the general and technical supply management in suitable stores and premises.	4. The unit holds physical accounts of ration incoming, outgoing, and replenishing goods.	
	F 2.7.4	The unit carries out the general and technical supply management in suitable stores and premises.	5. The unit watches over hygiene, and takes quality control measures, including lab testing for suspected food.	
	F 2.7.4	The unit carries out the general and technical supply management in suitable stores and premises.	6. The unit observes the rules of safety, security and particularly occupational safety and fire.	
	F 2.7.4	The unit carries out the general and technical supply management in suitable stores and premises.	7. A status report of the goods should be prepared on regular basis to get replenishment on time from home or UN.	
F 2.8				
Maintenance, general workshop, on-site repair, and recovery as its own capability maintenance.	**F 2.8.1**	The unit is capable to provide routine maintenance services through workshop.	**Standard Met** 1. The unit has enough storage of spare parts for maintenance and repair.	
	F 2.8.1	The unit is capable to provide routine	2. The unit has enough skilled mechanics for	

		maintenance services through workshop.	routine maintenance and repair of its vehicles and equipment.	
	F 2.8.1	The unit is capable to provide routine maintenance services through workshop.	3. The unit keeps technical documentation (records) on the supported vehicle fleet.	
	F 2.8.1	The unit is capable to provide routine maintenance services through workshop.	4. The unit has a smooth channel for replenishing the spare parts consumed.	
	F 2.8.1	The unit is capable to provide routine maintenance services through workshop.	5. Due to the diversity of the fleet to be supported, the unit should be sufficiently equipped with suitable tools or toolboxes.	
F 2.8.2		The unit is capable to provide vehicle emergency maintenance and on-site repair.	**Standard Met** 1. The unit has enough storage of spare parts for emergency maintenance and repair.	
	F 2.8.2	The unit is capable of providing vehicle emergency maintenance and on-site repair.	2. The unit has enough workshop vehicles to conduct emergency and on-site repair tasks.	
	F 2.8.2	The unit is capable of providing vehicle emergency maintenance and on-site repair.	3. The unit has enough skilled mechanics for emergency maintenance and repair.	
F 2.8.3		The unit provides vehicle recovery (heavy trucks, and APCs).	**Standard Met** 1. The unit is equipped with recovery capabilities, including recovery of the heaviest military vehicles in the unit.	
	F 2.8.3	The unit provides vehicle recovery (heavy trucks, and APCs).	2. The unit has conducted recovery exercises on a regular basis. The documents like lessons learned (LL)	

			and lessons identified (LI) should be documented and presented to the evaluation team. (Comment: Check the training records.)	
	F 2.8.3	The unit provides vehicle recovery (heavy trucks, and APCs).	3. The unit includes vehicle recovery for every task (convoy operations) as part of the contingency plan.	
F 2.9				
Medical support				
	F 2.9.1	The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	**Standard Met** 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.	
	F 2.7.1	The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	2. For the MCTU Level 1 facility: Treatment of 20 ambulatory patients per day Holding capacity of 5 patients for up to 2 days Medical supplies for 60 days	
	F 2.7.1	The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	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?)	
	F 2.7.1	The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	4. Medical equipment for the assigned tasks 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 2.7.1		The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	5. The last COE verification inspection has identified that 90% or more of MEDICAL AMBULANCE category (as per DOS KPI ME categories) are available and serviceable.	
		F 2.7.1		The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	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.	
		F 2.7.1		The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	7. The last COE verification inspection has identified the Self Sustainment category of MEDICAL LEVEL 1 category (as per DOS KPI categories) are available and serviceable.	
		F 2.7.1		The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	8. The last COE verification inspection has identified the Self Sustainment category of COMMUNAL FIRST AID category (as per DOS KPI categories) are available and serviceable.	
		F 2.7.1		The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	9. The last COE verification inspection has identified the Self Sustainment category of BUDDY FIRST AID (BFA)category (as per DOS KPI categories) are available and serviceable.	
		F 2.7.1		The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	10. The last COE verification inspection has identified the Self Sustainment category of HIGH-RISK AREAS (EPIDEMIOLOGICAL) category (as per DOS KPI categories) are	

			available and serviceable.	
	F 2.7.1	The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	11. 100% of unit personnel deployed with a first aid kit. (Comment: Conduct spot checks.)	
	F 2.7.1	The MCTU has the required levels of equipment and supplies to ensure medical support. (Comment: COE manual Chapter 3 Annex C.)	12. 100% of tourniquets are available in all first aid kits. (Comment: Conduct spot checks.)	
F 2.9.2		Level 1 of the MCTU 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 as per COE Manual.	
	F 2.7.2	Level 1 of the MCTU can provide standard medical services at a static location. Ref.: COE manual Chapter 3 Annex C.	2. Level 1 maintains records of treated personnel and provides referrals (recorded) for treatment of personnel at Level 2/3.	
	F 2.7.2	Level 1 of the MCTU can provide standard medical services at a static location. Ref.: COE manual Chapter 3 Annex C.	3. Level 1 conducts routine sick calls and manages minor sicknesses and injuries among personnel for an immediate return to duty.	
	F 2.7.2	Level 1 of the MCTU can provide standard medical services at a static location. Ref.: COE manual Chapter 3 Annex C.	4. Level 1 provides advice to the contingent personnel on disease prevention.	
	F 2.7.2	Level 1 of the MCTU can provide standard medical services at a static location. Ref.: COE manual Chapter 3 Annex C.	5. Level 1 provides medical risk assessments and contributes to determine force protection measures.	

	F 2.7.2	Level 1 of the MCTU can provide standard medical services at a static location. Ref.: COE manual Chapter 3 Annex C.	6. Level 1 has a designated isolation possibility for infectious patients. (Comment: Isolation facilities can be in the level 1 or in the camp.)	
	F 2.9.3	Level 1 provides regular Buddy First Aid refresher training to unit personnel.	**Standard Met** 1. Training is provided at least every 3 months to all unit personnel and is documented (incl. participants). (Comment: Training should be conducted during pre-deployment training and be recorded.)	
	F 2.7.3	Level 1 provides regular Buddy First Aid refresher training to unit personnel.	2. Training includes the application of Tourniquets for Extremity Hemorrhage.	
	F 2.7.3	Level 1 provides regular Buddy First Aid refresher training to unit personnel.	3. Training includes Wound Packing for Limb Injuries not Amenable to Tourniquet Application including Application of Emergency Pressure Bandages.	
	F 2.7.3	Level 1 provides regular Buddy First Aid refresher training to unit personnel.	4. Training includes Airway Management procedures and techniques.	
	F 2.7.3	Level 1 provides regular Buddy First Aid refresher training to unit personnel.	5. Training includes areas like Fracture Immobilization, Burns, Bites and stings.	
	F 2.7.3	Level 1 provides regular Buddy First Aid refresher training to unit personnel.	6. Casualty Movement Techniques, CASEVAC procedures, and requests are included in the training.	
	F 2.7.3	Level 1 provides regular Buddy First Aid refresher training to unit personnel.	7. Training on healthcare policies and procedures is included.	

	F 2.9.4	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).	
	F 2.7.4	Level 1 is organized, trained, and equipped to provide emergency medical services for the unit. Ref.: COE manual Chapter 3 Annex C	2. Level 1 emergency resuscitation equipment and drugs are prepared, portable, and transportable by helicopter.	
	F 2.7.4	Level 1 is organized, trained, and equipped to provide emergency medical services for the unit. Ref.: COE manual Chapter 3 Annex C	3. Level 1 equipment includes Fluids, Splints, and bandages, Surgical sets for minor surgical procedures, Field dispensary, Stretchers.	
	F 2.7.4	Level 1 is organized, trained, and equipped to provide emergency medical services for the unit. Ref.: COE manual Chapter 3 Annex C	4. Level 1 provides (is equipped and trained for) casualty collection from the point of injury/wounding.	
	F 2.7.4	Level 1 is organized, trained, and equipped to provide emergency medical services for the unit. Ref.: COE manual Chapter 3 Annex C	5. Level 1 provides limited triage and stabilization of casualties.	
	F 2.7.4	Level 1 is organized, trained, and equipped to provide emergency medical services for the unit. Ref.: COE manual Chapter 3 Annex C	6. Level 1 prepares casualties for evacuation to the next level of medical capability or the appropriate level of the medical facility depending on the type and gravity of the injuries.	
F 2.10				

Environmental Management	F 2.10.1	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	**Standard Met** 1. The unit maintains records of (daily/weekly/monthly) water consumption (in L), ideally via the use of meters. (Comment: Please also note if water meters are in place or not.)	
	F 2.8.1	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	2. The unit maintains records of data on (daily/weekly/monthly) water abstraction (in L), if applicable (e.g. boreholes), ideally via the use of meters. (Comment: Please add frequency of records in Comment field e.g. quarterly.)	
	F 2.8.1	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	3. The unit reports data on water consumption and/or abstraction (in L) to Mission Support, as per the requested frequency.	
	F 2.8.1	The unit has implemented effective environmental measures related to Water and Wastewater	4. The unit demonstrates the implementation of water conservation measures	

		management in the Permanent Operating Base. Ref.: DPKO /DFS Environmental Policy for UN Field Missions, 2009.6, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	(harvest water, use treated wastewater…), as per the Mission Support Directive. (Comment: List examples of best practices implemented.)	
	F 2.8.1	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	5. The unit demonstrates no record of septic tank overflow events. (Comment: Note: how quickly overflow events were fixed if/when reported)	
	F 2.10.2	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	**Standard Met** 1. The unit maintains records (daily/weekly/monthly) of the amount of general waste produced (in Kg), as requested by Mission Support.	
	F 2.8.2	The unit 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, Draft DPKO /DFS	2. The unit reports data on the generation of general solid waste (in kg) to Mission Support, as per the requested frequency.	

			Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)		
	F 2.8.2		The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	3. The unit demonstrates proper segregation of general waste in color-coded bins (e.g. composting, paper, plastic, metals, etc)	
	F 2.8.2		The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	4. The unit demonstrates proper hazardous waste management practices (eg: hazardous waste inventory, proper handling and storage in place), as per the Mission Support Directive.	
	F 2.8.2		The unit 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, Draft DPKO /DFS	5. The unit demonstrates proper management of medical waste at Level 1 hospitals (incl. medical waste segregation and incineration process in appropriate medical incinerator), as per the	

		Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	Mission Support Directive.	
	F 2.8.2	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	6. The unit demonstrates efforts to take action on waste management of non-functional COE and expired materials by actively communicating with the concerned Mission units (COE, PDU, Environment, FMU, etc.) and/or show plans for repatriation of non -functional COE.	
	F 2.10.3	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	**Standard Met** 1. The unit maintains records of (daily/weekly/monthly) electricity demand (in Kwh), ideally with the use of meters, as requested by Mission Support.	
	F 2.8.3	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	2. The unit maintains records of (daily/weekly/monthly) generator fuel use (in L), ideally via the use of meters, as requested as Mission Support.	

		F 2.8.3	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	3. The unit reports data on electricity demand (in Kwh) and generator fuel use (in L) to Mission Support, as per the requested frequency.	
		F 2.8.3	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	4. The unit demonstrates containment basins with berms are positioned under fuel storage, gensets and used POL storage to prevent soil contamination, oil separators are provided to the basins and to concrete floors beneath the generators.	
		F 2.8.3	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	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.	

		F 2.8.3	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	6. The unit demonstrates best practices to reduce fuel and electricity consumption, and realize energy efficiencies (eg: generator synchronization, reduced vehicle idling, turning off ACs, Replacement of conventional bulbs with LED) (Comment: List the examples of actions.)	
	F 2.10.4		The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	**Standard Met** 1. A focal point is appointed and conducts site inspections regularly.	
		F 2.8.4	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	2. The unit implements the recommendations from the environmental inspection report in due time.	
		F 2.8.4	The unit has implemented effective environmental measures related to overall environmental management in the Permanent Operating Base. Ref.: DPKO /DFS	3. The unit complies with the Duties of peacekeepers as stated in the UNMIM. (Comment: UNMIM Duties: 1. Bring empty	

		Environmental Policy for UN Field Missions, 2009.6, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	(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)	
	F 2.8.4	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	4. The unit demonstrates the use of the STOP tool (Stop, Think, Observe, Plan) when undertaking a new task to assess and mitigate risks to the environment. (Comment: Explanation: *Stop, before you start a new task/operation. Think, does the task involve issues (e.g. fuels, water, waste) that could affect the environment? Observe, the environment around you (e.g. drains, streams,	

			trees). Plan, the task to avoid any damage to the environment.)	
	F 2.8.4	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	5. In case of a site closure, the unit undertakes the necessary clean-up activities, with Mission Support advice, to leave the premises and physical environment in the conditions it was provided to them" as per COE Manual language. (Comment: If this cannot be evaluated score as Non Applicable.)	
	F 2.8.4	The unit 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, Draft DPKO /DFS Environmental Guidelines for UN Field Missions (2007), DPKO /DFS Waste Management Policy for UN Field Missions (2015.6)	6. The unit conducts regular environment awareness briefings (every 3 months).	

UN Military Combat Transport Unit Function 2: Personnel, Administration, and Self-Sustainment (COE). (Overall Assessment):

Observation & Recommendations

UN Military Combat Transport Unit Task 1: Transportation of cargo/goods/personnel

Description: Transport is the act of moving supplies, equipment, and personnel from one place to another in a MCTU's area of operations, and it is one of core capabilities of a MCTU. The transportation task undertaken by a MCTU is a tactical one, second line of transportation, and it normally means the road (surface) transportation.

Condition: The unit may dispatch one or two trucks transporting goods, personnel, water, fuel or sewage as per daily task order issued by tasking authority; and may dispatch a convoy consisting of more trucks and other vehicles. Transporting cargo/goods/personnel is vital to the support of Mission mandate implementation and therefore the core of evaluation.

UN Military Combat Transport Unit Task 1: Transportation of cargo/goods/personnel				
Sub-Task	Standard Number	Standards	Indicators	Score
T 1.1				
Planning and preparation	T 1.1.1	The unit commander and staff conduct mission analysis.	**Standard Met** 1. The unit examines specified and implied tasks, along with routes, communications, and control measures.	
			2. The unit has acquired enough detailed information about the route and terrain including weather conditions and civil resources along the route.	
			3. The unit commander acquired enough detailed security information along the route. (Recent and significant activity in the area such as ambush, attack, carjacking, and IED etc.)	
			4. The unit analyses threat actor(s) most likely and most dangerous courses of action against UN Forces along the route.	
			5. The commander and staff conduct map reconnaissance, mission rehearsals, and other mission preparation.	
			6. The unit ensures a configuration of goods that would be transported by the unit (such as ammunition, POL, containerized cargo or loose cargo, oversized cargo/vehicles etc).	
			7. The unit ensures a configuration of own vehicles (trucks, flatbeds etc), suitable equipment, their ability to move through terrain, and trained personnel for transporting goods.	

	T 1.1.2	The unit commander conducts necessary coordination during the planning process.	**Standard Met** 1. The unit commander coordinates with higher HQ for necessary support (oversized cargo, heavy and medium lift, resupply, refueling, combat engineer support, surveillance with UAV, CASEVAC, aviation etc).	
			2. The unit closely coordinates with the protection task force (escort team) for the security arrangement for the transportation task. The unit (convoy commander) coordinates with the protection force for SP (start point), RP (reporting points), RA (rest areas) and RP (release point).	
			3. The unit conducts detailed briefings and coordination between concerned shareholders (DMS, MOVCON, SHQ, and FHQ etc) and units.	
			4. The unit rehearses its contingency plan and coordinates for required actions e.g. what will the team (e.g. drivers) do on entry/exit of friendly lines; what will the team do at a short/long halt; what will the team do in the event of a breakdown; how will the team react to contact – left, right, front, and rear; CASEVAC procedures etc. (Comment: Check the training records.)	
	T 1.1.3	The unit meets the transportation capability as per MOU.	**Standard Met** 1. The unit provides enough vehicles as requested by MOVCON as per MOU.	
			2. The unit has enough number of qualified drivers and operators for the transportation task.	
			3. The unit should maintain the serviceability status of vehicles on a daily basis. (Comment: Check the maintenance record.)	
	T 1.1.4	The unit ensures the preparation for the transportation task.	**Standard Met** 1. Every vehicle should be equipped with sufficient number of communications and navigation equipment.	
			2. The unit ensures the convoy members prepare themselves and their personal equipment and rehearse various emergency responding actions.	
			3. The unit ensures the readiness of the vehicles, enough spare parts, and	

			mechanics for field repair and road rescue.	
			4. The unit makes a sustainment plan and take along with them enough ration, water, and POL to self-sustain for the entire transportation operation.	
			5. A communications plan is developed and coordinated for the convoy team and escort team.	
			6. Support arrangements are coordinated with the higher HQ and escort team and other entities. (refueling, CASEVAC, security, recovery, mobile curb-side refueling, aviation etc)	
			7. The commander conducts spot checks on the readiness of convoy detachment and equipment(individual equipment and major equipment incl. weapons, radio check).	
	T 1.1.5	The unit commander issues the order for transportation task	**Standard Met** 1. The order describes a clear and concise statement of what the unit must accomplish.	
			2. The order describes the specific activity of the convoy team (drivers, mechanics).	
			3. The order includes requirement of resources (spare parts, recovery etc).	
			4. The order describes command and control measures including reporting instructions and communication methods.	
			5. Logistical concerns/resupply of the materials and other supply and support considerations are instructed. It includes escort of convoy, CASEVAC, UAV support, heavy or medium lift, and Combat Engineer/EOD support.	
			6. Safety instructions are briefed and contingency plans are rehearsed.	
T 1.2				
Conduct of Task				
	T 1.2.1	Conduct transportation task.	**Standard Met** 1. Convoy operation is carried out according to the general procedure as ordered.	
			2. Safety procedures and security must be ensured during entire mission.	
			3. Each vehicle of the convoy should keep the vehicle behind insight.	

			Protection forces (APCs) should be placed reasonably in the convoy.	
			4. All personnel (including drivers) are able to use communications and navigation equipment.	
			5. The commander maintains radio contact with other vehicles as well as the escort team.	
			6. All personnel follow the specific procedures for unexpected events (incidents, such as breakdown, accident, ambush, and IED attack, as well as CASEVAC/MEDEVAC incurred) to deal with them professionally.	
	T 1.2.2	The unit commander exercises effective Command and Control during the transportation of cargo/goods/personnel.	**Standard Met** 1. The transport unit leader ensures and maintains all round security (360 degree) and adjusts the formation based on terrain (open, restricted, urban), and for high-low threat situations. (Comment: Even convoy is escorted by other unit, transporting unit commander must maintain the security.)	
			2. The transport unit leader receives and provides situation updates to all the elements.	
			3. The transport unit leader reports situational developments to higher HQs. (Comment: Check the HQ Ops room (F1 - F1.3.4))	
			4. The transport unit leader regularly coordinates with MOVCON during the entire movement.	
			5. The transport unit leader reacts quickly to situation developments.	
			6. The transport unit leader provides clear tasking to all the elements (during situation changes).	
	T 1.2.3	At the convoy destination.	**Standard Met** 1. The unit hand over and/or handle the cargo/goods properly.	
			2. The transport unit leader gives orders/instructions for further activities and ensures safety and security.	
			3. The commander ensures the convoy returns to its own camp safely. The unit completes the tasks as required satisfyingly.	

T 1.3				
After Action	**T 1.3.1**	The unit reports the result of the task after the transportation team returns to the unit's HQ.	**Standard Met** 1. The transport unit leader delivers a debriefing (a summary of what happened on the convoy).	
			2. Best practices and lessons learned are identified, recorded, and documented.	
			3. All reports to higher HQ must be accomplished on time.	
			4. Refueling and maintaining vehicles after returning from duty to be prepared for the next task(s).	
UN Military Combat Transport Unit Task 1: Transportation of cargo/goods/personnel (Overall Assessment):				
Observation & Recommendations				

UN Military Combat Transport Unit Task 2: Conducting Combat Convoy Escort

Description: Convoy Escort operation is 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.

Condition: Conducting combat convoy escort is vital to the support of Mission mandate implementation and therefore the core of evaluation for the MCTU.

UN Military Combat Transport Unit Task 2: Conducting Combat Convoy Escort				
Sub-Task	**Standard Number**	**Standards**	**Indicators**	**Score**
T 2.1				
Planning and Preparations	T 2.1.1	The unit commander and staff guide the preparation and conduct of convoy/escort through effective orders/briefings. Ref.: UNIBAM Annex H	**Standard Met** 1. Order/ briefing covers why, when, where, how and to whom the convoy/escort must be conducted.	
	T 2.1.1	The unit commander and staff guide the preparation and conduct of convoy/escort through effective orders/briefings. Ref.: UNIBAM Annex H	2. Order/ briefing covers the threat situation and the weapons and equipment to be carried by the convoy/escort unit.	
	T 2.1.1	The unit commander and staff guide the preparation and conduct of convoy/escort through effective orders/briefings. Ref.: UNIBAM Annex H	3. Order/ briefing includes support arrangements (EOD, UAV, Aviation etc) and coordination requirements (with Host Nation security forces, if applicable) for the conduct of the task.	

		T 2.1.1	The unit commander and staff guide the preparation and conduct of convoy/escort through effective orders/briefings. Ref.: UNIBAM Annex H	4. Order/ briefing covers communication arrangements.	
		T 2.1.1	The unit commander and staff guide the preparation and conduct of convoy/escort through effective orders/briefings. Ref.: UNIBAM Annex H	5. Order/ briefing covers security arrangements of the escorting unit.	
	T 2.1.2		The unit commander 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** 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.	
		T 2.1.2	The unit commander 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	2. The convoy/escort leader considers the effect of the weather on movement.	

			standard at convoy/escort order. If necessary, interview the convoy/escort leader.)		
	T 2.1.2		The unit commander 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.)	3. The convoy/escort leader considers the type of vehicles being escorted, including their ability to move through terrain, their level of force protection.	
	T 2.1.2		The unit commander 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.)	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.)	

		T 2.1.2	The unit commander 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.)	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).	
		T 2.1.2	The unit commander 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.)	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.	
		T 2.1.2	The unit commander analyses relevant factors during planning process.	7. The convoy/escort leader requests required attachments (e.g. IPO, EOD team, C-IED team, interpreters, Engagement	

		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.)	team, and Unmanned Aerial Vehicle (UAV)/ISR.	
T 2.1.3		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** 1. Support arrangements are coordinated with the higher HQ regarding the higher HQ's QRF support. (Comment: Procedures for requesting/directing support.)	
	T 2.1.3	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.)	2. Support arrangements are coordinated with the higher HQ regarding Indirect fire support. (Comment: Procedures for requesting support, identified target points, support until which point, fire observation/correction.)	
	T 2.1.3	Emergency support arrangements are coordinated. (Comment: If coordination	3. Support arrangements are coordinated with higher HQ regarding Aviation support (if available in the mission). (Comment: Procedures for	

		cannot be observed check this standard at convoy/escort order. If necessary, interview the convoy/escort leader.)	requesting and directing the support.)	
	T 2.1.3	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.)	4. Support arrangements are coordinated with the higher HQ regarding repair/recovery. (Comment: Check the MOU if the MCTU is self-sustained for recovery and on-repair capability.)	
	T 2.1.3	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.)	5. Support arrangements are coordinated with the higher HQ regarding medical support/CASEVAC.	
	T 2.1.3	Emergency support arrangements are coordinated. (Comment: If coordination	6. Support arrangements are coordinated with the higher HQ regarding EOD support/counter IED and Explosive Ordnance (EO)s.	

		cannot be observed check this standard at convoy/escort order. If necessary, interview the convoy/escort leader.)		
	T 2.1.4	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** 1. Compatible radio sets with all concern teams/detachments are available.	
	T 2.1.4	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.)	2. Call signs, radio net diagrams and frequencies are defined for all involved parties.	
	T 2.1.4	A communications plan is developed and coordinated for the convoy/escort. (Comment: Standard can be checked at convoy/escort order. If necessary,	3. Operating procedures; recognition and identification procedures are identified.	

				interview the convoy/escort leader.)		
		T 2.1.4	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.)	4. The communication procedures with all convoy/escort elements incl. non-military are identified.	
		T 2.1.4	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.)	5. The communication plan includes as a minimum two separate means of communication (VHF/HF/SAT phone).	
		T 2.1.4	A communications plan is developed and coordinated for the convoy/escort. (Comment: Standard can be checked at convoy/escort order. If necessary,	6. The communication plan includes timing for radio checks internal and external (with the Base station) before the conduct of the task. (Comment: Prior to departure all means of communications are tested.)	

		interview the convoy/escort leader.)		
	T 2.1.5	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 Mission.	
	T 2.1.5	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.)	2. Warning Order contains the Situation – A brief statement of the situation.	
	T 2.1.5	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.)	3. Warning Order contains the specially required weapons, ammunition, and equipment.	
	T 2.1.5	The convoy/escort leader issues a timely warning Order with detailed	4. Warning Order contains the time schedule for the preparation.	

		instructions. (Comment: Check this standard only if convoy/escort leader decides to issue a Warning Order. Can be done verbally.)		
	T 2.1.5	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.)	5. Warning Order contains the place and participants for receiving the full order.	
	T 2.1.5	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.)	6. Warning Order contains the special preparations for the conduct of the convoy/escort.	
	T 2.1.6	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 the situation.	

		T 2.1.6		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.)	2. The order includes the mission.	
		T 2.1.6		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.)	3. The order includes the concept of operations incorporating the commander's intent.	
		T 2.1.6		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.)	4. The order includes execution.	

		T 2.1.6		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.)	5. The order includes service support and command and control.	
		T 2.1.6		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.)	6. The order includes Escort-specific task organization.	
	T 2.1.7		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.)	
		T 2.1.7		The convoy/escort leader controls the final preparations. Ref.: UNIBAM 2.6.3.3	2. The convoy/escort leader conducts spot checks on equipment readiness (individual equipment and major equipment incl. weapons, radio check).	

	T 2.1.7	The convoy/escort leader controls the final preparations. Ref.: UNIBAM 2.6.3.3	3. The convoy/escort leader confirms that all attachments are integrated.	
	T 2.1.7	The convoy/escort leader controls the final preparations. Ref.: UNIBAM 2.6.3.3	4. The convoy/escort leader confirms all soldiers including attached elements know-how, where and when the convoy/escort will take place.	
	T 2.1.7	The convoy/escort leader controls the final preparations. Ref.: UNIBAM 2.6.3.3	5. The convoy/escort leader ensures that the convoy/escort is assembled in the base based on the order of march.	
	T 2.1.7	The convoy/escort leader controls the final preparations. Ref.: UNIBAM 2.6.3.3	6. The convoy/escort leader controls force protection measures (weapon states, dress code).	
	T 2.1.7	The convoy/escort leader controls the final preparations. Ref.: UNIBAM 2.6.3.3	7. The convoy/escort leader ensures that all personnel (esp. subordinated leaders) understand required actions in certain scenarios (contact, ambush, halt, medical emergency (buddy first aid, CASEVAC), suspected IED objective, breakdown of vehicle, obstacle etc).	
T 2.2				
Conduct of Task				
	T 2.2.1	The convoy/escort team is organized with relevant operational functions. Ref.: UNIBAM Annex H	**Standard Met** 1. The convoy/escort team includes an 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)	

	T 2.2.1	The convoy/escort team is organized with relevant operational functions. Ref.: UNIBAM Annex H	2. The convoy/escort team includes a close protection group (the unit commander may be located in this group).	
	T 2.2.1	The convoy/escort team is organized with relevant operational functions. Ref.: UNIBAM Annex H	3. The convoy/escort has mobility support (engineers, UAVs, EOD and C-IED teams) elements.	
	T 2.2.1	The convoy/escort team is organized with relevant operational functions. Ref.: UNIBAM Annex H	4. The convoy/escort team includes a rear guard.	
T 2.2.2		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-around (360 degree) security and adjusts the formation based on terrain (open, restricted, urban), and for high-low threat situations.	
	T 2.2.2	The convoy/escort leader exercises effective Command and Control during the task. Ref.: UNIBAM 2.6.3.4	2. The convoy/escort leader maintains communication (regular/irregular intervals) with all elements during the move.	
	T 2.2.2	The convoy/escort leader exercises effective Command and Control during the task. Ref.: UNIBAM 2.6.3.4	3. The convoy/escort leader receives and provides situation updates to all elements.	

	T 2.2.2	The convoy/escort leader exercises effective Command and Control during the task. Ref.: UNIBAM 2.6.3.4	4. The convoy/escort leader reports situational developments to higher HQs.	
	T 2.2.2	The convoy/escort leader exercises effective Command and Control during the task. Ref.: UNIBAM 2.6.3.4	5. The convoy/escort leader reacts quickly to situation developments.	
	T 2.2.2	The convoy/escort leader exercises effective Command and Control during the task. Ref.: UNIBAM 2.6.3.4	6. The convoy/escort provides clear tasking to all elements (during changes in the situation).	
	T 2.2.2	The convoy/escort leader exercises effective Command and Control during the task. Ref.: UNIBAM 2.6.3.4	7. The convoy/escort leader ensures that the unit has mobility support (engineers, UAVs, EOD and C-IED teams). (Comment: The leader employs mobility support immediately when required.)	
T 2.2.3		Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.3.4; and 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 a warning before the arrival of the convoy and avoids halts. (Comment: Consider deploying UAV, C-IED and engineering assets with this element.)	
	T 2.2.3	Force Protection (FP) measures are implemented	2. The close protection group provides immediate security for the vehicle column with escort	

		during the conduct of the task. Ref.: UNIBAM 2.6.3.4; and UNIBAM Annex H.	vehicles positioned either in the column or on the flanks.	
	T 2.2.3	Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.3.4; and UNIBAM Annex H.	3. Convoy/escort avoids unnecessary stops.	
	T 2.2.3	Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.3.4; and UNIBAM Annex H.	4. Vehicle overwatch positions are established to provide fire support to dismounted troops.	
	T 2.2.3	Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.3.4; and UNIBAM Annex H.	5. Security and observation (360 degrees) are maintained at all times.	
	T 2.2.3	Force Protection (FP) measures are implemented during the conduct of the task. Ref.: UNIBAM 2.6.3.4; and UNIBAM Annex H.	6. Convoy/escort members are ready to react at all times.	
T 2.2.4		The convoy/escort is capable of self-sustainment for the task and duration of the task	**Standard Met** 1. The convoy/escort has adequate water and food for all personnel, with a spare capacity	

		under all weather conditions. Ref.: UNIBAM 2.6.3.6.	of at least one extra day of operations.	
	T 2.2.4	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.	2. The convoy/escort carries enough fuel to accomplish the mission and/or has a refueling plan.	
	T 2.2.4	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.	3. The convoy/escort has communications equipment (VHF and HF radio at a minimum), including secondary means, such as satellite phones.	
	T 2.2.4	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.	4. The convoy/escort obtains transportation support and ensures preventive maintenance and checks are accomplished.	
T 2.3				
After action				
	T 2.3.1	The convoy/escort team consolidates the findings and reports to the higher HQs.	**Standard Met** 1. All convoy/escort members including attachments are present at the debrief.	
	T 2.3.1	The convoy/escort team consolidates the findings and reports to the higher HQs.	2. Observations during the convoy/escort are collected and discussed.	

T 2.3.1	The convoy/escort team consolidates the findings and reports to the higher HQs.	3. Best practices and Lessons Learned are Identified, recorded and shared with HQs.	
T 2.3.1	The convoy/escort team consolidates the findings and reports to the higher 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.	
T 2.3.1	The convoy/escort team consolidates the findings and reports to the higher HQs.	5. Recommendations for adjustments of other related contingency plans are made and incorporated by Operations staff, if applicable.	

UN Military Combat Transport Unit Task 2: Conducting Combat Convoy Escort (Overall Assessment):

Observation & Recommendations

UN Military Combat Transport Unit Task 3: Force Protection.

Description: Force Protection is an existential dimension of the MCTU and other types of military units as well. For MCTU, the force-protection function includes the camp defence/protection, and general force-protection measures.

Condition: MCTU have the support of Infantry Units to provide security during their employment. Modular assets, i.g. EOD-teams, and jammers can reinforce the force-protection effectiveness.

Sub-Task	Standard Number	Standards	Indicators	Score
UN Military Combat Transport Unit Task 3: Force Protection.				
T 3.1				
The unit carries out General Force Protection Measures				
	T 3.1.1	The unit conducts regular effective Force Protection (FP) training.	**Standard Met** 1. FP training is conducted in line with Mission specific guidance by the unit and is documented.	
			2. All personnel are briefed, as a minimum, on the threats, hazards, procedures, measures and alarms that are unique to the deployed location.	
			3. All personnel are aware of their individual and collective security responsibilities at deployment locations.	
			4. 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.	
			5. FP trainings includes rehearsal of every contingency plan including Base/Camp protection, stand-to drills, and emergency response drills (including reaction to adversary attacks to the base as well as during convoy movement, fire-fighting drills, and natural disasters) based on developed plans, and rehearsal of protection of a convoy. (Comment: Check the training schedules and records.)	

T 3.1.2	The unit has implemented FP measures, tasks, and activities based on the mission and threat.	**Standard Met** 1. FP measures are communicated to subordinated units in FRAGOs, SOPs, orders, directives and instructions for implementation.	
		2. The unit ensures coordination of FP measures, tasks and activities across all levels to provide adequate and synchronized FP.	
		3. The unit assigns clear FP responsibilities for each subordinated/supporting unit of unit.	
		4. The unit 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.	
		5. The unit shares information and maintains a good coordination with other contingents for the FP at camps where more than one contingent is located.	
		6. FP measures and immediate actions in plans and orders are based on updated task-specific criticality, vulnerability and threat assessments of the unit.	
T 3.1.3	Routine Operations are conducted at varying times and places to reduce predictability.	**Standard Met** 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 a 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.	

T 3.2				
Camp defence/sec urity when it has a separate camp from other UN military units' camp.	**T 3.2.1**	The unit commander ensures his/her own capacity and plans for Camp Defense. Ref.: UNIBAM 2.6.6.3	**Standard Met** 1. The unit provides its own camp defense.	
			2. The unit is equipped with force protection manpower and weaponry as per MOU.	
			3. While selecting key terrain, Commanders considered that the area is dominated and covered and concealed avenues are denied to threat groups.	
			4. Facilities soldiers 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.	
			5. 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).	
			6. The earthen berm is established as a short-term protective measure if required.	
			7. Natural cover is used for protection and there are no obstacles that would hinder observation or movement.	
	T 3.2.2	Camp Defense measures are based on effective analysis of the threat actors and the key terrain. Ref.: UNIBAM 2.6.6.3	**Standard Met** 1. The unit develops a camp defence plan for indirect fire attack, car bomb attack, small arms attack, or complex attack as the situation in the mission requests.	
			2. The camp installs obstacles along the avenue of approach to deter or canalize the threat actors' attack.	
			3. The unit determined the number of Ops and Main gates of the camp and they are manned for 24/7.	
			4. Timings, patterns, and areas of patrolling (around the perimeter),	

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			changing of guards, static locations (forward observation points, checkpoints), and other routine activities are changed to avoid predictability.	
			5. A system for defense-in-depth with checkpoints, forward observation posts, perimeter patrols (to cover areas that cannot be observed from the perimeter) are established.	
			6. A system of contact points, passage points, and passage routes for elements operating outside the boundary of the perimeter is established.	
			7. The unit has a camp alarm system in order to make unit personnel respond quickly to indirect fire attacks or direct attacks against the camp.	
	T 3.2.3	The camp defence plan is integrated and coordinated among all elements within the Operating Base.	**Standard Met** 1. Sectors of responsibility of all the OPs are established. Covered primary and alternative firing positions are established. Range cards are available at all firing positions.	
			2. A QRF/element specifically assigned for the camp protection is established.	
			3. All available weapon systems are integrated with the base defence plan and fire is concentrated on defined Engagement areas. Crew-serve weapons are placed at crucial positions and sectors of fire are overlapping.	
			4. Firing positions around the perimeter is established, ensuring all-round (360) security of the camp.	
			5. Points for secured resupply and CASEVAC are designated.	
			6. All personnel that are allowed access to the base are clearly determined. (Comment: The camp needs to have a system that helps guards to identify personnel allowed to access the camp)	

			7. Base defence measures are rehearsed periodically with all personnel deployed in the base.	

UN Military Combat Transport Unit Task 3: Force Protection. (Overall Assessment):

Observation & Recommendations

References

General References

Following documents can be found at Policy and Practice Database or Resource Hub

- United Nations Peacekeeping Operations, Principles and Guidelines (UN Capstone Doctrine) (2008)
- 2020.01 United Nations Infantry Battalion Manual (UNIBAM), January 2020
- 2021.03 Guidelines on Force Protection for Military Component in Peacekeeping Operations.
- DSS-Ref. 20346 United Nations Security Management System Security Policy Manual, October 2017.
- 2016.24 Guidelines on Use of Force by Military Components in Peacekeeping Operations, February 2017.
- 2019.27 United Nations Manual on Ammunition Management, December 2019.
- 2015.16 Operational Readiness Assurance and Performance Improvement Policy, December 2015.
- 2018.29 United Nations Guidelines on Operational Readiness Preparation for Troop Contributing Countries in Peacekeeping Mission, November 2018.
- 2017.18 United Nations IED Threat Mitigation Military and Police Handbook, September 2017.
- 2019.23 Policy on Authority, Command and Control, October 2019.
- 2019.08 United Nations Military Peacekeeping-Intelligence Handbook, April 2019.
- 2019.17 The Protection of Civilians in UN Peacekeeping Policy, October 2019.
- 2016.02 Protection of Civilians: Implementing Guidelines for Military components of United Nations Peacekeeping Missions, February 2016 (Under Revision).
- DPO-DOS Ref. A/75/121 Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions, 2020.
- OHCHR Ref. 21844 Human Rights Due Diligence Policy on United Nations support to non-United Nations security forces (A/67/775–S/2013/110).
- Guidelines on Improvised Explosive Device (IED) Threat Mitigation in Mission Settings.
- 2009 Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions, March 2009.
- Medical Support Manual for UN PKO
- UN Integrated Assessment and Planning Handbook https://documents-dds-ny.un.org/doc/UNDOC/GEN/N20/157/83/PDF/N2015783.pdf?OpenElement
- UN PKO Planning Toolkit, 2012
- 2014 Manual on Surface Transport Management in the Field, February 2014
- 2013 Manual on Road Safety Management in the Field, December 2013
- 2019.01 Peacekeeping Capability Readiness System.

- 2020.10 SOP on Planning and Conducting Assessment and Advisory Visits
- 2009.06 Environmental Policy for UN Field Missions.
- 2018.14 Waste Management Policy for UN Field Missions.
- Environmental Strategy for Field Missions.
- Environmental Management Handbook for Military Commanders in Peace Operations (under development).
- 2019.12 Fuel Management (Guidelines).
- 2014.21 Movement Control Manual.
- 2020.03 United Nations Military Engineer Unit & CET Search and Detect Manual (Second Edition)
- 2015.17 National Support Element Policy.
- 2003 Handbook on United Nations Multidimensional Peacekeeping Operations, http://www.peacekeepingbestpractices.unlb.org/Pbps/library/Handbook%20on%20UN%20PKOs.pdf

Training References

The following list of training references will be of great value to UN military unit commanders and their staff. These documents provide better understanding of the peacekeeping training system, its participants' roles and responsibilities, and available resources. These and other important peacekeeping documents can be found at Policy and Practice Database , accessible only to UN staff on the UN network (including field Missions) at http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx or "Resource Hub", developed for Member States at http://research.un.org/en/peacekeeping-communityPolicy on Training for all UN Peacekeeping Personnel .

- 2009.21 Policy on Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations.
- 2009.09 Guidelines on Roles and Training Standards for UN Military Staff Officers.
- 2015 DPKO-DFS Mobile Training Support Team (SOP).
- 2009.22 Training Recognition (SOP).
- 2009.24 Training-of-Trainers Courses (SOP).
- Pre-Deployment Information Packages (PIP).
- UN Training Support to Member States.
- 2010.20 Policy on Training for All United Nations Peacekeeping Personnel.
- Conduct and Discipline training guidelines, Unit 4, Part 1, in the Core Pre-deployment Training Materials available to TCCs and PCCs from the public Peacekeeping Resources Hub

Evaluation References

In addition to this Manual, the following UN peacekeeping documents provide guidelines and standards by which UN military units can evaluate their operational readiness.

The following documents can be found at Policy and Practice Database , accessible only to UN staff on the UN network (including field Missions) at http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx or "Resource Hub", developed for Member States at http://research.un.org/en/peacekeeping-community :
or, through the Office of the Military Advisor, DPO at UN Headquarters:

- Troop Contributing Country-specific UN peacekeeping operations Manuals, guidelines and standard operating procedures.
- Mission mandate, memoranda of understanding, status of forces agreement and Rules of Engagement and Troop Contributing Country Guidelines.
- Statement of Unit Requirement issued by the UN Office of Military Affairs, DPO.
- Mission Concept of Operations, operational directives and orders, Operational Plans, Standard Operating Procedures and Mission-specific case studies.
- Generic Guidelines for Troop-Contributing Countries Deploying Military Units (2012), the COE Manual 2011 and Guidelines on Peacekeeping Training (2011).
- Lessons learned and best practices of current and past peacekeeping Missions.
- Information obtained during the military unit's command group reconnaissance visit and feedback from the unit being relieved.
- After action reports and end of assignment reports of units and previous commanders.

List of Abbreviations

Abbreviation/Acronym	Meaning
CASEVAC	Casualty Evacuation
C-IED	Counter Improvised Explosive Devices
CIMIC	Civil Military Cooperation
CMMRB	COE MOU Management Review Board
COBs	Company Operation Bases
COE	Contingent Owned Equipment
CRSV	Conflict-Related Sexual Violence
CSCM	Chief of Supply Chain Management
CSD	Chief of Service Delivery
DCOS	Deputy Chief of Staff
DFS	Department of Field Support
DMS/CMS	Director Mission Support/Chief of Mission Support
DOS	Department of Operational Support
DPO	Department of Peace Operations
DROPS	Demountable Rack Offload and Picking System
DSRSG	Deputy Special Representative of the Secretary-General
FC	Force Commander
FDS	Field Defense Stores
FGS	Force Generation Service
GPS	Global Positioning System
GSM	Global System for Mobiles
HF	High Frequency
HOMC	Head of Military Component
HOM	Head of Mission
IEDs	Improvised Explosive Devices
IMTC	In-Mission Training Center
ISO	International Organization for Standardization
ITS	Integrated Training Service
JOC	Joint Operations Centre
JMAC	Joint Mission Analysis Centre
LD	Logistics Division
LOA	Letter of Assist
LOG	Logistics
MCTU	Military Combat Transport Unit
ME	Major Equipment
MEDEVAC	Medical Evacuation
MOVCON	Movement Control
MOU	Memorandum of Understanding
MRPS	MOU Reimbursement Policy Section
MPS	Military Planning Section
MSC	Mission Support Center

NSE	National Support Elements
OPCON	Operational Control
ORA	Operational Readiness Assurance
ORI	Operational Readiness Inspection
OSCM	Office of Supply Chain Management
PDV	Pre-Deployment Visit
PKO	Peacekeeping Operations
PLS	Palletized Loading System
POC	Protection of Civilian
POL	Petroleum, Oil and Lubricants
PPE	Personal Protection Equipment
ROE	Rules of Engagement
SEA	Sexual Exploitation and Abuse
SOFA	Status of Forces Agreement
SOMA	Status of Mission Agreement
SOPs	Standard Operating Procedures
SP	Support
SRSG	Special Representative of the Secretary-General
SS	Self-Sustainment
STMs	Specialized Training Materials
SUR	Statement of Unit Requirement
TACON	Tactical Control
TCCs	Troop Contributing Countries
T/PCC	Troop/Police Contributing Countries
TSI	Tacks, Standards and Indicators
UCSD	Uniformed Capabilities Support Division
UN	United Nations
UNEG	United Nations Evaluation Group
UNHQ	United Nations Headquarters
UNMAM	United Nations Manual on Ammunition Management
UNMUM	United Nations Military Unit Manual
UNOE	United Nations Owned Equipment
UNPKO	United Nations Peacekeeping Operations
USG	Under Secretary-General
UXO	Unexploded Ordnance
VHF	Very High Frequency
WHO	World Health Organization