

United Nations  
Specialized Training Materials

for  
**Staff Officers**

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2018

# Module 1: Structural Framework

L e s s o n

1



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## United Nations Secretariat Overview



# Lesson Content

UN Secretariat  
Organizational Structure

DPKO Overview

DFS Overview



## Aim

The aim of these lessons is to equip military staff officers with general knowledge of the basic organization and functioning of UN Headquarters



# Learning Outcome

Know the general organization and role of the UN Secretariat



# Lecture Content

- Origin of the Secretariat
- Role of the Secretariat
- Organization chart
- Office of Internal Oversight Services (OIOS) & Office of Legal Affairs (OLA)
- The Departments: DPA – DPKO – DFS - DSS
- Office for the Coordination of Humanitarian Affairs (OCHA)
- Overseas Offices: Office of the High Commissioner for Human Rights (OHCHR)
- Peace and Security Reform



# UN Secretariat

How?

- UN Charter 1945
- Article XV

What?

- To support legislative organs



# Secretariat Organization

## FUNCTIONS

Support legislative organs

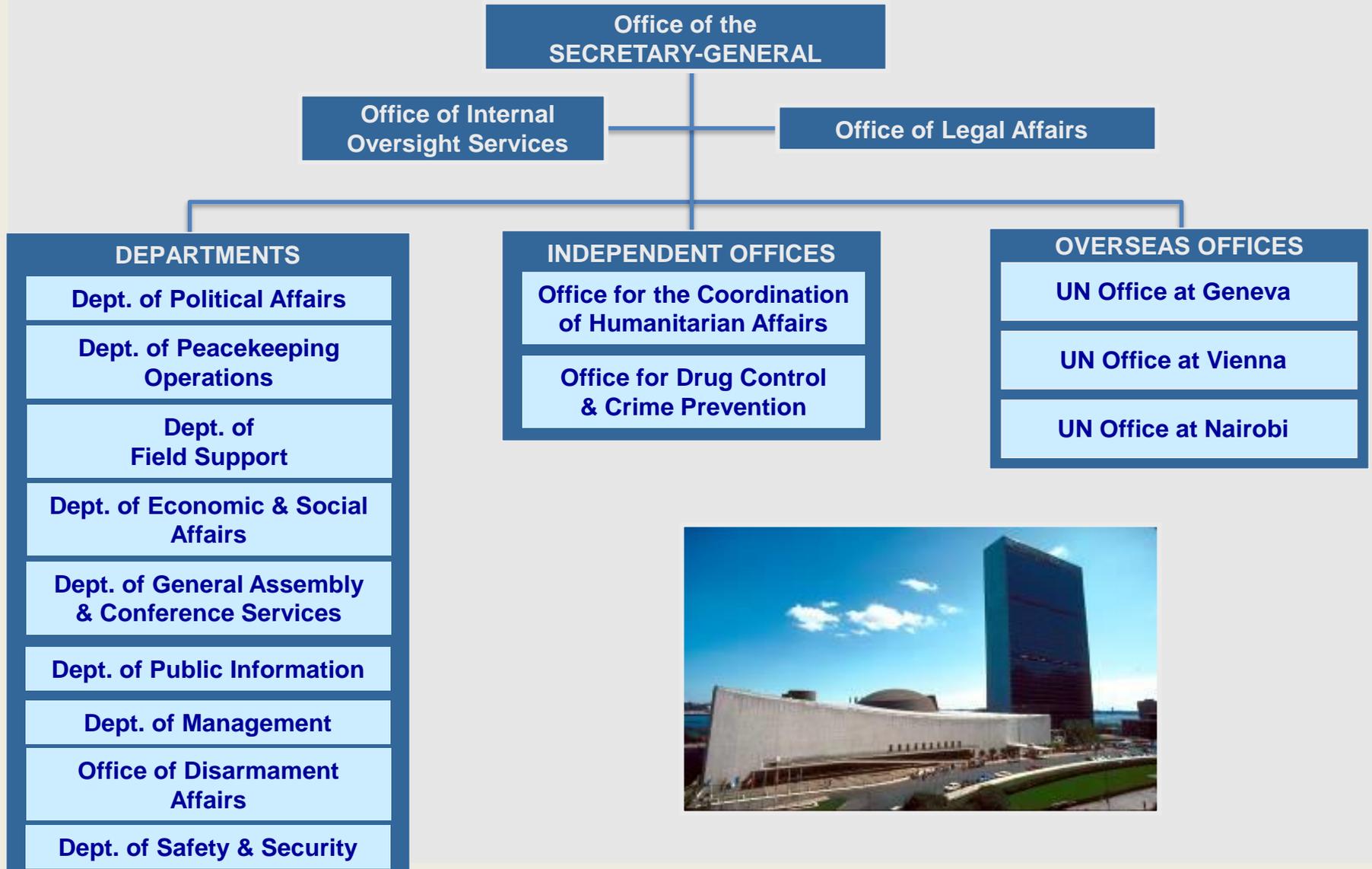
Meeting services to GA & other organs

Technical assistance to developing countries

Supporting missions in countries, areas or locations as authorized by the G.A. or the Security Council



# Secretariat Organization





# Secretariat Organization

Office of the  
SECRETARY-GENERAL

Office of Internal  
Oversight Services

Office of Legal Affairs

## DEPARTMENTS

Dept. of Political Affairs

Dept. of Peacekeeping  
Operations (DPKO)

Dept. of Field Support  
(DFS)

Dept. of Economic & Social  
Affairs

Dept. of General Assembly  
& Conference Services

Dept. of Public Information

Dept. of Management

Office of Disarmament  
Affairs

Dept. of Safety & Security

## INDEPENDENT OFFICES

Office for the Coordination  
of Humanitarian Affairs

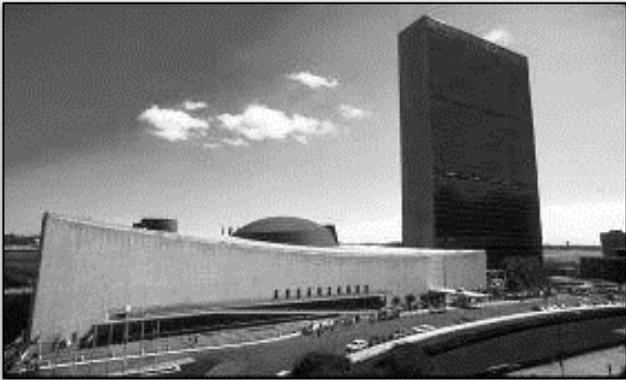
Office for Drug Control  
& Crime Prevention

## OVERSEAS OFFICES

UN Office at Geneva

UN Office at Vienna

UN Office at Nairobi





# Department of Political Affairs

- Monitors and assesses global political developments
- Provides support to the SG and his envoys, as well as to UN political missions.
- Where the Secretary-General's diplomatic "good offices" are employed to help bring warring parties toward peace or to prevent political and armed conflicts from escalating, DPA is typically working behind the scenes to define and plan the mission and to provide guidance and backing to mediators.



# Department of Peacekeeping Operations

- DPKO was formally created in 1992.
- Provides political and executive direction to UN PKO
- Maintains contact with the Security Council, troop and financial contributors, and parties to the conflict in the implementation of Security Council mandates.
- Integrate the efforts of UN, governmental and non-governmental entities.
- Provides guidance and support on military, police, mine action and other relevant issues to other UN political and peacebuilding missions.



# Department of Field Support

- Provides dedicated support to peacekeeping field missions and political field missions in the areas of finance, logistics, Information, communication and technology (ICT), human resources and general administration.
- DFS was created in 2007 by removing various support functions from DPKO, for better efficiency.
- In order to keep a good coordination between both Departments, DPKO and DFS keep a common Chief of Staff office and Executive Office.



# Department of Safety & Security

- The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the security management system.
- It ensures security for staff and eligible dependents.
- UNDSS is also a network of security coordinators and advisors deployed wherever UN programmes are implemented. UNDSS maintains offices in more than 100 countries.



# Other Responsibilities at Strategic Level

## USG DM

- Financial authority & Responsibility
- UN PKOs financial matters

## USG DSS

- Accountable & Responsible for security direction and control
- Safety and Security of UN civilian personnel

## USG DFS

- Provides strategic direction to PKO support
- Responsible for delivering dedicated support to PKOs



# Office for the Coordination of Humanitarian Affairs (OCHA)

- Responsible for bringing together humanitarian actors to ensure a coherent response to emergencies.
- OCHA also ensures there is a framework within which each actor can contribute to the overall response effort.
- OCHA's mission is to:
  - Mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies.
  - Advocate the rights of people in need.
  - Promote preparedness and prevention.
  - Facilitate sustainable solutions.



# Office of the High Commissioner for Human Rights (OHCHR)

- Principal UN organization mandated to promote and protect human rights for all.
- Focuses on three main areas: standard setting, monitoring and implementation on the ground.
- Also acts as a secretariat for the three other components of the UN human rights system.
- Lead office for the Human Rights screening policy.
- Conduct human rights violations inquiries in the framework of the HR screening for candidates to senior UN positions (SG Policy on HR screening of UN Personnel, December 2012).



# Key approaches for peace and security reform

What should guide the work in the peace and security pillar

## PREVENTION

Pursuing the Secretary-General's vision on prevention is the over-arching priority for the pillar's work and its partnerships

## WHOLE-OF-PILLAR

A whole-of-pillar approach, rather than two departments focused purely on their respective mandates

## CROSS-PILLAR

Peace and security to play its full role in a cross-pillar approach, with stronger linkages to the development and human rights pillars

## PEACE CONTINUUM

The entire spectrum of activities, engagements and operations to be applied through the course of the peace continuum

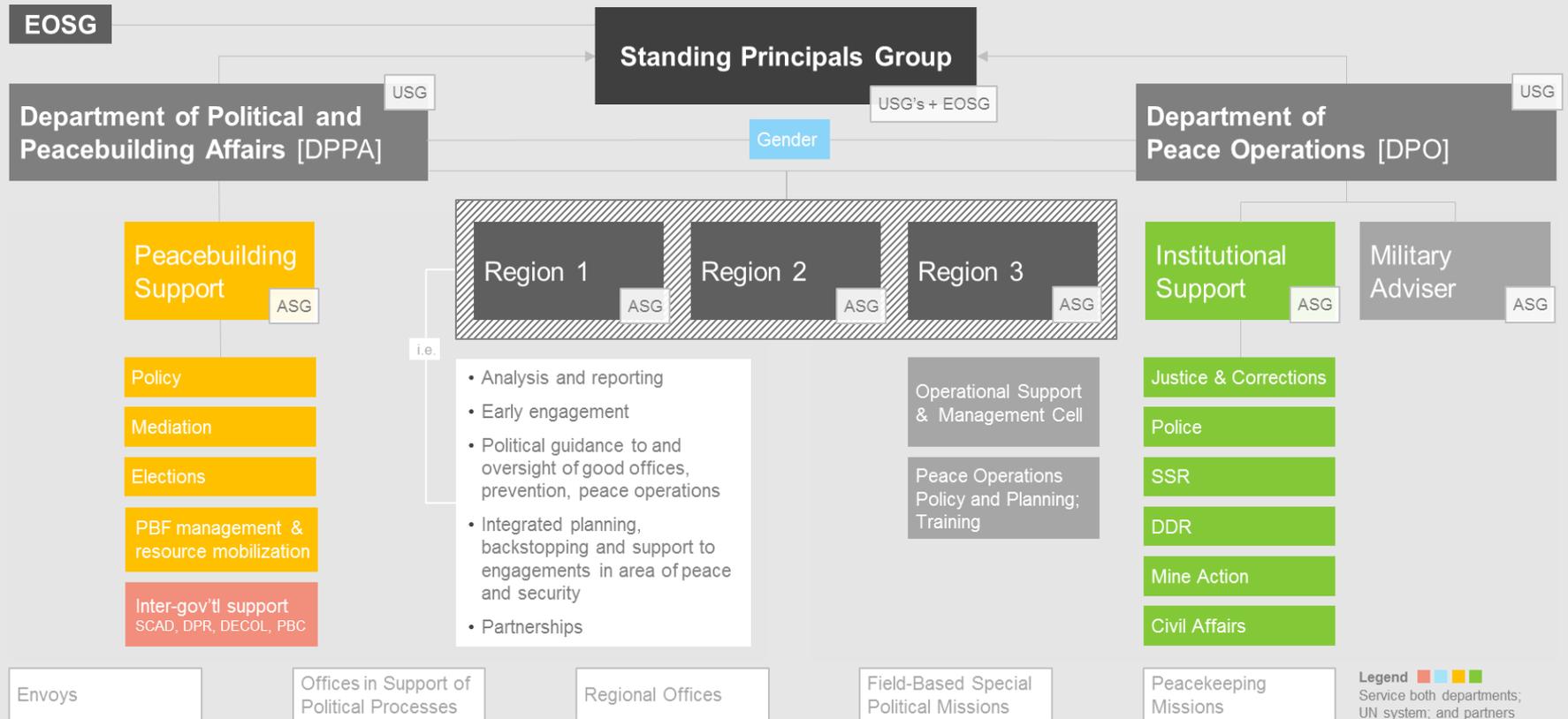
## PEACE SUPPORT

Peacebuilding, peace support, advisory and capacity-building functions in the two departments linked to political and operational functions and cross-pillar cooperation



# Proposed structure of the peace and security pillar

Towards a coherent 'whole pillar' approach in line with the Secretary-General's vision





# Summary of Key Messages

- Created in 1945 through the UN Charter, the UN Secretariat is located in New York, with offices and agencies outside of the US (OHCHR in Geneva).
- The Secretariat supports the UN legislative bodies.
- Headed by a Secretary General appointed by the General Assembly, the Secretariat implements the decisions of the Security Council and of the General Assembly.
- As regards leading and supporting peacekeeping operations, DPKO and DFS are the two most important departments the T/PCCs will have to deal with.



Questions?



# Lesson Content

UN Secretariat  
Organizational Structure

DPKO Overview

DFS Overview



# Learning Outcomes

- Understand DPKO's role and responsibilities
- Understand DPKO's organization
- Understand the roles and responsibilities of DPKO's various offices and services



# Lecture Content

- DPKO role and responsibilities
- DPKO organization chart
- Strategic Force Generation and Capability Planning Cell
- Office of Operations
- Policy, Evaluation and Training Division
- Office of Rule of Law and Security Institutions
- Office of Military Affairs



# DPKO Role and Responsibilities

**Political and Executive direction**

- **To peacekeeping operations**

**Maintain contact**

- **Security Council**
- **Troop and financial contributors,**
- **Parties to the conflict**

**Integrate the efforts**

- **United Nations**
- **Governmental entities**
- **Non-Government entities**

**Provide guidance and support**

- **Military issues**
- **Police issues**
- **Mine action issues**
- **Other relevant issues**



# DPKO

**UNDER-SECRETARY-GENERAL  
DPKO**

**DIRECTOR  
STRATEGIC  
PEACEKEEPING  
PARTNERSHIP**

**EXECUTIVE OFFICE  
(Shared with DFS)**

**CHIEF OF STAFF  
(Shared with DFS)**

**STRATEGIC  
FORCE GENERATION &  
CAPABILITIES PLANNING**

**SITUATION CENTRE**

**PUBLIC AFFAIRS UNIT**

**ASG OFFICE OF  
OPERATIONS**

**ASG OFFICE OF  
MILITARY AFFAIRS**

**RULE OF LAW AND  
SECURITY INSTITUTIONS**

**POLICY EVALUATION AND  
TRAINING DIVISION**

**AFRICA I DIVISION**

**AFRICA II DIVISION**

**ASIA / MIDEAST/  
EUROPE /  
LATIN  
AMERICA DIVISION**

**IOT P/MLO**

**IOT P/MLO**

**IOT P/MLO**

**FORCE GENERATION**

**CURRENT MILITARY  
OPERATIONS**

**MILITARY PLANNING**

**Assessment Team**

**Policy &  
Doctrine Team**

**POLICE DIVISION**

**CRIMINAL LAW  
AND JUDICIAL  
ADVISORY SECTION**

**DDR SECTION**

**SSR SECTION**

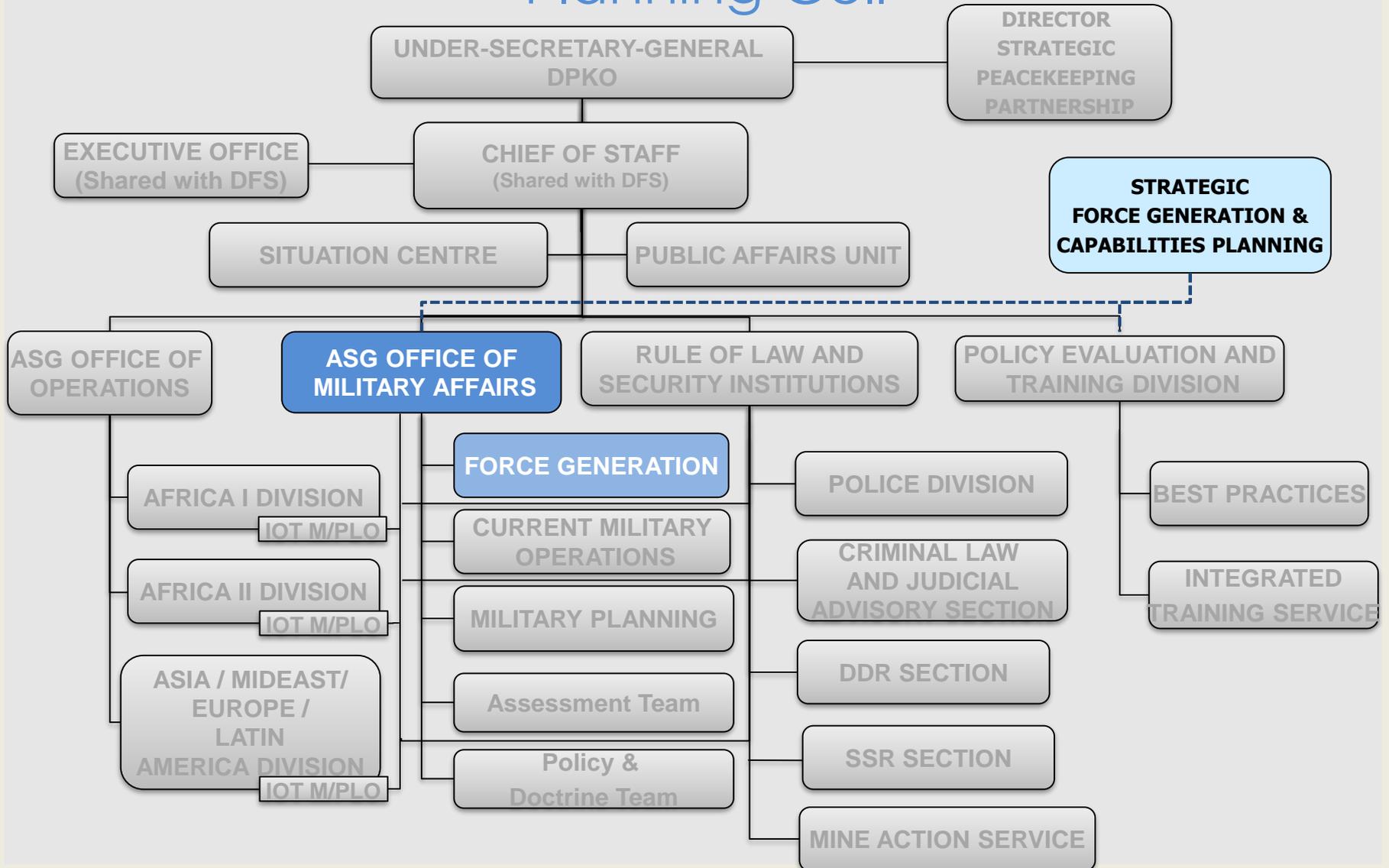
**MINE ACTION SERVICE**

**BEST PRACTICES**

**INTEGRATED  
TRAINING SERVICE**

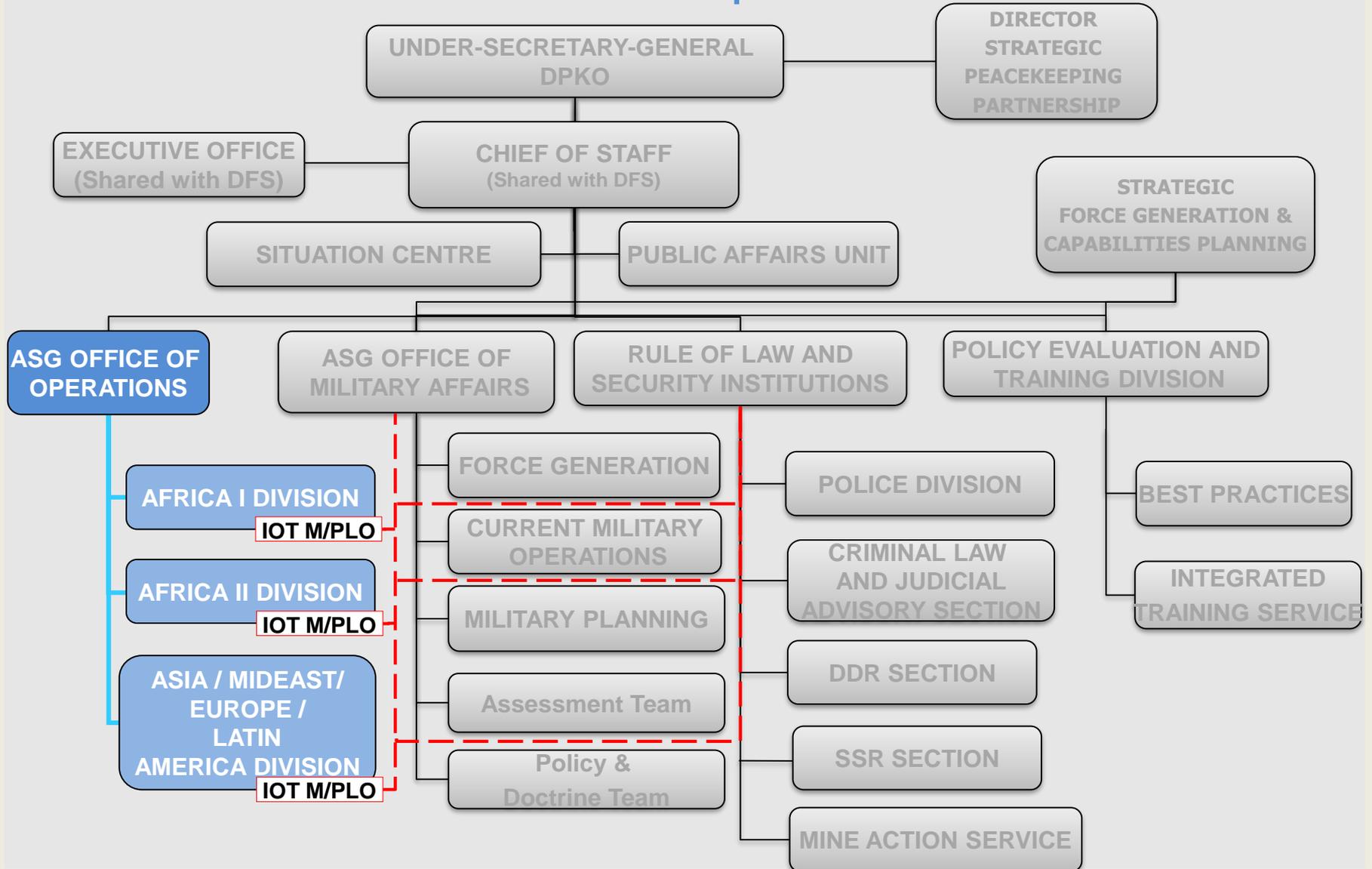


# Strategic Force Generation and Capabilities Planning Cell



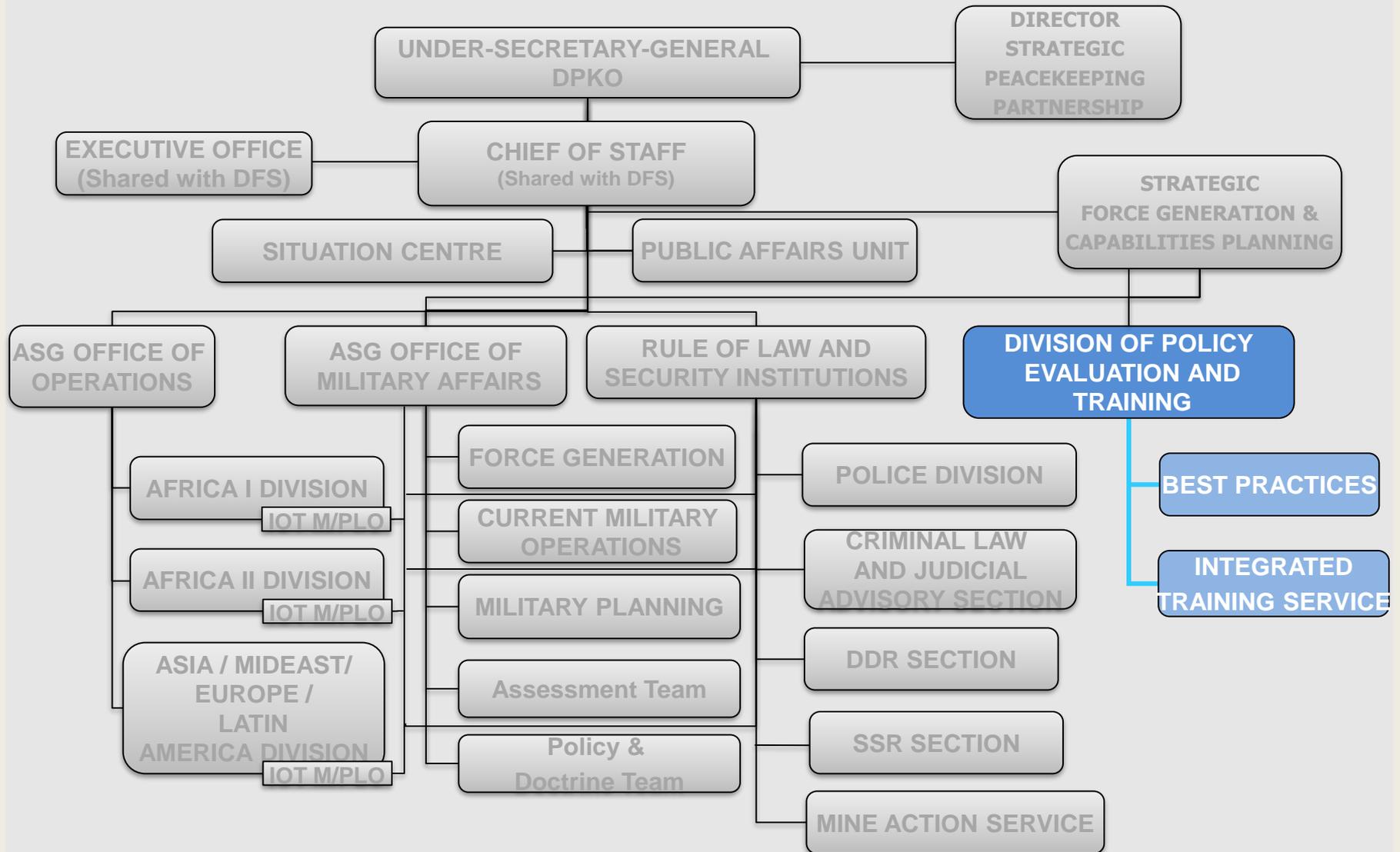


# Office of Operations



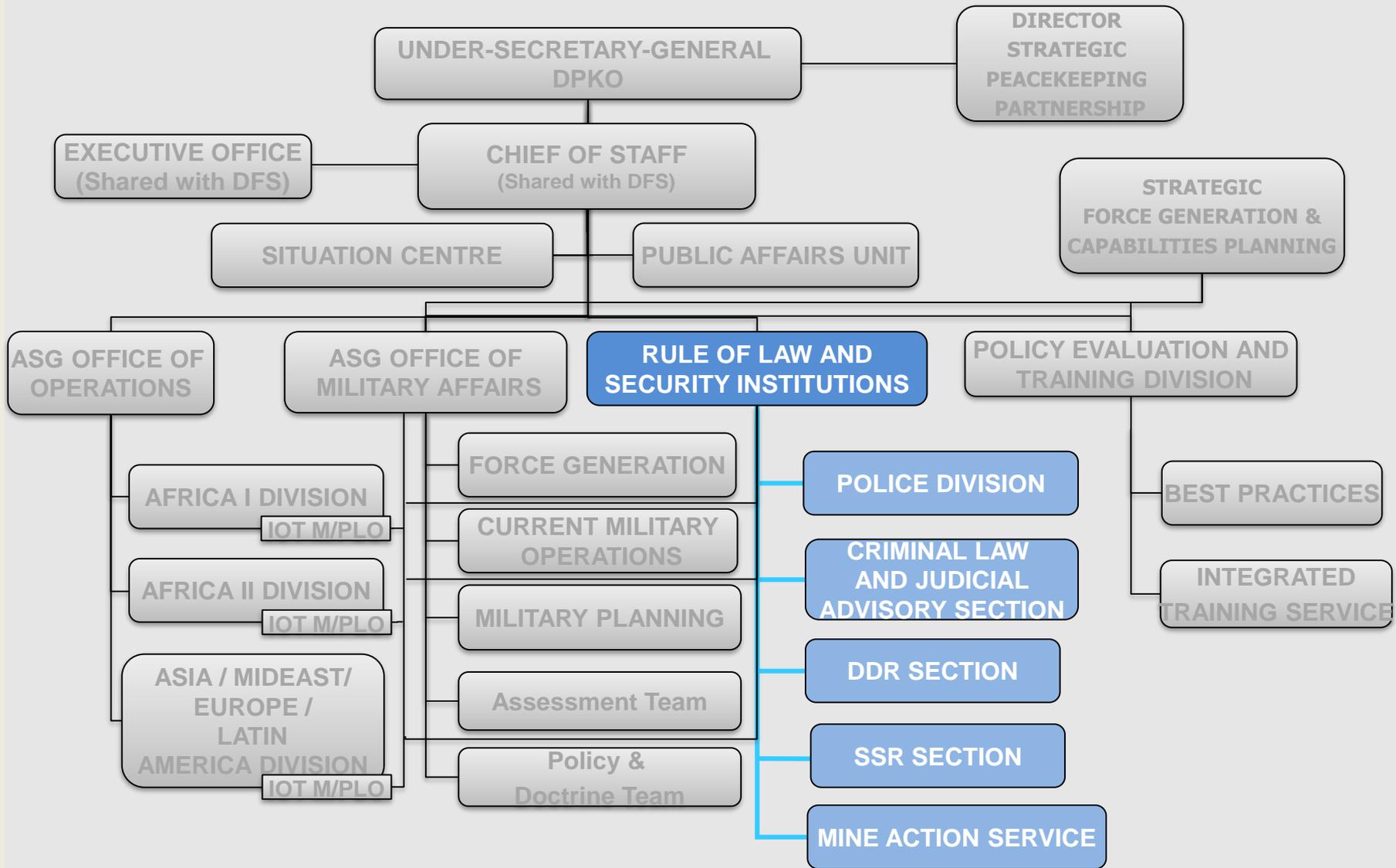


# Division of Policy, Evaluation & Training





# OROLSI





# Office of Rule Of Law and Security Institutions

148  
personnel

**OROLSI**

**United Nations Police Division  
(PD)**

**Criminal Law and Judicial Advisory  
(CLJAS)**

**Disarmament, Demobilization  
and Reintegration Section  
(DDRS)**

**United Nations Mine Action Service  
(UNMAS)**

**Security Sector Reform Unit  
(SSRU)**



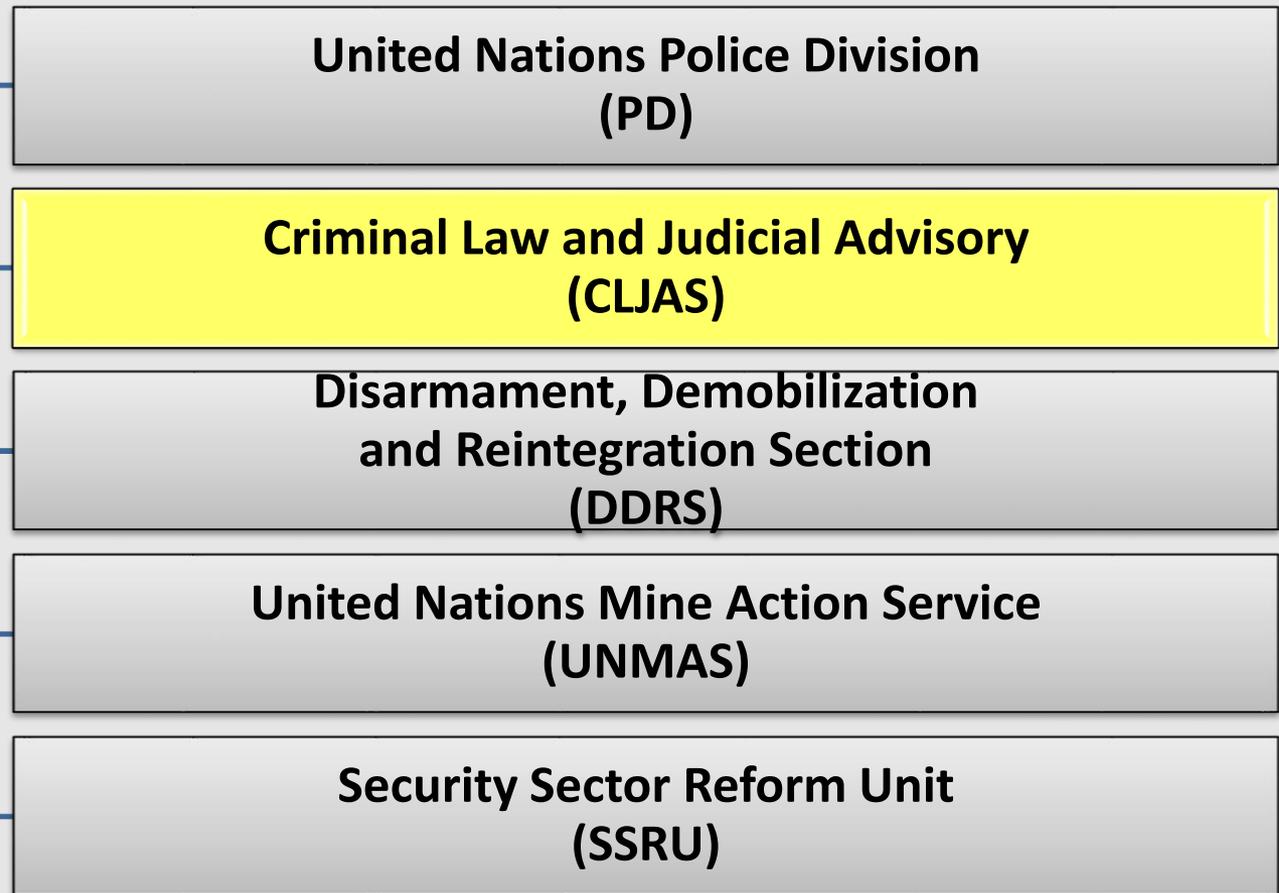
# Office of Rule Of Law and Security Institutions





# Office of Rule Of Law and Security Institutions

**OROLSI**





# Office of Rule Of Law and Security Institutions





# Office of Rule Of Law and Security Institutions

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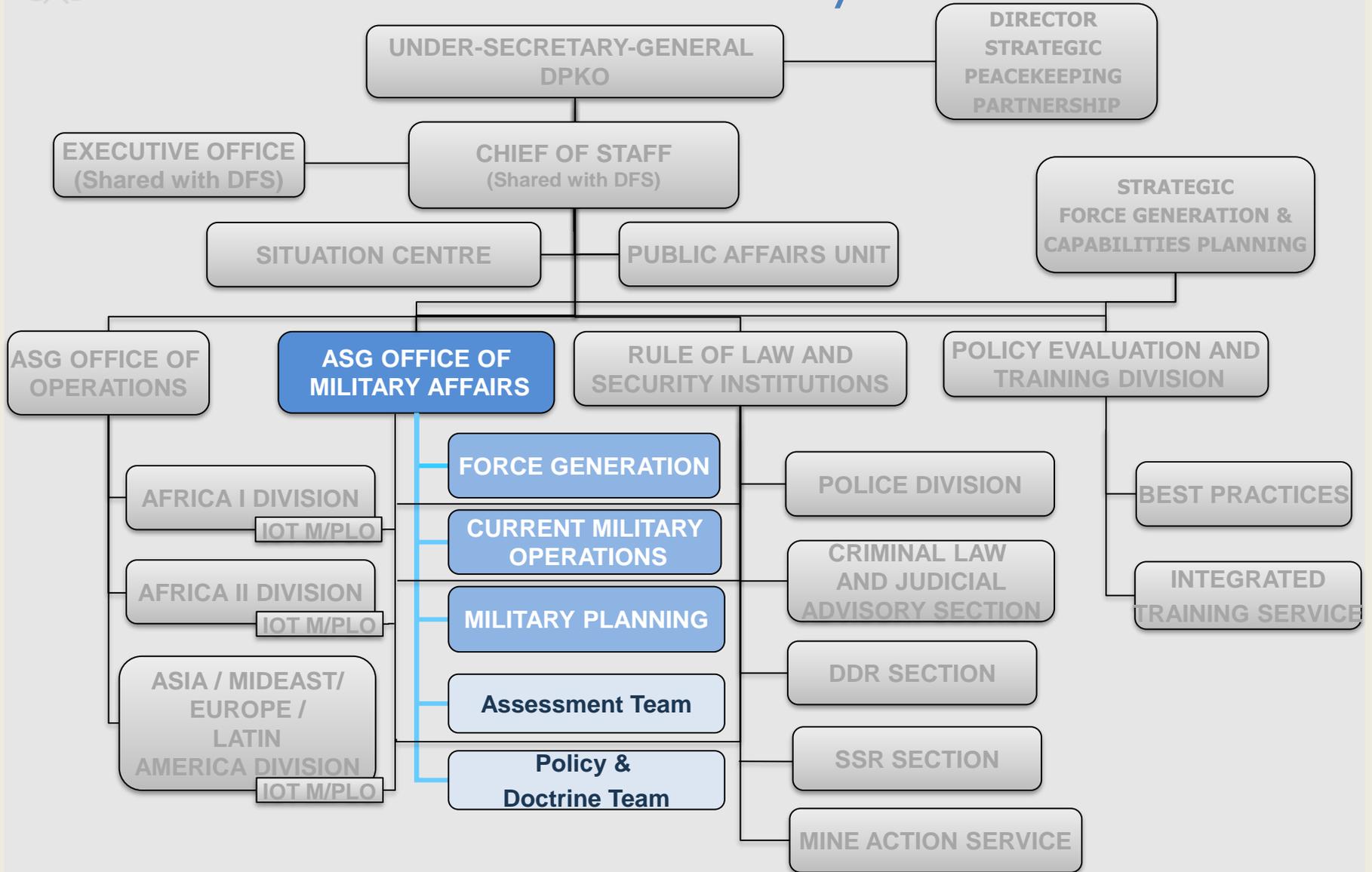
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**OROLSI**



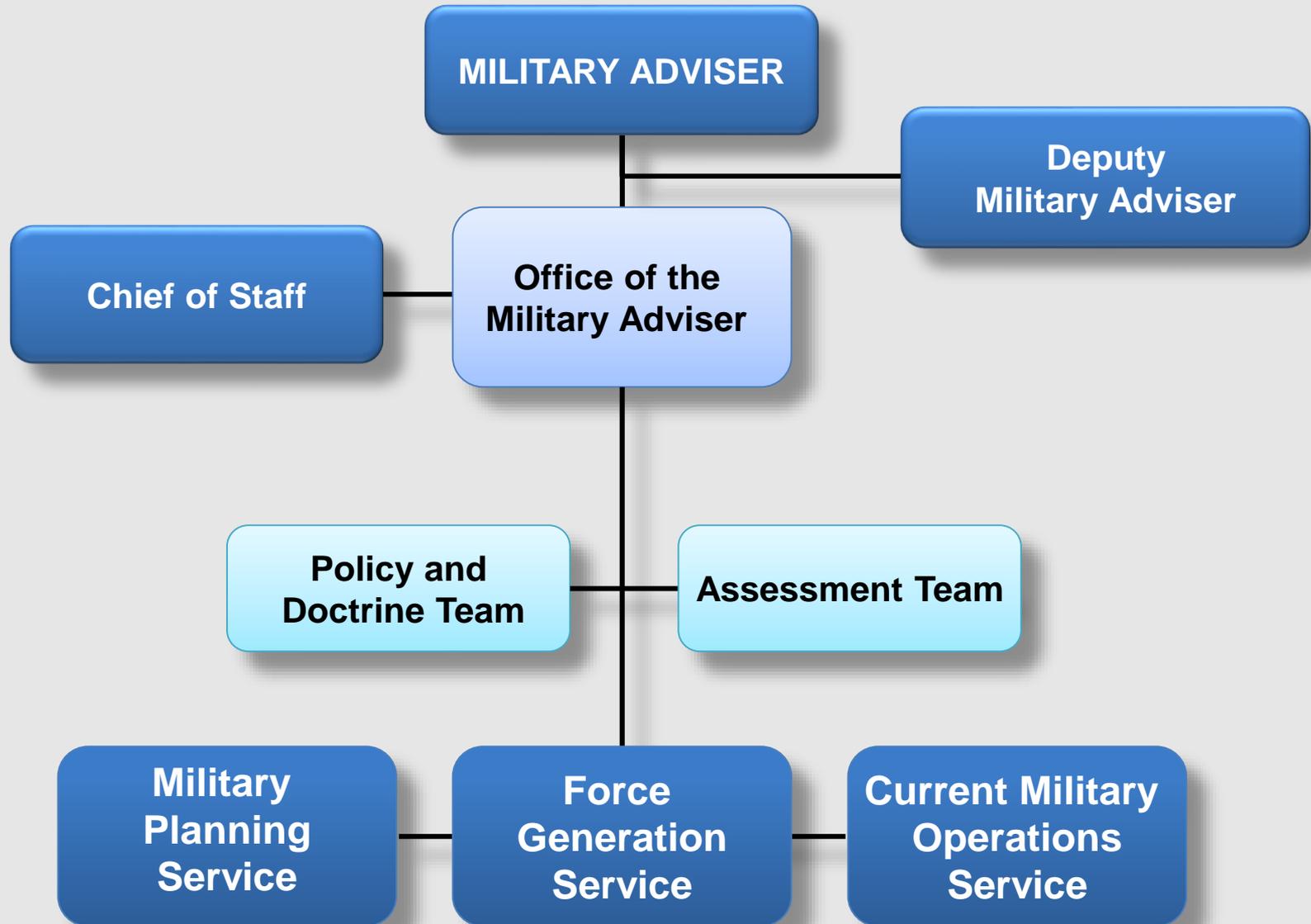


# Office of Military Affairs





# Office of Military Affairs





# Summary of Key Messages

- By delegation of the Secretary General, DPKO assumes the political and executive direction of all peacekeeping operations.
- In addition to the political domain, DPKO also provides support in the military, police, judicial and mine action domains.
- In terms of crisis management, DPKO coordinates the efforts of the United Nations and of the governmental and non-governmental players.



Questions?



# Lesson Content

UN Secretariat  
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# Learning Outcomes

- Understand DFS' role and responsibilities
- Understand DFS' organization
- Understand the roles and responsibilities of DFS' various offices and services



# Lecture Content

- DFS role and responsibilities
- DFS organization chart
- Conduct and Discipline Unit
- Senior Leadership Appointment Section
- Field Personnel Division
- Field Budget and Finance Division
- Logistics Support Division
- Global Service Centre



# DFS Role and Responsibilities

## FIELD BUDGET & FINANCE

- Peacekeeping operations budgeting process
- Guidance
- MOU, COE, compensations

## LOGISTICS SUPPORT

- Procurement for field missions
- Strategic Deployment Stocks management
- Strategic transport
- COE & UN property management in the field

## FIELD PERSONNEL

- HR strategic vision for peacekeeping operations
- Advisor to DPKO/DPA senior leadership
- Management of civilian staff in the field

## INFORMATION & COMMUNICATION

- Policies, doctrine and guidance
- Field missions communications
- Field missions Information technology
- Data management



**420 CIVILIAN AND  
MILITARY STAFF**

# DFS Organization

**CHIEF OF STAFF  
EXECUTIVE OFFICE  
(Shared with DPKO)**

**UNDER-SECRETARY-GENERAL  
FIELD SUPPORT**

**SENIOR LEADERSHIP APPOINTMENTS**

**ENVIRONMENTAL MANAGEMENT UNIT**

**BOARD OF INQUIRY**

**ASSISTANT SECRETARY-GENERAL**

**CONDUCT & DISCIPLINE UNIT**

**FIELD PERSONNEL  
DIVISION**

**FIELD PERSONNEL  
SPECIALIST  
SUPPORT  
SERVICE**

**FIELD PERSONNEL  
OPERATIONS  
SERVICE**

**FIELD BUDGET &  
FINANCE DIVISION**

**BUDGET &  
PERFORMANCE  
REPORTING  
SERVICE**

**MOU & CLAIMS  
MANAGEMENT  
SECTION**

**REIMBURSEMENT  
& POLICY  
LIAISON  
SECTION**

**LOGISTICS SUPPORT  
DIVISION**

**SUPPLY CHAIN  
PLANNING &  
ENABLING SERVICE**

**STRATEGIC  
SUPPORT  
SERVICE**

**AIR TRANSPORT  
SECTION**

**MOVEMENT CONTROL  
SECTION**

**INFORMATION  
& COMMUNICATION  
TECHNOLOGY**

**OPERATIONS  
SECTION**

**INFORMATION  
SYSTEMS  
SECTION.**

**GLOBAL / REGIONAL  
SERVICE CENTERS**



# Command Team Units

**CHIEF OF STAFF  
EXECUTIVE OFFICE  
(Shared with DPKO)**

**UNDER-SECRETARY-GENERAL  
FIELD SUPPORT**

**SENIOR LEADERSHIP APPOINTMENTS**

**ENVIRONMENTAL MANAGEMENT UNIT**

**BOARD OF INQUIRY**

**ASSISTANT SECRETARY-GENERAL**

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**INFORMATION  
SYSTEMS  
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**GLOBAL / REGIONAL  
SERVICE CENTERS**



# Conduct and Discipline Unit (CDU)

- CDU was formally established in the DFS in 2007.
- It was launched as part of a package of reforms in UN peacekeeping.
- CDU maintains global oversight of the state of discipline in all peacekeeping operations and special political missions.
- Provides overall direction for conduct and discipline issues in field missions.
- Conduct and Discipline Teams (CDTs) in field missions act as principal advisers to heads of mission on conduct and discipline issues.



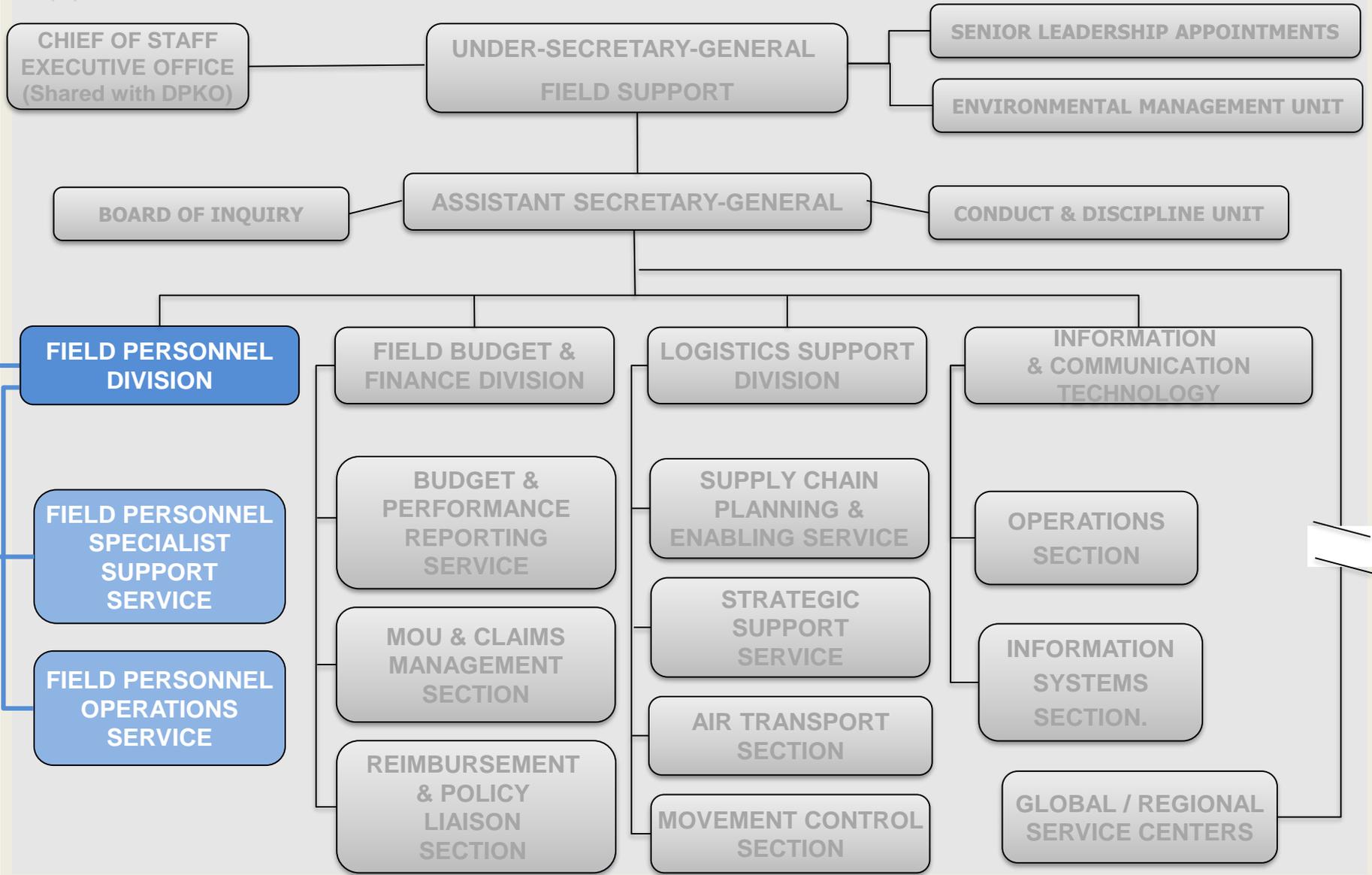
# Senior Leadership Appointments Section

The Senior Leadership Appointments Section operates in the context of leadership requirements in field missions :

- monitors political developments with a potential impact on field leadership matters,
- suggests suitable candidates for senior leadership positions (save FCs, DFCs and Police Commissioners),
- supports high-level succession planning for Head and Deputy Head of Mission positions,
- provides guidance and expert advice to senior management on political senior appointments processes.



# Field Personnel Division



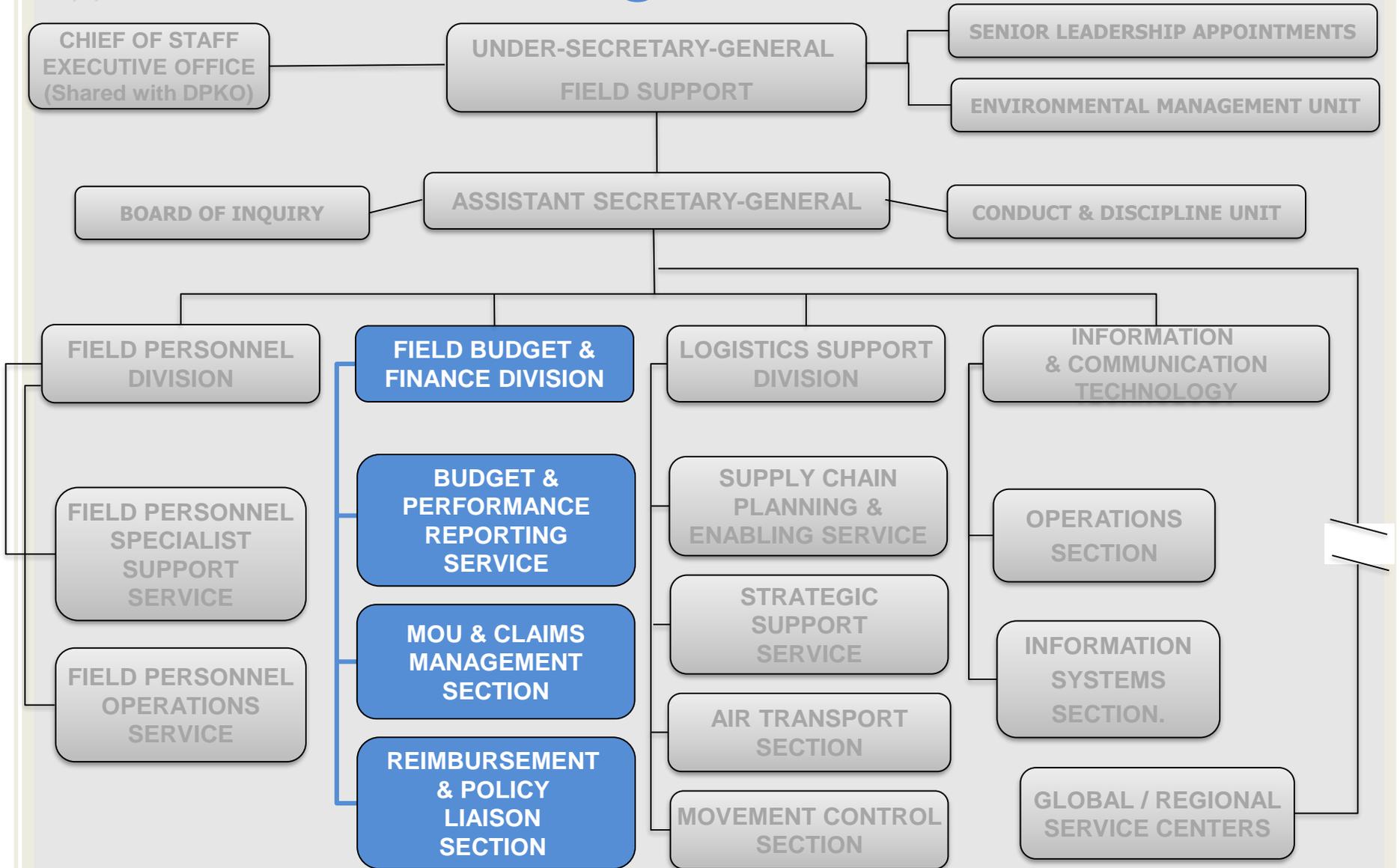


## Field Personnel Division (FPD)

- FPD is responsible for recruiting, managing, developing, and retaining highly qualified civilian staff.
- FPD sets the strategic HR vision for UN peace operations;
- FPD exercises overall leadership and responsibility for the conduct of human resources management (HRM) authorities delegated to DFS.
- FPD is also the primary human resources policy advisor to DPKO and DPA senior leadership at Headquarters and in the field.



# Field Budget & Finance





# Field Budget & Finance Division

- FBFD is responsible for managing an efficient budgeting process with effective guidance to UN peace operations.
- FBFD also provides guidance to DPKO and DPA on financial rules and regulations, policies and procedures, results-based budgeting.
- FBFD ensures the efficient processing of contingent-owned equipment and death and disability claims for contingents in field operations, and the communication and interaction with Member States on related MoU.
- MOU & Claims Management Section (MCMS) the point of contact of TCCs for:
  - MOU negotiations and all kinds of MOU-related issues
  - Claims pertaining to reimbursements, losses, death and disability



# Logistics Support Division

CHIEF OF STAFF  
EXECUTIVE OFFICE  
(Shared with DPKO)

UNDER-SECRETARY-GENERAL  
FIELD SUPPORT

SENIOR LEADERSHIP APPOINTMENTS

ENVIRONMENTAL MANAGEMENT UNIT

BOARD OF INQUIRY

ASSISTANT SECRETARY-GENERAL

CONDUCT & DISCIPLINE UNIT

FIELD PERSONNEL  
DIVISION

FIELD PERSONNEL  
SPECIALIST  
SUPPORT  
SERVICE

FIELD PERSONNEL  
OPERATIONS  
SERVICE

FIELD BUDGET &  
FINANCE DIVISION

BUDGET &  
PERFORMANCE  
REPORTING  
SERVICE

MOU & CLAIMS  
MANAGEMENT  
SECTION

REIMBURSEMENT  
& POLICY  
LIAISON  
SECTION

LOGISTICS SUPPORT  
DIVISION

SUPPLY CHAIN  
PLANNING &  
ENABLING SERVICE

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INFORMATION  
& COMMUNICATION  
TECHNOLOGY

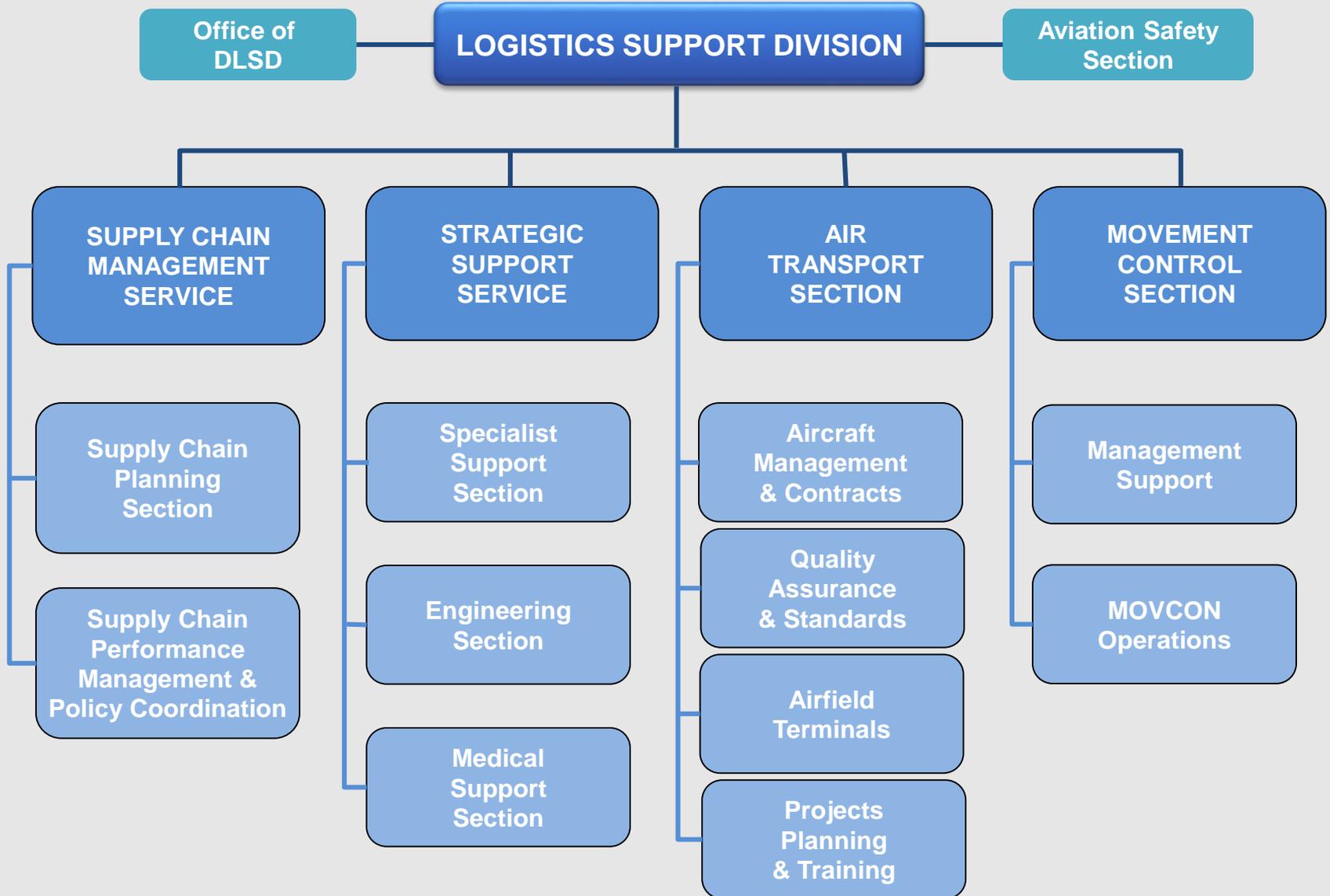
OPERATIONS  
SECTION

INFORMATION  
SYSTEMS  
SECTION.

GLOBAL / REGIONAL  
SERVICE CENTERS

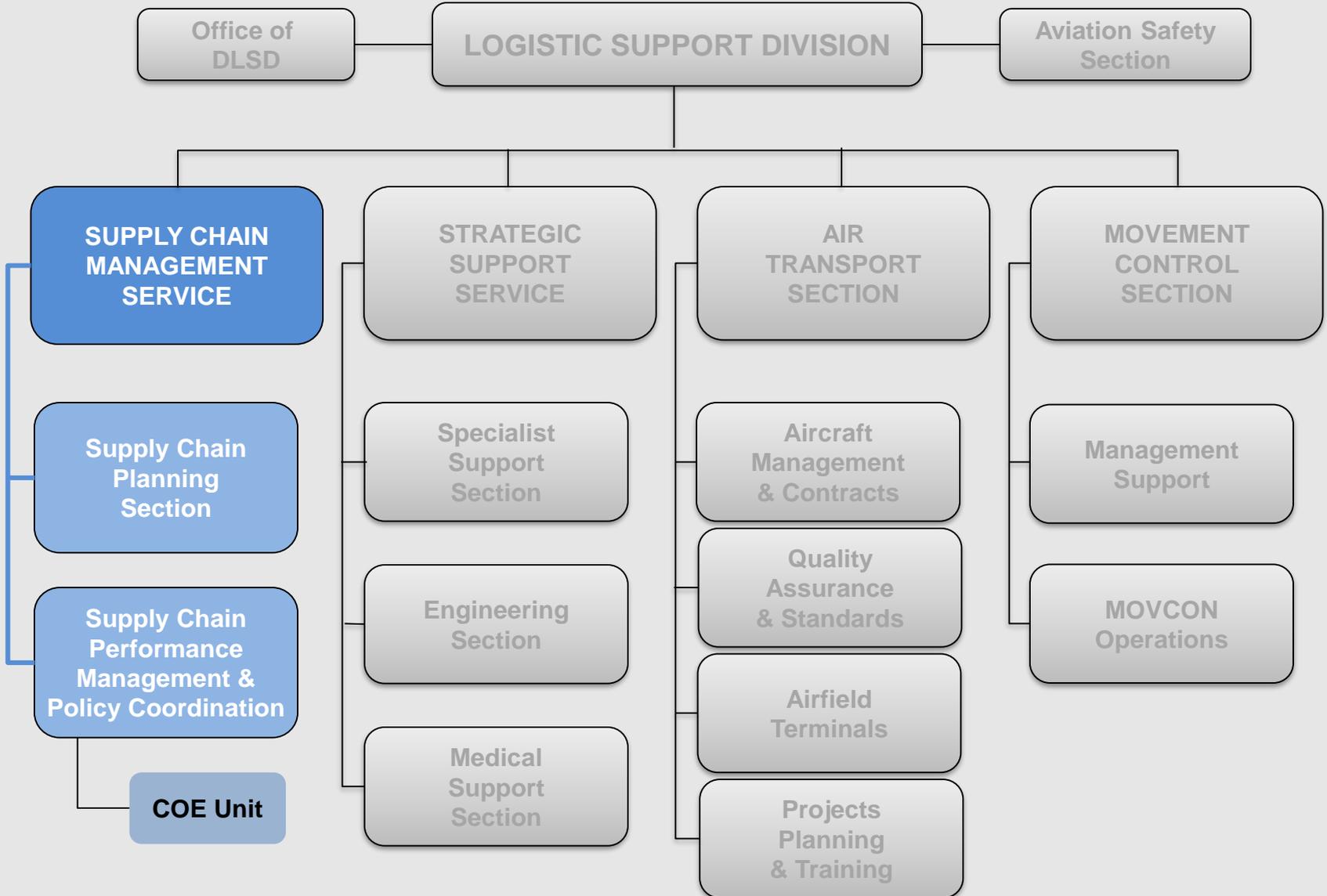


# LSD Organizational Structure



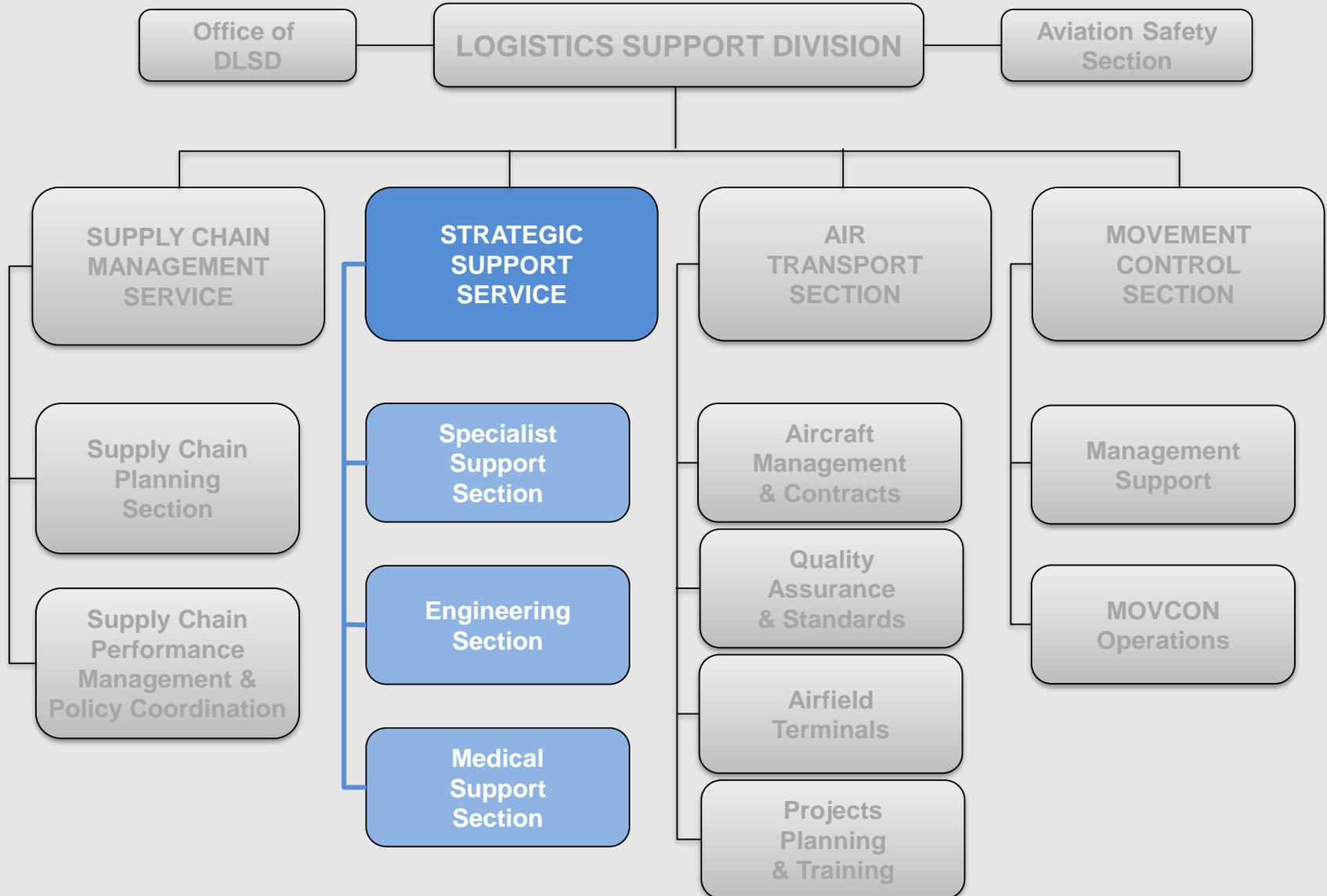


# Supply Chain Management Service



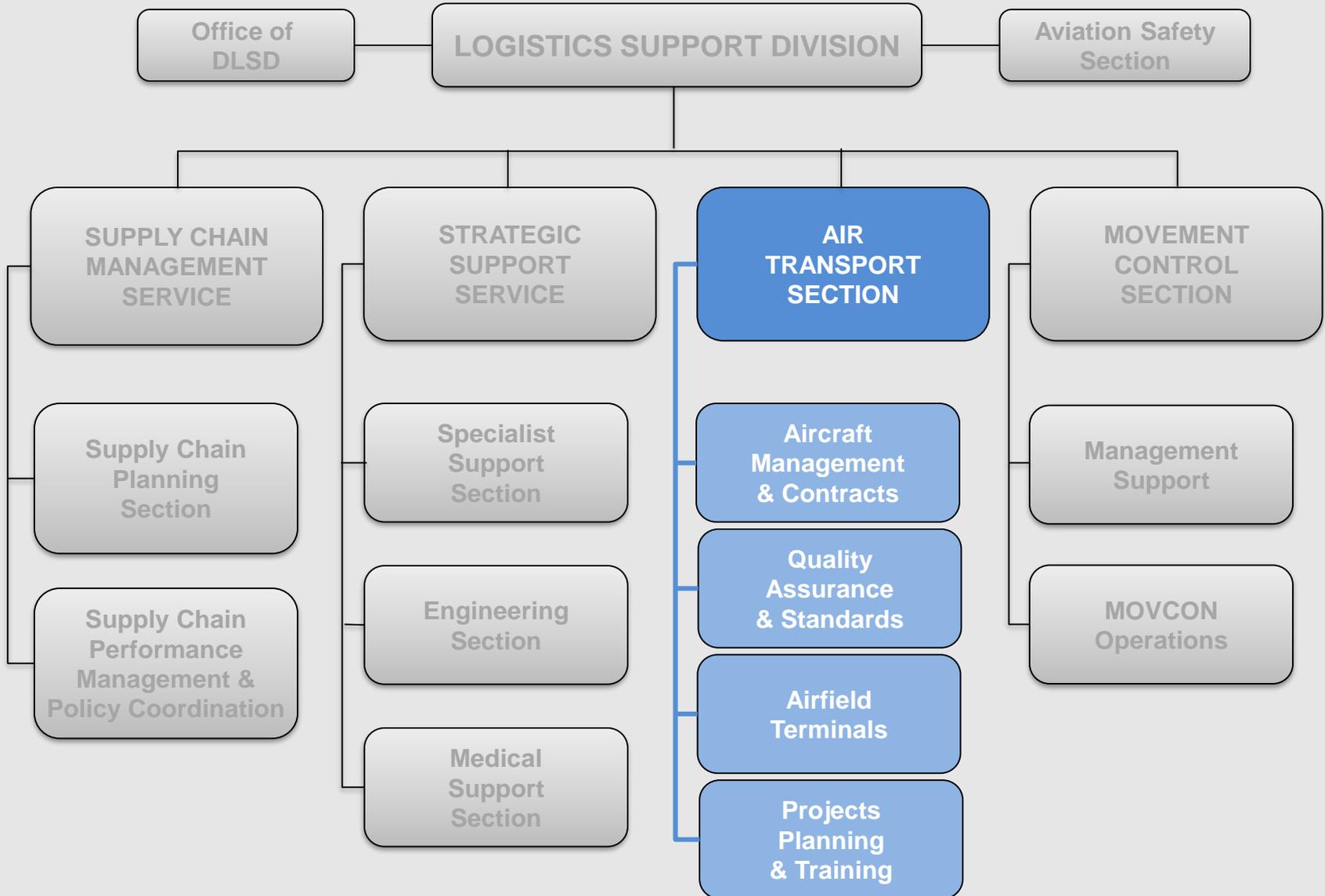


# Strategic Support Service



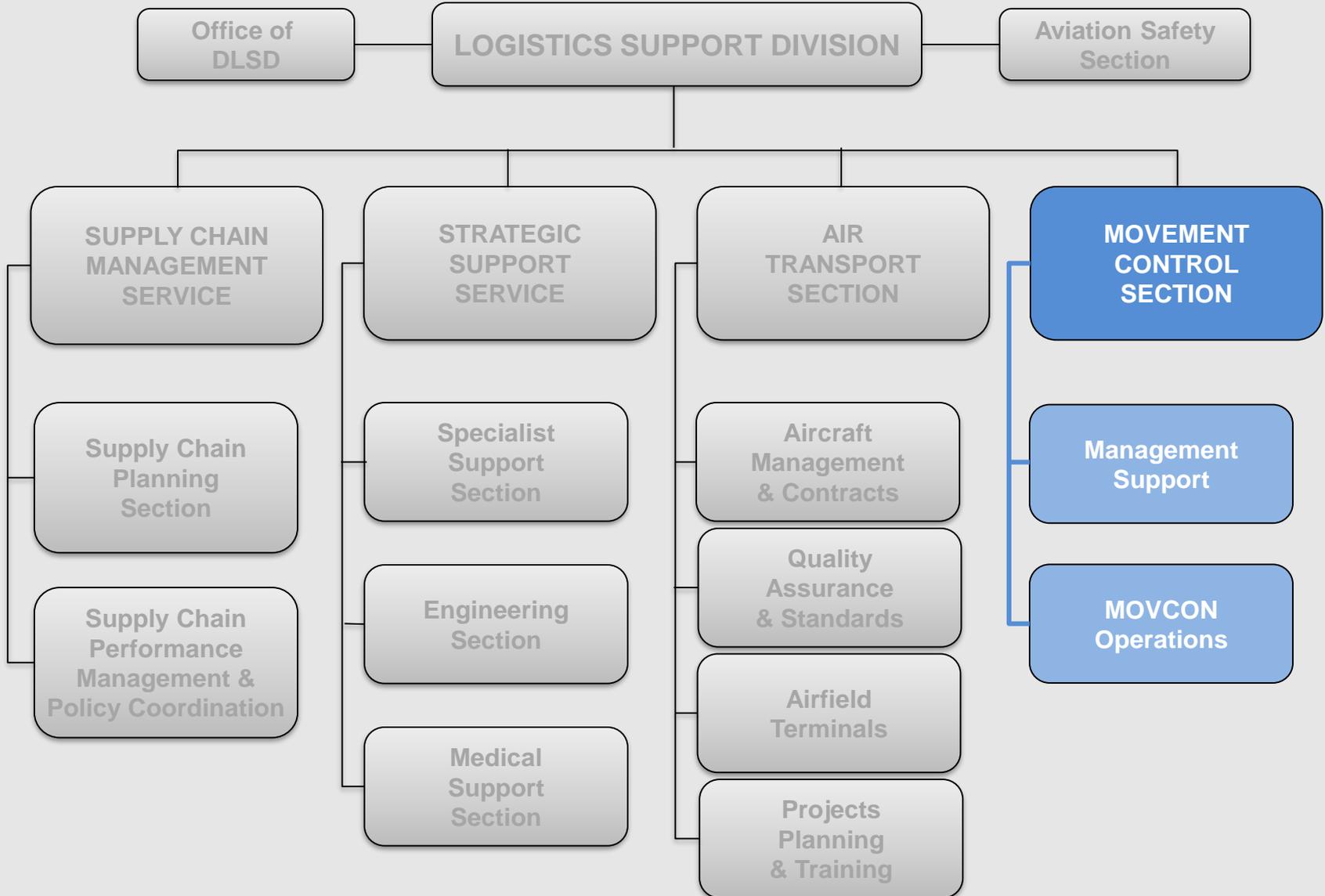


# Air Transport Section



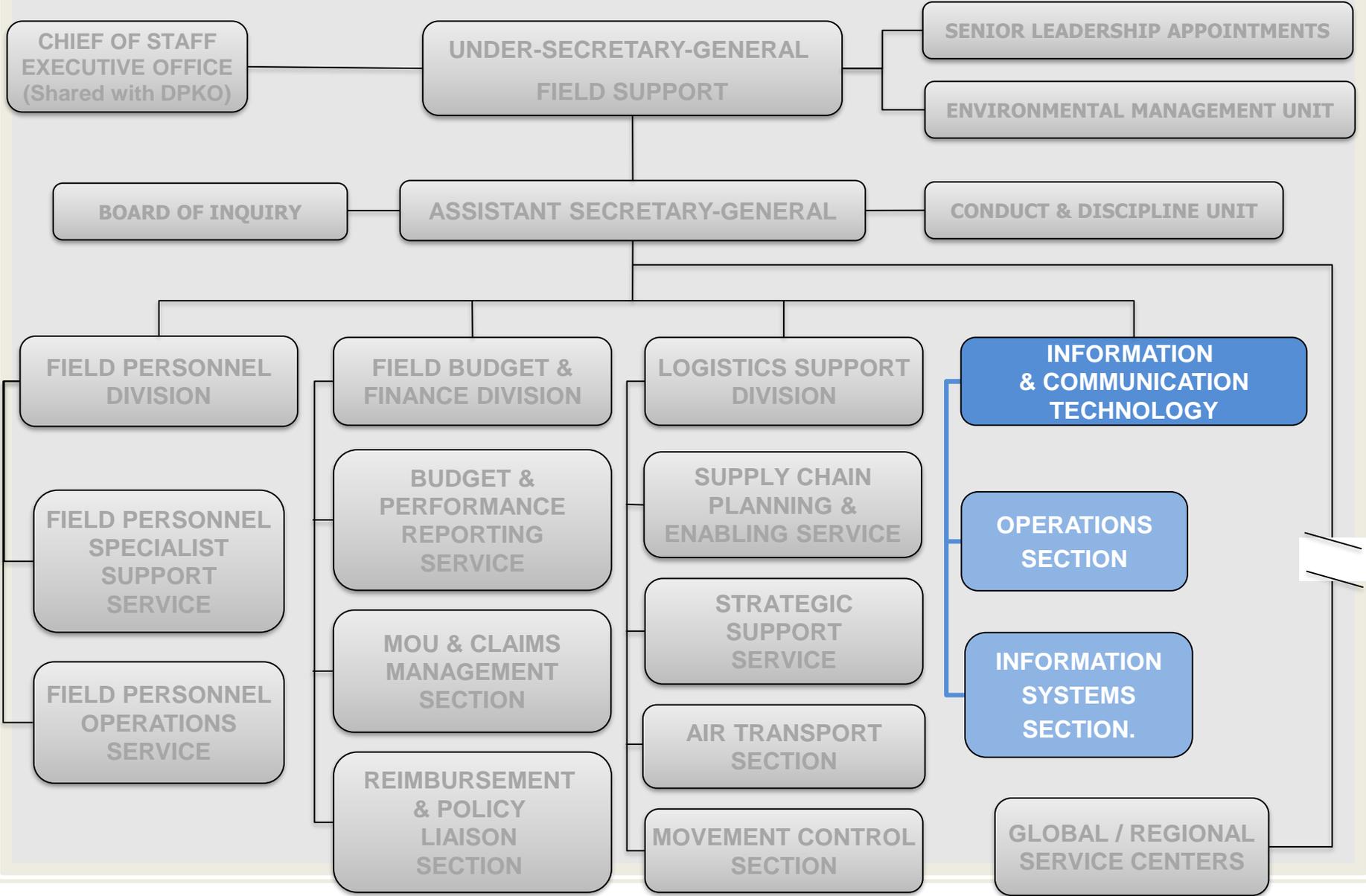


# Movement Control Section



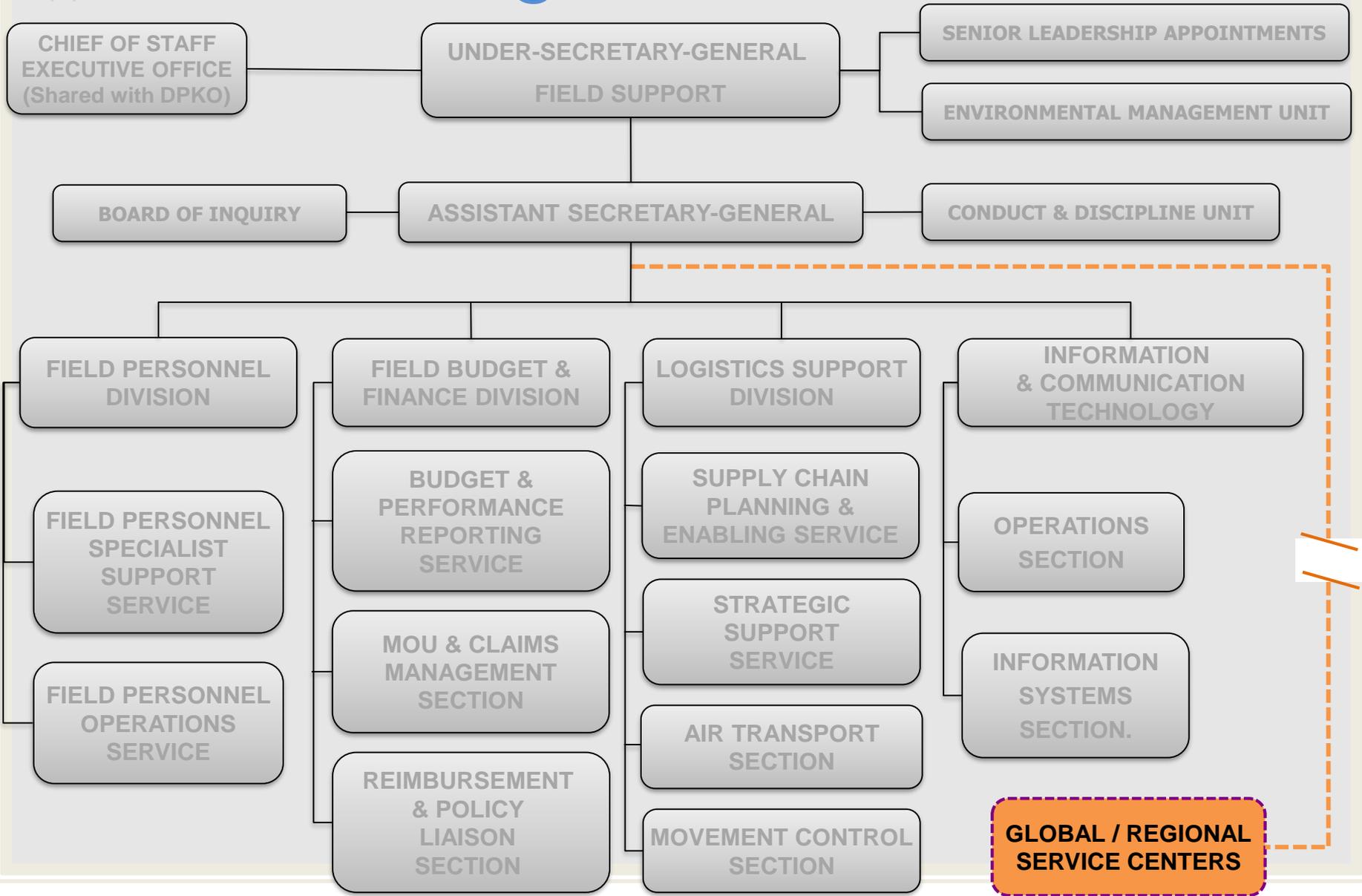


# ICT Division





# Global/Regional Service Centers





# The United Nations Global Service Centre (UNGSC)

- UNGSC comprises of the UN Logistics Base in Brindisi / Italy (UNLB) and UN Support Base in Valencia / Spain (UNSBV).
- The UNGSC provides critical Logistics, Geospatial, ICT services and support to more than 37 peacekeeping, special political and other missions.



# Learning Activity

- Prepare an agenda for VTC between FHQ & MILAD concerning the general situation in the PKO mission based in Carana.



# Summary of Key Messages

- The Department of Field Support provides technical support to the field missions in the logistic, financial, communications, ICT and HR domains.
- It also advises DPKO and DPA in the same domains in relation with peacekeeping operations.
- Several of its services are the direct correspondents of the T/PCCs as regards MOU management, reimbursements claims, strategic transport of personnel and COE, and technical requirements applicable to air assets contributions.



Questions?

# Module 1: Structural Framework

Lesson

2



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## Mission HQ Structure and Functioning



# Lesson Content

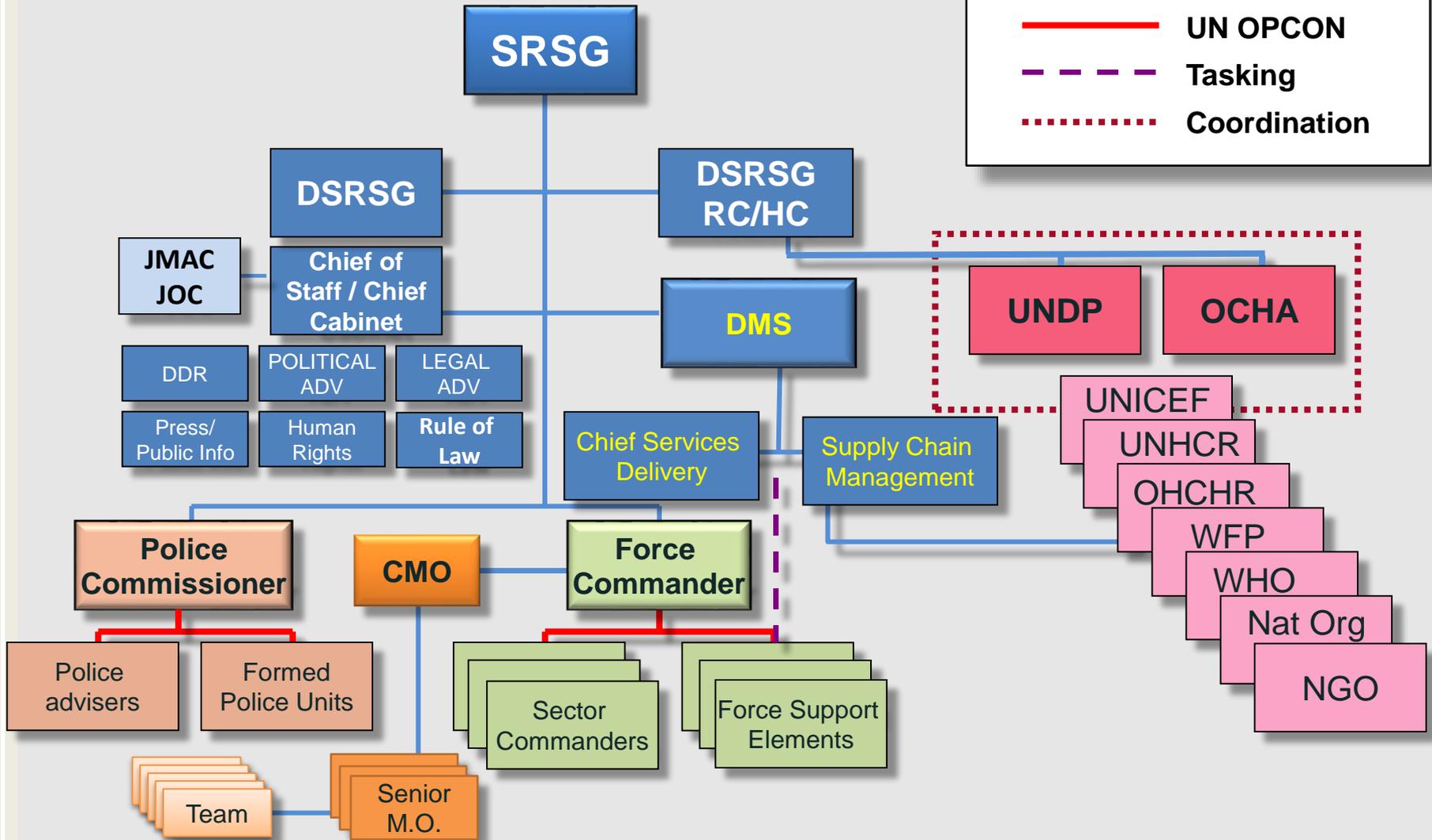
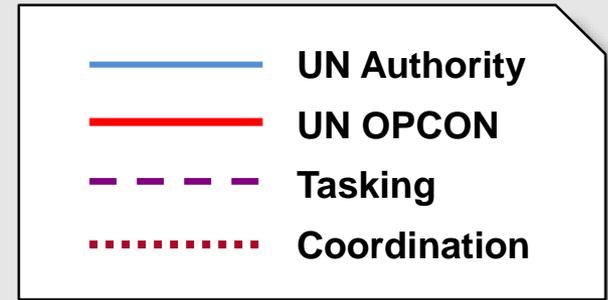
Integrated Peacekeeping  
Mission Structure

Command and Control

Force HQ Structure and Staff  
Functions



# Integrated Mission





# Mission Leadership



# Head of Mission (HOM)

- Special Representative of the Secretary-General (SRSG)
- Reports to the Secretary-General through the USG DPKO
- Has overall authority over the activities of the United Nations in the mission area



# Deputy Head of Mission

- A multidimensional mission has one or several deputy-heads of mission.
- One DSRSG may be in charge of the mission's managerial affairs
- The other DSRSG is in charge of coordinating the mission's activities with UN agencies, funds, programmes, etc. operating in the mission area (DSRSG RC/HC).



# Head of Military Component

- The Head of Military Component (HOMC) reports to the HOM.
- The HOMC exercises operational control over all military personnel, including Military Observers, in the mission.
- The HOMC maintains a technical reporting and communication link with the DPKO Military Adviser in UN Headquarters.



# Head of Police Component

- The Head of Police Component (HOPC) reports to the HOM.
- The Head of Police Component (HOPC) exercises operational control and provides direction to all members of the police component of the mission.
- The HOPC maintains a technical reporting and communication link with the DPKO Police Adviser in UN Headquarters.



# Director of Mission Support

- The Director of Mission Support (DMS) reports to the HOM and is accountable to the HOM for the efficient and effective provision of administrative and logistical support to all mission components.
- The DMS has sole UN authority in the field to commit UN financial resources for any purpose.
- The DMS maintains a technical reporting and communication link with the Under Secretary-General, Department of Field Support at UN HQ.



# Integrated Entities





# Joint Mission Analysis Centre (JMAC)

- Manages the collection, collation, analysis and dissemination of operational information
- Serves as a decision-support and planning-support tool for the mission Leadership



# Joint Operations Centre (JOC)

- Monitors situation reports and operational reports from all sources
- Collates and disseminates reports received from all possible sources
- Acts as the mission crisis management centre during crises



# Mission Support Centre (MSC)

- Provides functional interface with the rest of the mission
- Contributes to mission planning and operations management



# Integrated Mission Training Centre (IMTC)

- IMTC is a joint uniformed/civilian organization
- Organizing induction and ongoing training in the mission
- Drawing up mission-wide training plan and guidance



# Learning Activity

Building a mission...



# Summary of Key Messages

- The HOM / SRSG has overall authority over all uniformed and civilian UN personnel present in the mission area.
- The HOMC and the HOPC exert operational control over all military and police personnel respectively, in the mission area.
- The DMS/CMS is responsible for the provision of administrative and logistic support to all components of the mission. S/he is the sole UN authority in the field allowed to commit UN financial resources.



Questions?



# Lesson Content

Integrated Peacekeeping  
Mission Structure

Command and Control

Force HQ Structure and Staff  
Functions



# Learning Outcomes

- List three levels of command in UN peacekeeping operations
- Explain the chain of command in UN PKOs
- Describe the control and authority exercised over military units



# Levels of Command

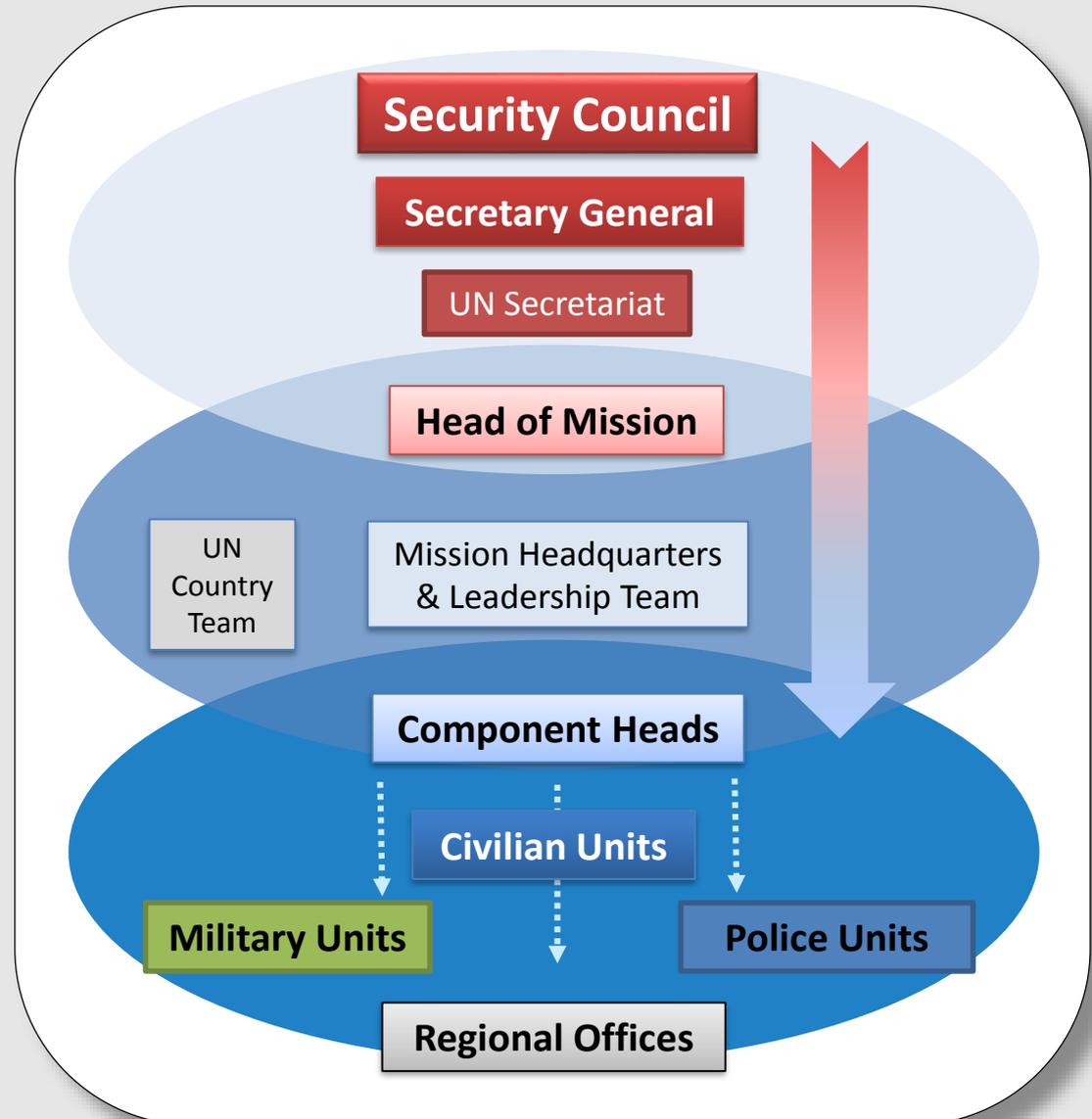
## STRATEGIC

Special Representative of the  
Secretary General

## OPERATIONAL

Head of Military Component  
Head of Police Component  
Director Mission Support

## TACTICAL



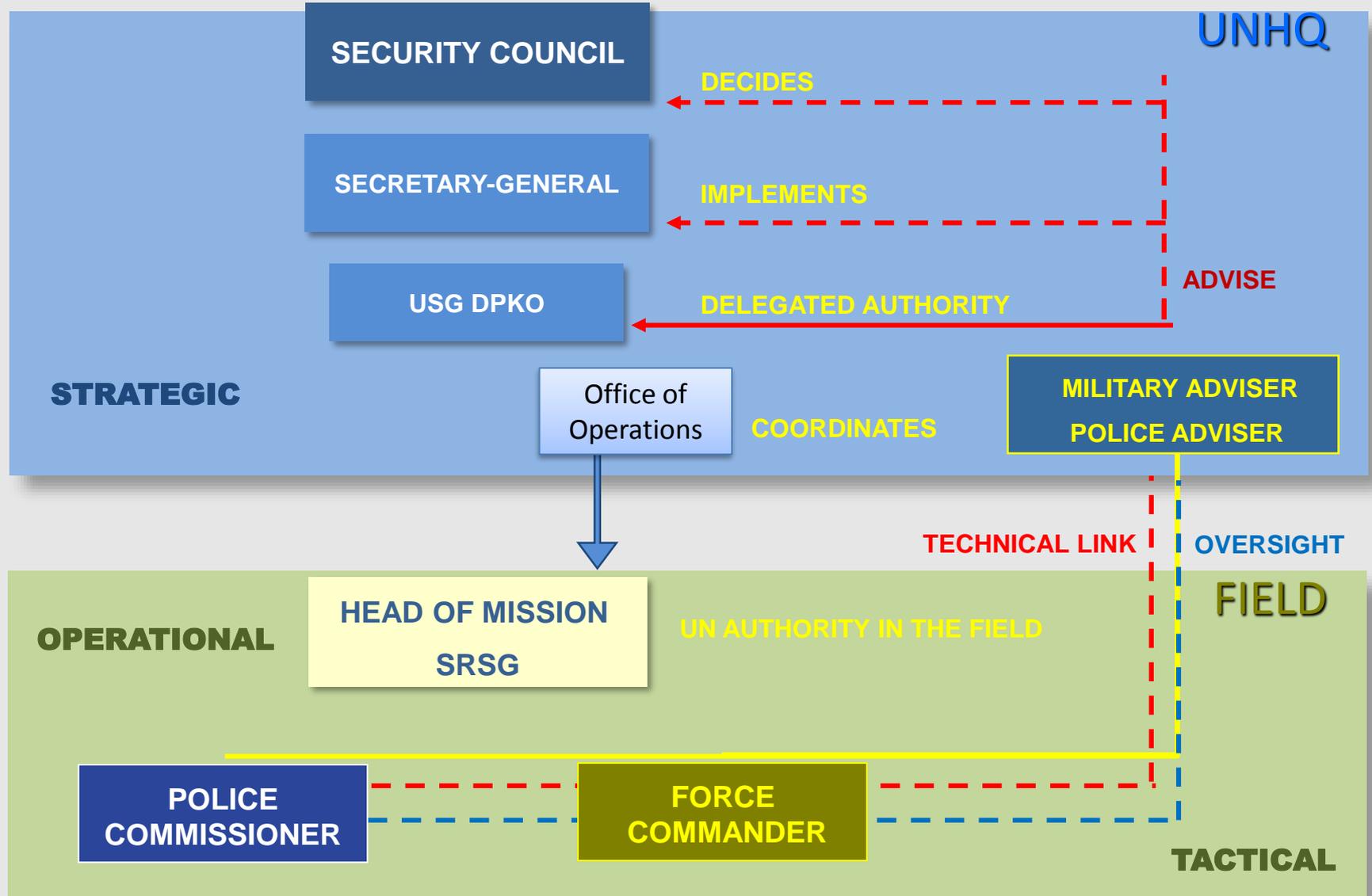


# Learning Activity #1

Mix and Match the following terms of relationships...

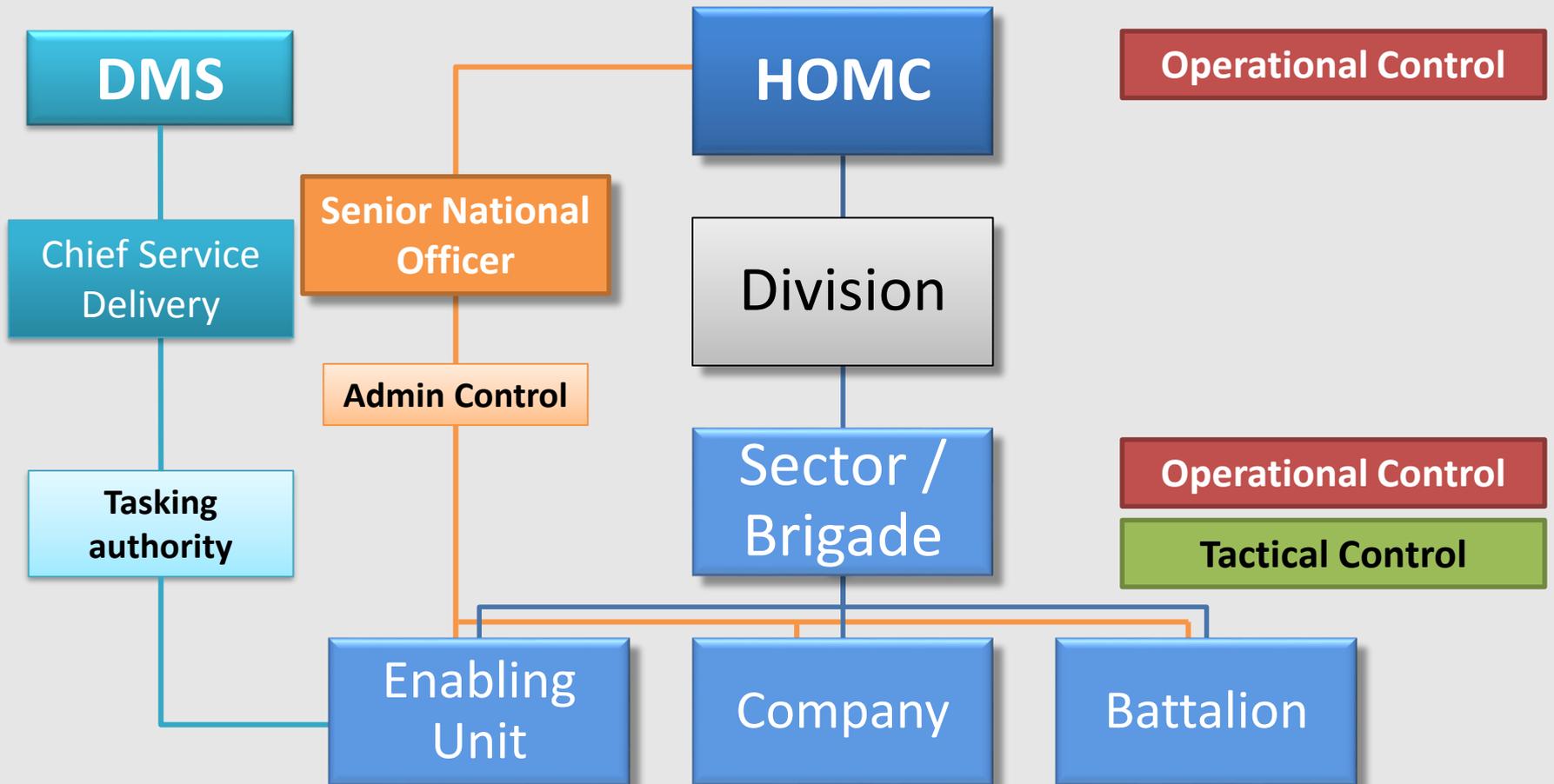


# Chain of Command





# Military Chain of Command





## Learning Activity #2

- What are the similarities between the command and control in your own armed forces and that in the UN peacekeeping missions?
- What are the differences?
- What are the challenges?
- What does it mean to staff officers?



## Learning Activity #3

Use only one word as a piece of advice to would-be UN staff officers, describing the command and control in peacekeeping missions



# Operational Control - Military

The authority granted to a Military Commander in a United Nations Peacekeeping Operation to direct forces assigned so that the Commander may accomplish specific missions or tasks which are usually limited by function, time or location, to deploy units concerned and/or military personnel, and to retain or assign Tactical Command or Control of those units/personnel.



# Operational Control - Police

The Head Of Police Component exercises operational control over personnel of the police component of the peacekeeping operation. Such control allows the HOPC to assign separate tasks to all individual personnel, units and sub-units within the police component, as required, within the mission area of responsibility.

The HOPC may delegate such responsibility to the appropriate subordinate levels.



# Tactical Control

The detailed and local direction and control of movement, or manoeuver, necessary to accomplish missions or tasks assigned.

As required by operational necessities the Head of Military Component (HOMC) and Head of Police Component (HOPC) may delegate the Tactical Control of assigned military forces/ police personnel to the subordinate sector and/or unit commanders.



# Administrative Control

The authority over subordinate or other organizations within national contingents for administrative matters such as personnel management, supply, services and other non-operational missions of the subordinate or other organizations.

Administrative Control is a national responsibility given to the National Contingent Commander (NCC) in peacekeeping operations.



# Tasking Authority

The authority vested in specified senior appointments (Head of Military Component (HOMC), Head of Police Component (HOPC) or Director of Mission Support /Chief of Mission Support (DMS/CMS) of UN peacekeeping operations to assign tasks to enabling units.

Tasking authority includes the authority to deploy, redeploy and employ all or part of an enabling unit to achieve the mission's mandate

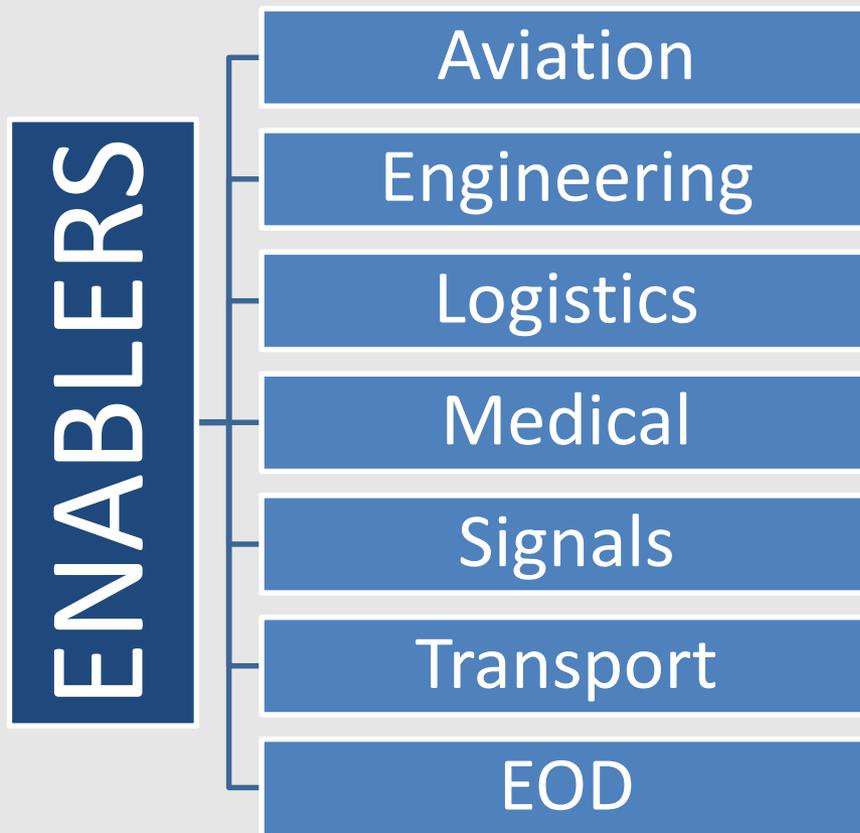


## Tasking Authority (cont'd)

Tasking authority over military or police personnel/units, when exercised by **civilians** is applicable for their routine, day to day employment and does not include tactical control of military/police resources exercised purely in pursuance of **military or police operations**.

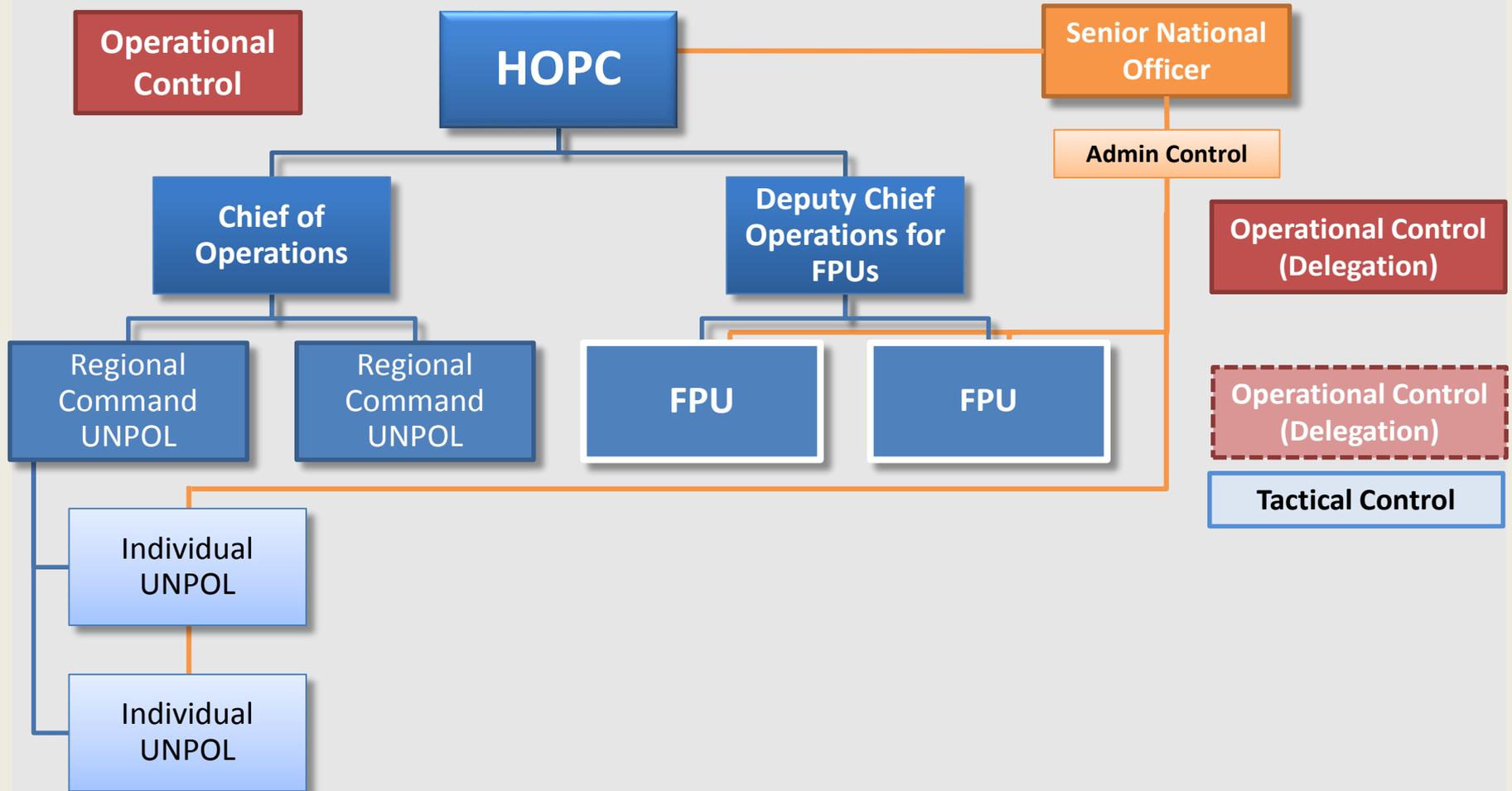


# “Enabling Units”





# Police Chain of Command





# Summary of Key Messages

- The SRSG exercises UN operational authority over all military, police and civilian personnel deployed to a peacekeeping operation.
- The heads of military and police components exert operational control over military and police units and sub-units, respectively.
- Operational control can be delegated to sub-levels as circumstances warrant.
- The DMS has tasking authority over military and police enablers including military transport helicopters.



Questions?



# Lesson Content

Integrated Peacekeeping  
Mission Structure

Command and Control

Force HQ Structure and Staff  
Functions



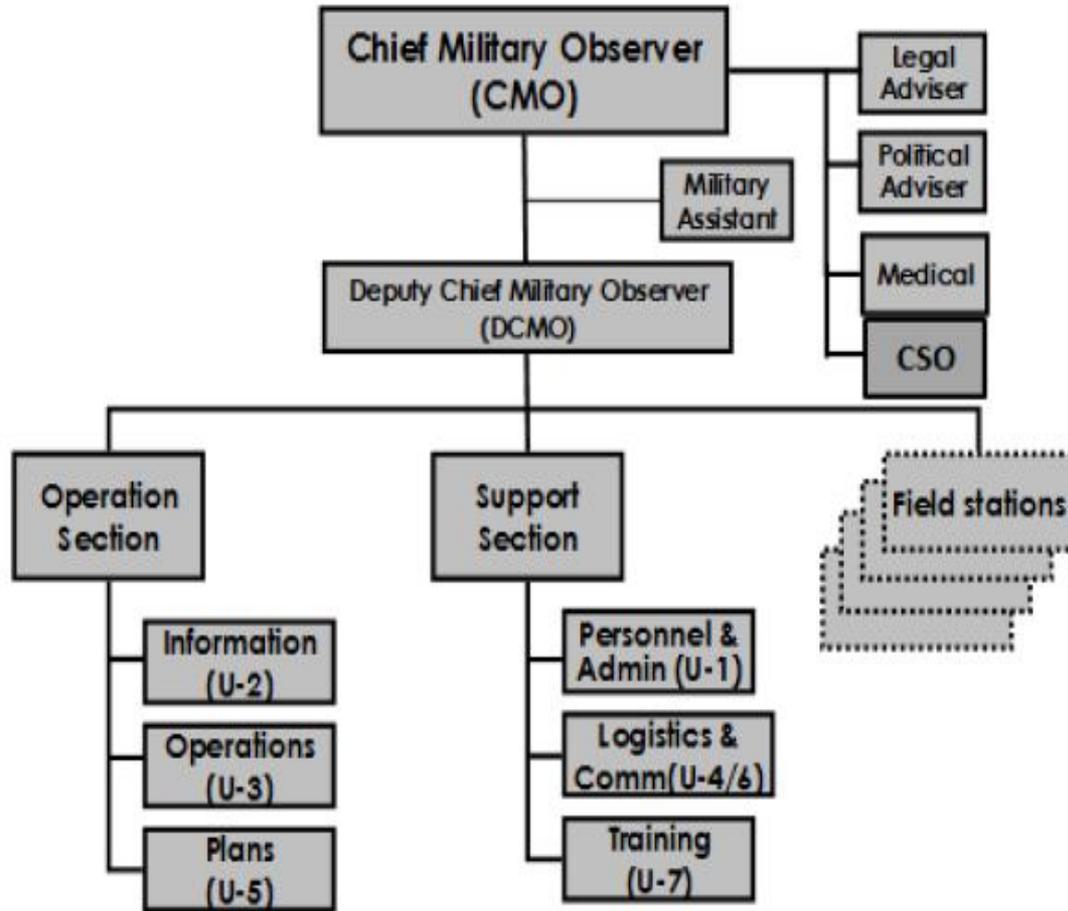
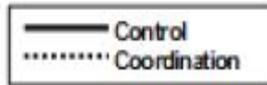
# Structure of FHQ

## Force HQ Organizational Models:

- Military Observer Mission
- Standard Small/Medium Size Mission  
*(Military Strength < 6,000)*
- Standard Large Mission  
*(Military Strength 6,000 – 10,000)*
- Multidimensional Mission  
*(Military Strength > 10,000)*



# Military Observer Mission

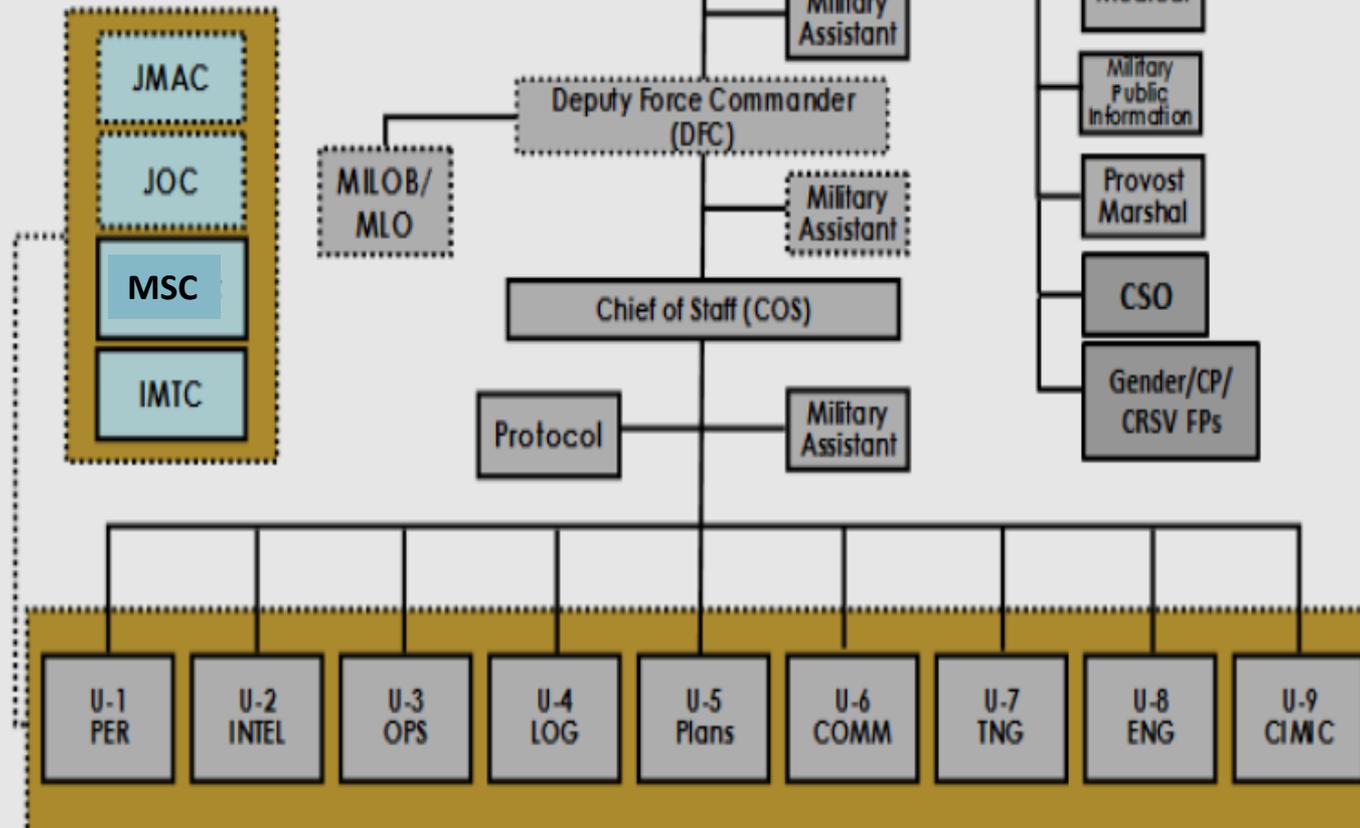
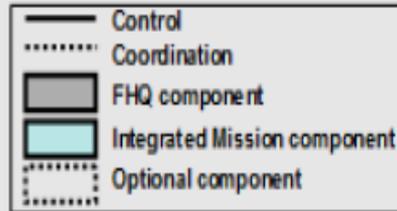




# Standard Small/Medium Size

## Mission: U-Staff

➤ Military strength below 6,000

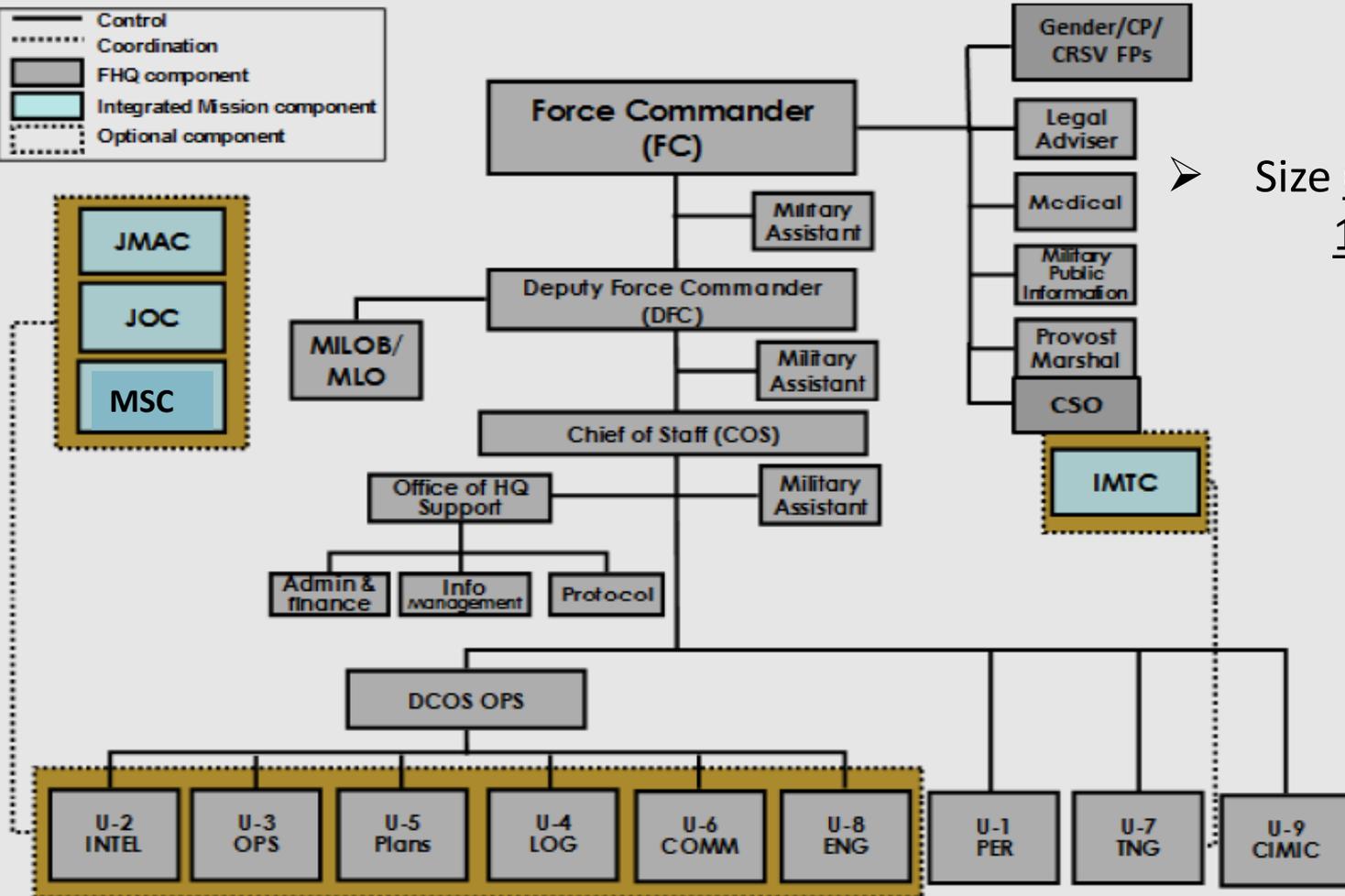
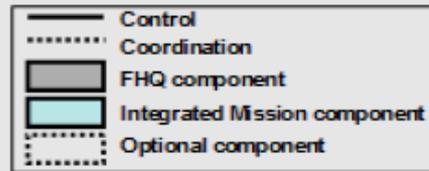


### Current Missions:

- UNFICYP
- UNISFA
- UNMIL
- UNDOF



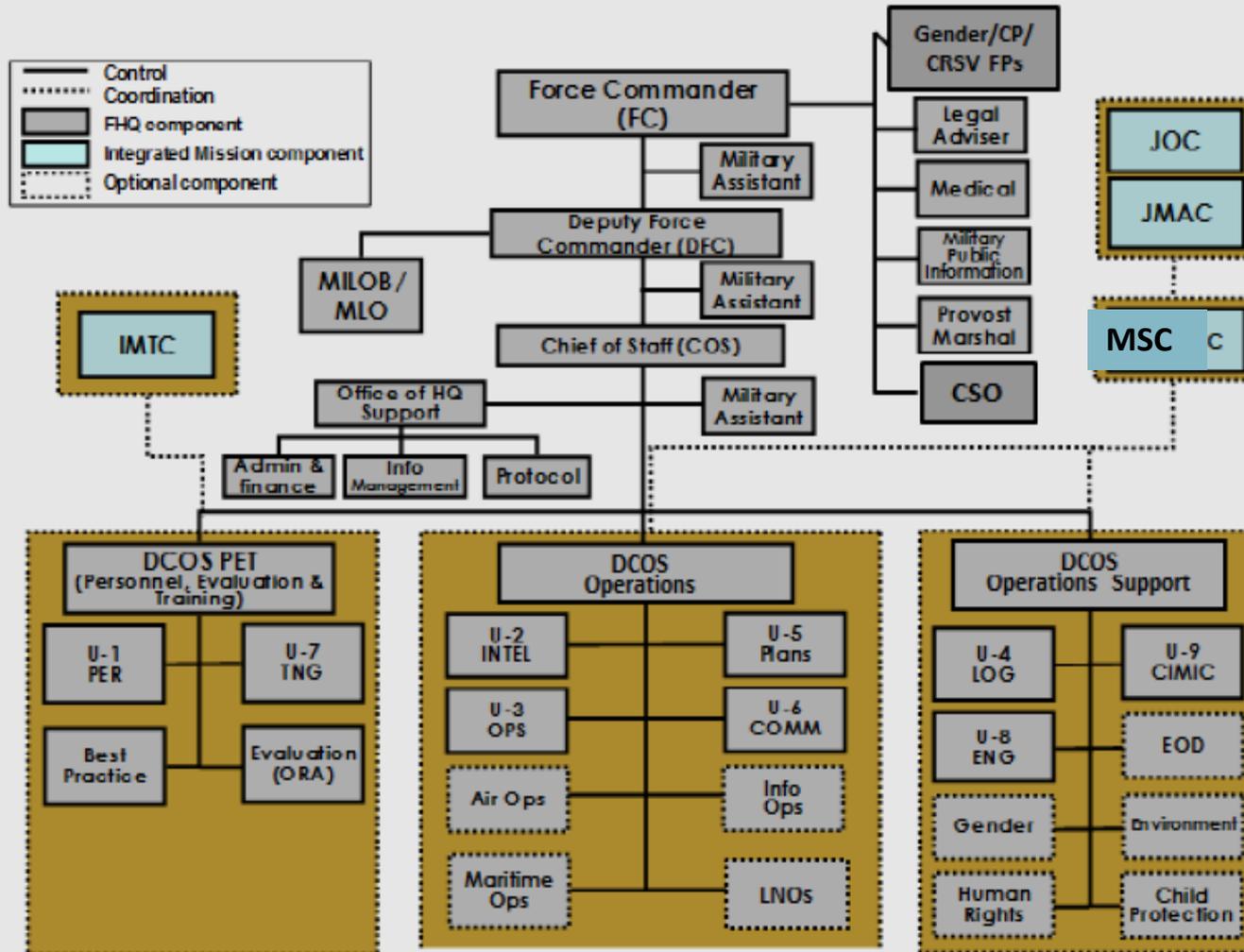
# Standard Large Mission: Modified U-Staff



Size 6,000-  
10,000



# Multidimensional Mission: Modular U-Staff



➤ Military Component above 10,000

## Current Missions:

- MINUSMA
- MINUSCA
- UNAMID
- UNMISS
- MONUSCO
- UNIFIL



# Learning Activity #1

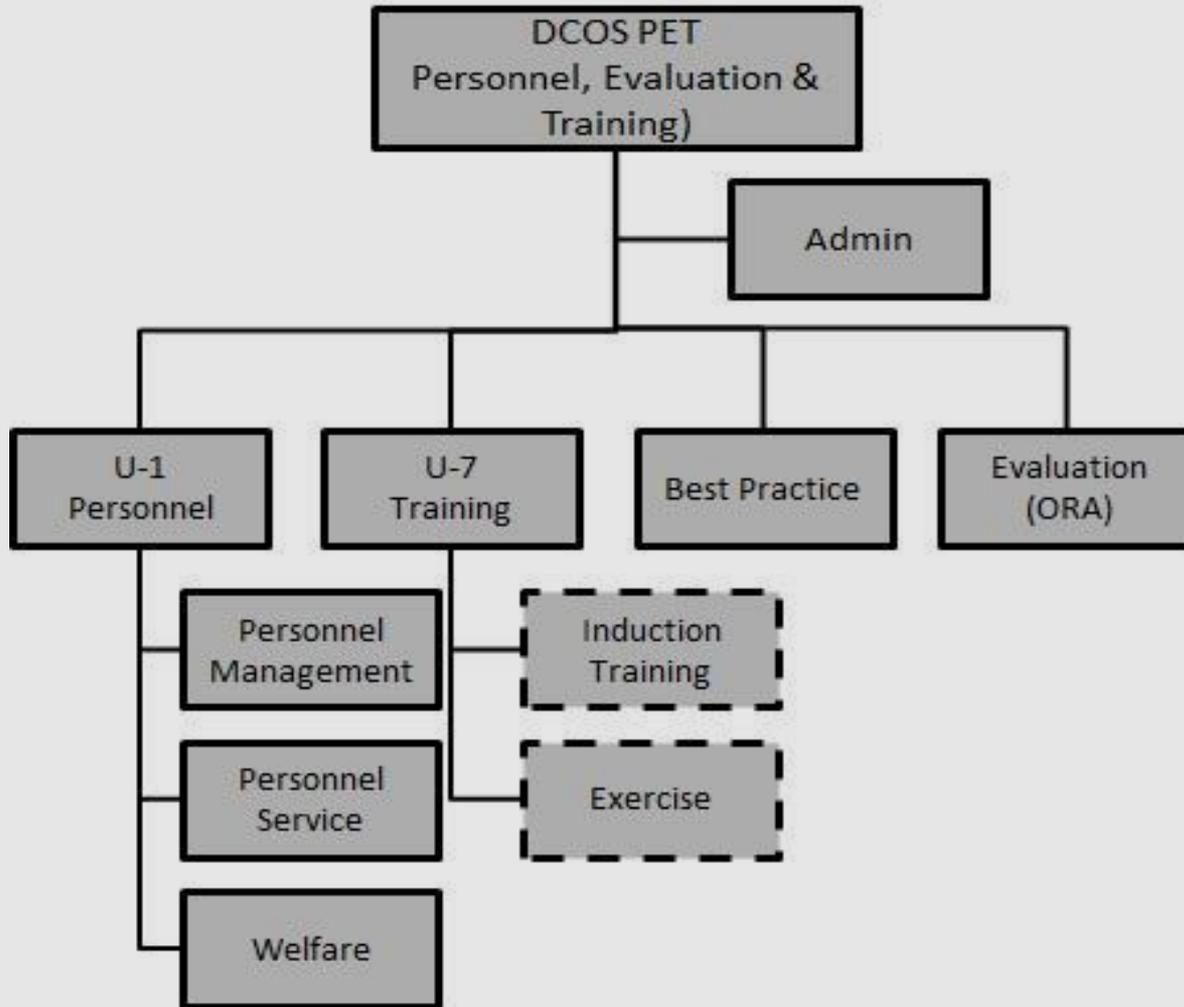
Type: Small Group Discussion

Total Time: 25 minutes

Analyze the structure of the FHQ in different types of missions

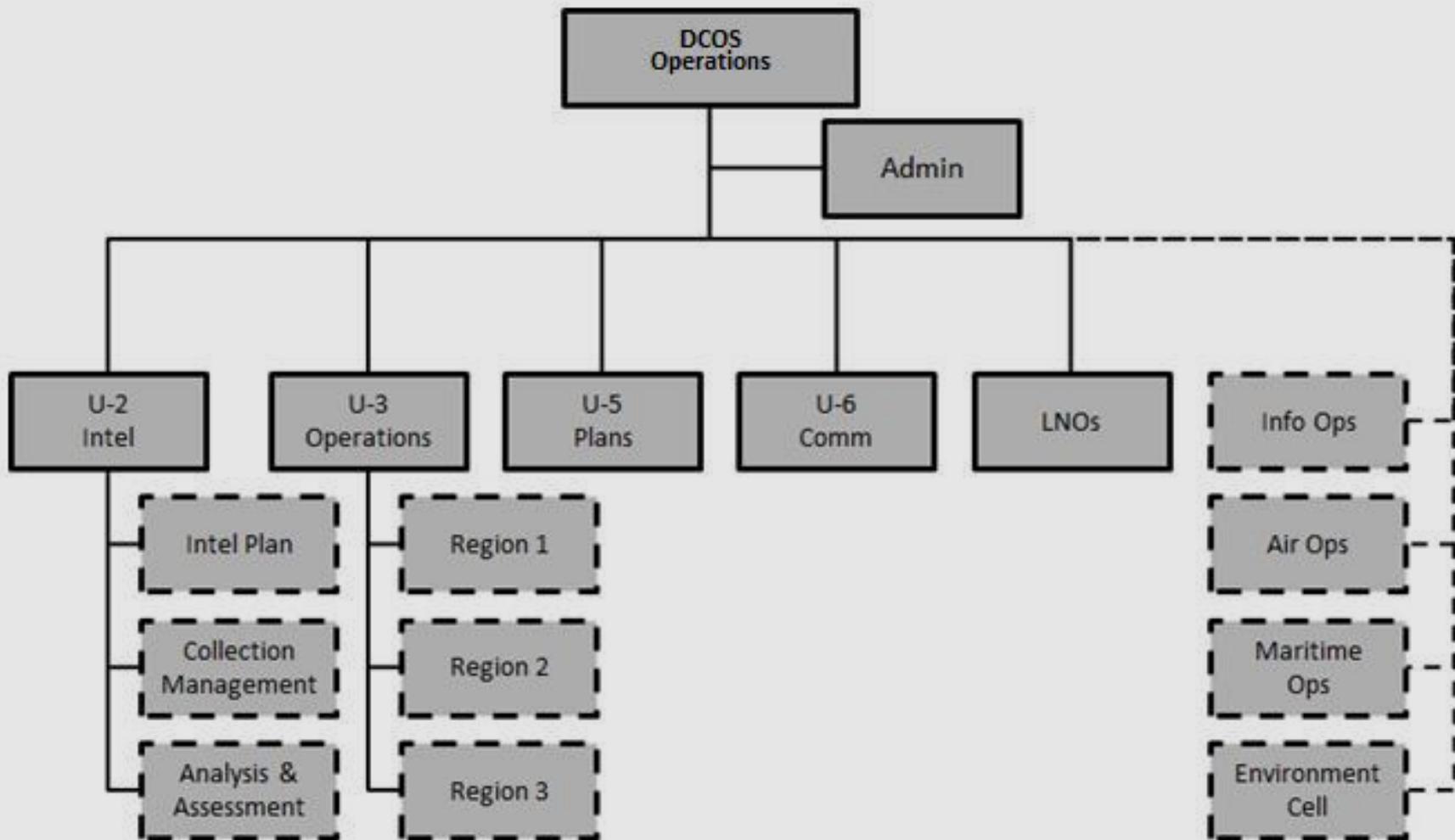


# Military Personnel, Evaluation and Training



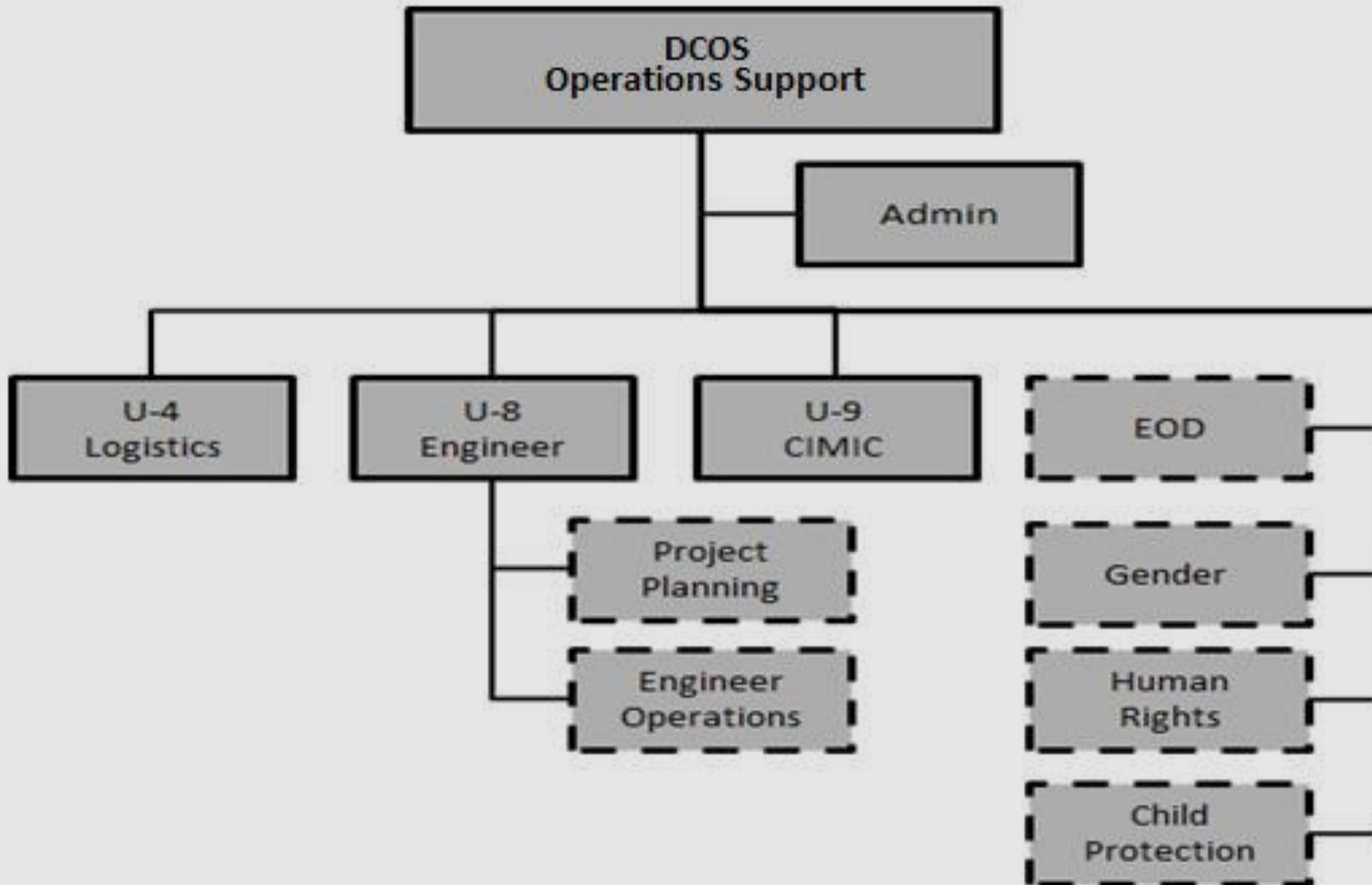


# Military Operations





# Military Operations Support





# Military Operations Centre (MOC)

## Level

- Force HQ, Sector/Brigade HQ or Unit and Sub-unit

## Tasks

- Monitor, coordinate and control all activities and responses for the execution of Mission Essential Tasks (MET) and logistics sustenance of the Force



# Force Military Operations Centre

## General

- Force HQ Command, Control, Communication and Information Centre

## Personnel

- Force Chief U-3 Operations and a dedicated MOC Officer assisted by one Warrant Officer and four NCOs and two signal personnel

## Tasks

- Control and execute operational activities
- Coordination, integration and timely passage of information & orders



# Force Military Operations Centre - Organisation

Maps and Satellite Imageries.

Operational plans, patrolling plans, schedule of events, information collection plan, etc.

Video Tele-Conferencing (VTC) Facility.

UN Force Headquarters Handbook

A forward, rear and lateral secure voice and data communication link with redundancy.

Hotline Communication to UNOCC, SitCen, JOC, JMAC, subordinate HQ, Units and Sub-units as well as the neighboring Missions MOC.



# Staff Functions



# Common Key UN Staff Functions

U1 – Personnel

U2 – Military Information

U3 – Operations

U4 – Logistics

U5 – Future Plans

U6 – Communications

*U7 – Training*

*U8 – Engineer*

U9 – Civil-Military Coordination



## Learning Activity #2

Type: Small Group Discussion  
Total Time: 25 minutes

Participants should explain each staff branch responsibility and how to achieve successful interaction with other staff branches within missions



# Important FHQ Activities

Daily Operational Brief.

Weekly FC's Planning Meeting with FHQ Staff.

Weekly Senior Management Team (SMT) Meeting.

Monthly Operational Update to SRSG and OMA.

Quarterly FC's Conference with Commanders.

Quarterly visit to all major units.

Six Monthly Inter-Mission-Cooperation Conference (where applicable).

Six Monthly Mission Operational Capability Review.

Annual Force Report.

Six Monthly Contingent Commanders Conference.

Annual HOMCs Conference in United Nations Secretariat.



# Correspondence, Reports & Returns Formats

Staff Estimate

Military Component Operations Order

Fragmentary Order

Daily Situation Report

Daily Security Incident Report

Weekly Situation Report

Weekly Information Summary

Incident Report

Flash Report

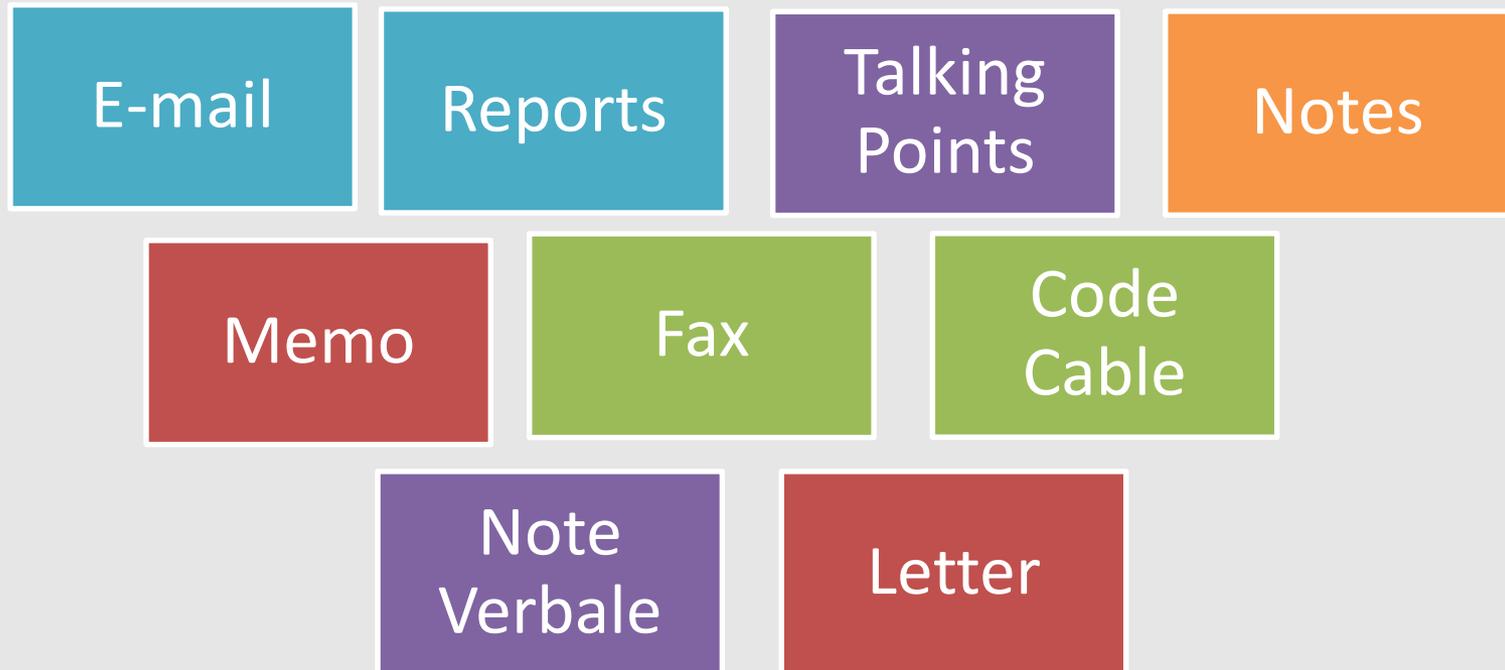
Notification of Casualty

Monthly Report

Annual Report



# Types of UN Written Communication Drafted by Staff Officers





# Types of Reports

Daily SitReps

Weekly SitReps

Special Incident (Flash) Reports

End of Assignment Report

Meeting Report

Patrol Report

After Action Report

Inspection Report



# Types of Oral Presentation

Morning Brief

Mission Analysis Brief

Decision Brief

Visitor Brief



## Learning Activity #3

Type: Small Group Discussion

Total Time: 25 minutes

Participants should explain important FHQ  
Activities and Reports



# Learning Activity #4

World café on staff officer coordination and performance management



# Learning Activity #5

The game of Simon Says...



# Learning Activity #6

Establishing a new FHQ



# Summary of Key Messages

- Multi dimensional integrated missions are organised to ensure optimum command, control and coordination between all actors.
- Different levels of command and control exist in UN missions.
- Missions are configured as per their relative strength and level of complexity.
- All staff officers need to understand the tasks and battle routine of their own departments and also of others.



Questions?

# Module 1: Structural Framework

Lesson

# 3



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## Integrated Assessment and Planning



## Aim

The aim of these lessons is to introduce military staff officers to the basics of the Integrated Assessment and Planning process with a view to facilitating their participation in its implementation



# Learning Outcomes

- Learn about the Integrated Assessment and Planning Process in the UN
- Comprehend the role of the field SOs and the role of the headquarters in the process



# Lesson Content

Understanding Integrated  
Assessment & Planning

IAP Process & Methodology

Roles and Responsibilities of  
Military Staff Officers in IAP



# Introduction to Integrated Assessment and Planning

“There is currently no integrated planning or support cell in the Secretariat that brings together those responsible for political analysis, military operations, civilian police, electoral assistance, human rights, development, humanitarian assistance, refugees and displaced persons, public information, logistics, finance and recruitment.”

- The 2000 Brahimi Report



## **Integrated Assessment and Planning processes**

**=**

## **Collective strategy to tackle crisis and consolidate peace**

⇒ **IAP allows political, peacekeeping, humanitarian, human rights and development entities** to share a common analysis and common strategic objectives for peace consolidation, for planning and implementing responses in conflict and post-conflict settings.

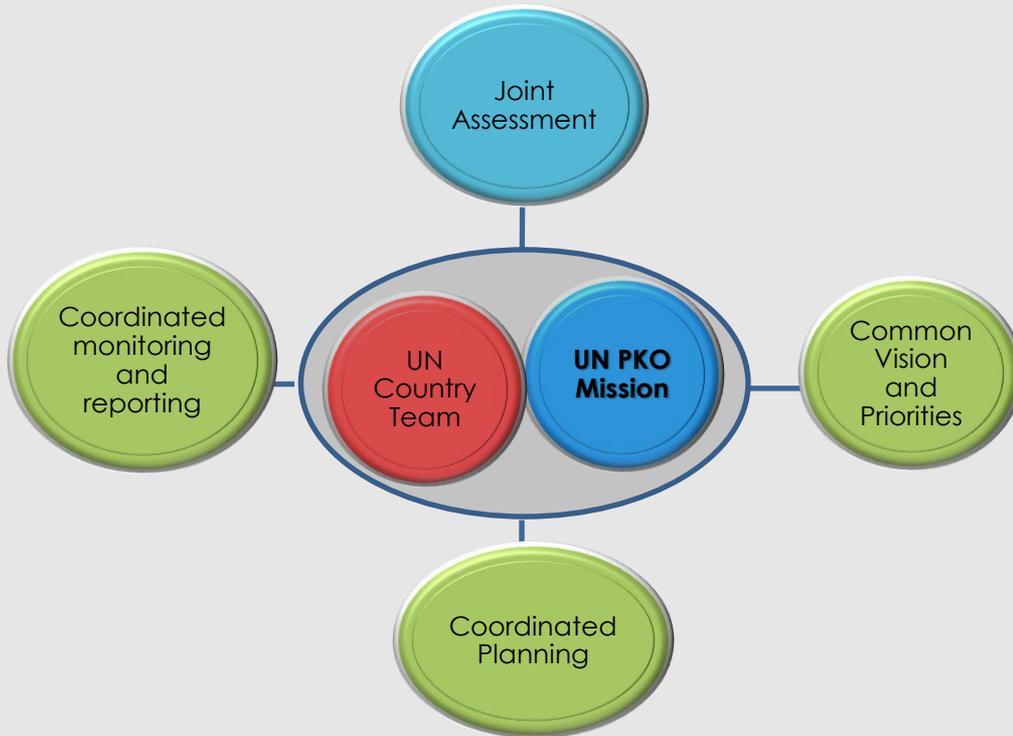


# Requirements of Establishing a Multi-Dimensional Mission alongside UN Country Team





# Joint Assessment

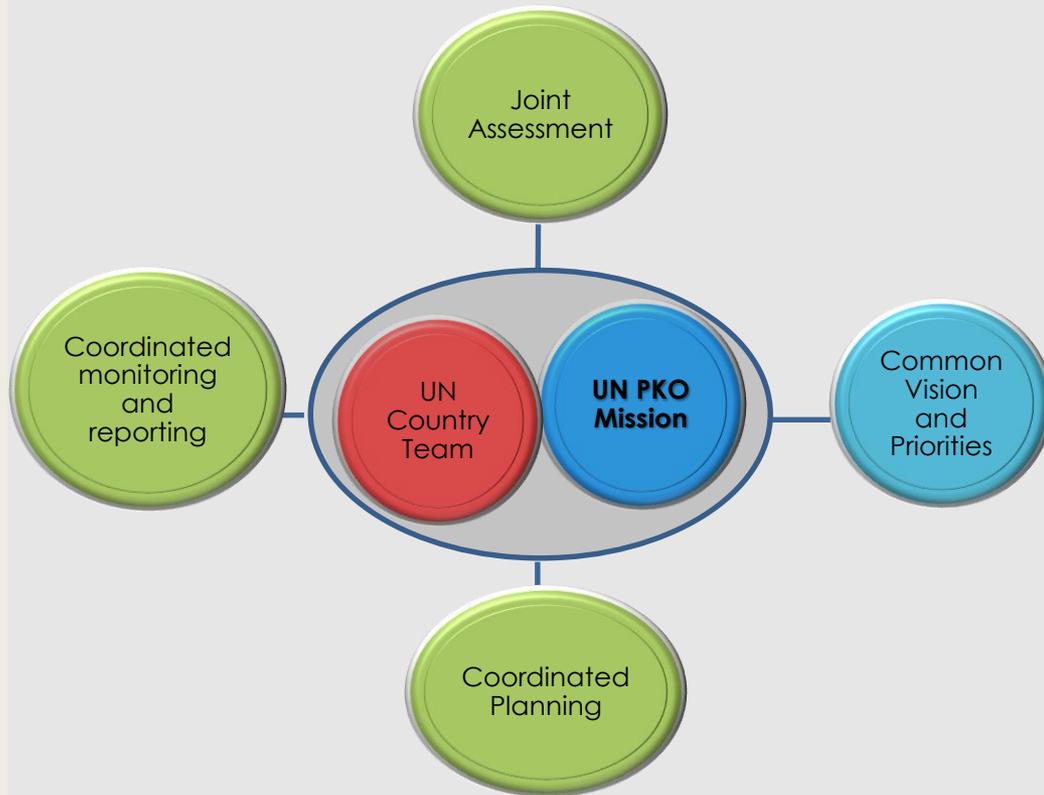


Joint Strategic Assessment is to ensure shared understanding of:

- Conflict or post-conflict situation
- Role of stakeholders
- Core peace consolidation priorities
- Risks and opportunities



# Common Vision and Priorities

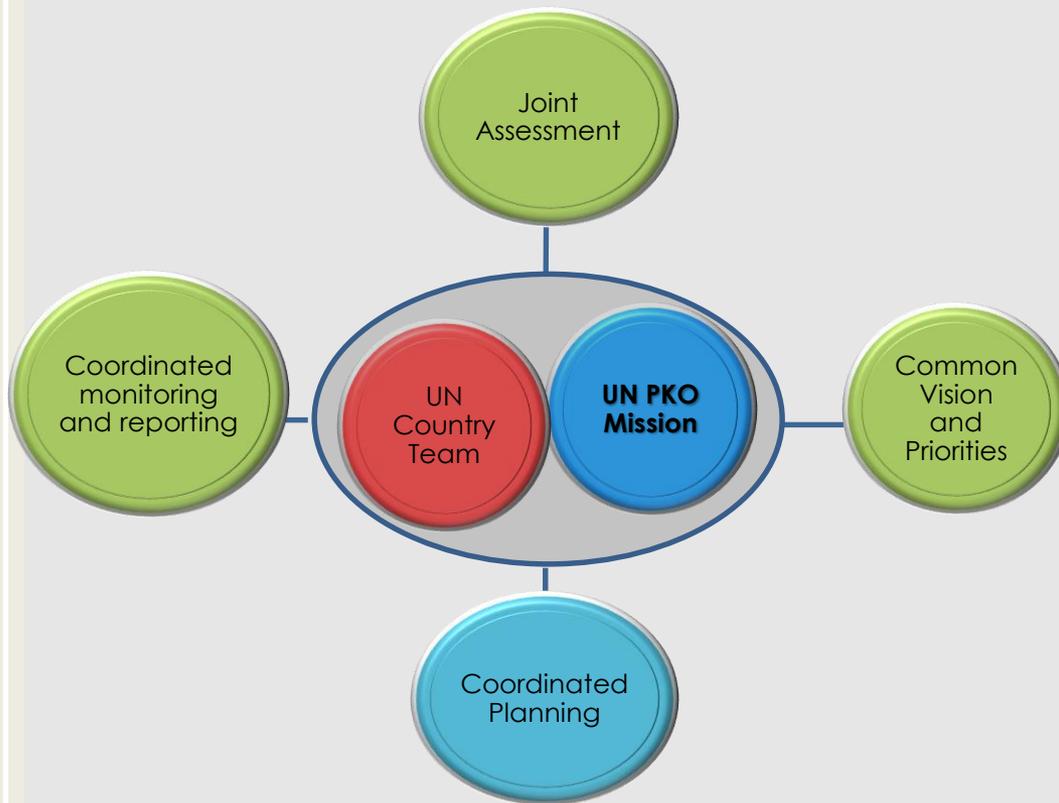


Articulation of common UN vision, priorities, responsibilities and structural and coordination arrangements through:

- Mandate
- SG Directive for the HOM/SRSG
- SG Directive for RC/HC
- Integrated Strategic Framework (ISF)



# Coordinated Planning

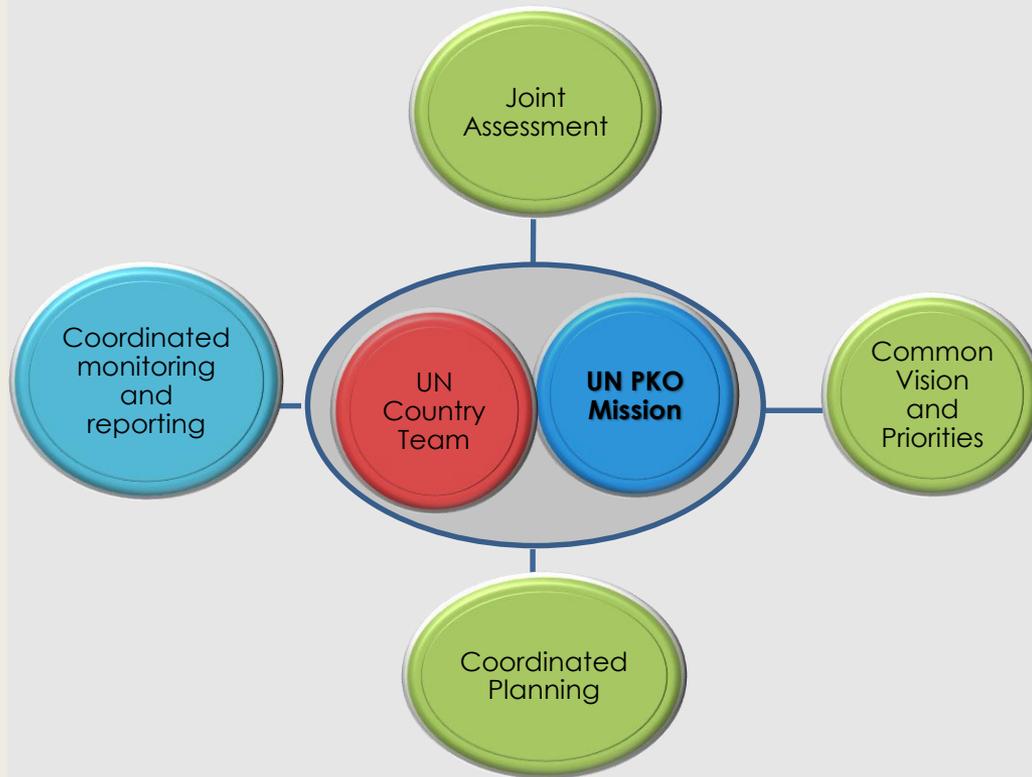


Integrated mechanisms levels should be established for

- Joint information-sharing
- Joint analysis
- Joint planning
- Coordination
- Joint decision-making



# Coordinated Monitoring and Reporting



In mandate implementation, there should be integrated monitoring and reporting on the implementation of the Directive to the S/ERSG, RC and HC, the ISF, and other integrated plans and regular reports to the Secretary-General to the Security Council



# Integrated Assessment and Planning

## Assessment

- Strategic Assessment
- Technical Assessment

## Integrated Mechanisms

- Integrated Task Force (ITF)

## Planning

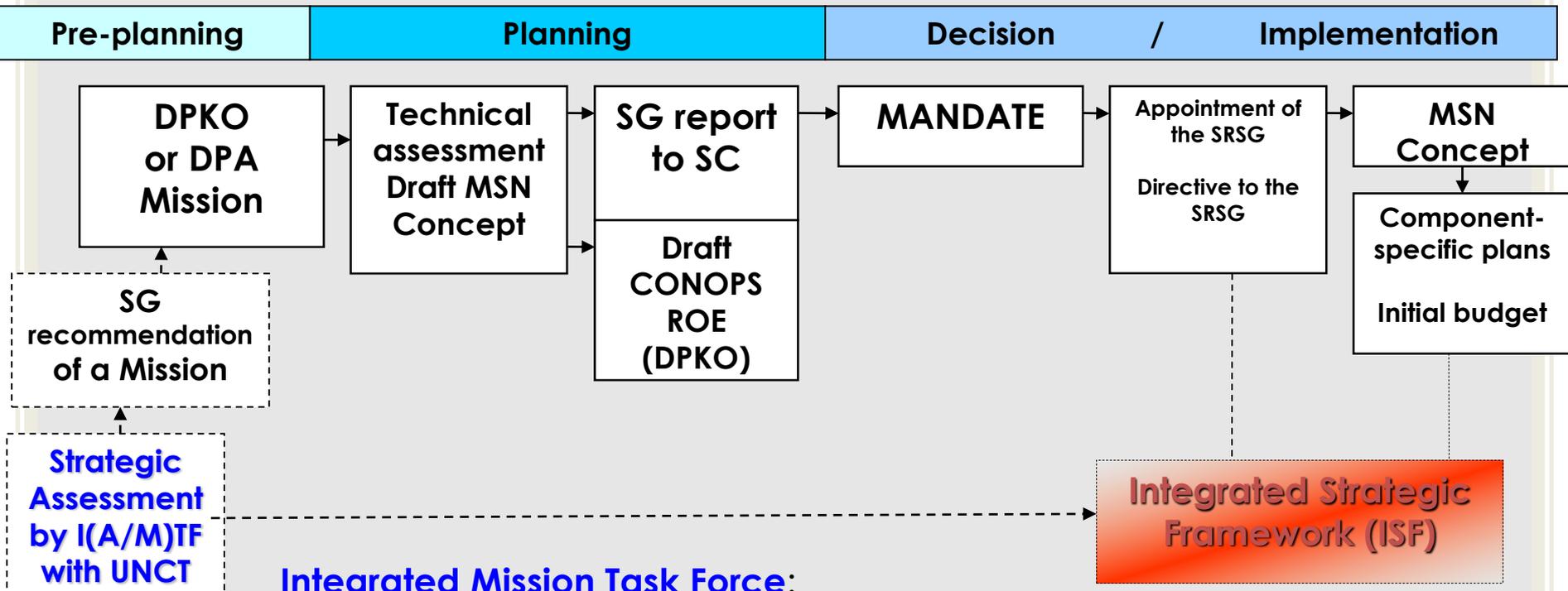
- Directive
- Integrated Strategic Framework (ISF)

## Integrated Monitoring & Reporting

- Formulation of measurable and meaningful benchmarks
- Track progress and reports to the senior UN leadership



# IAP Matrix

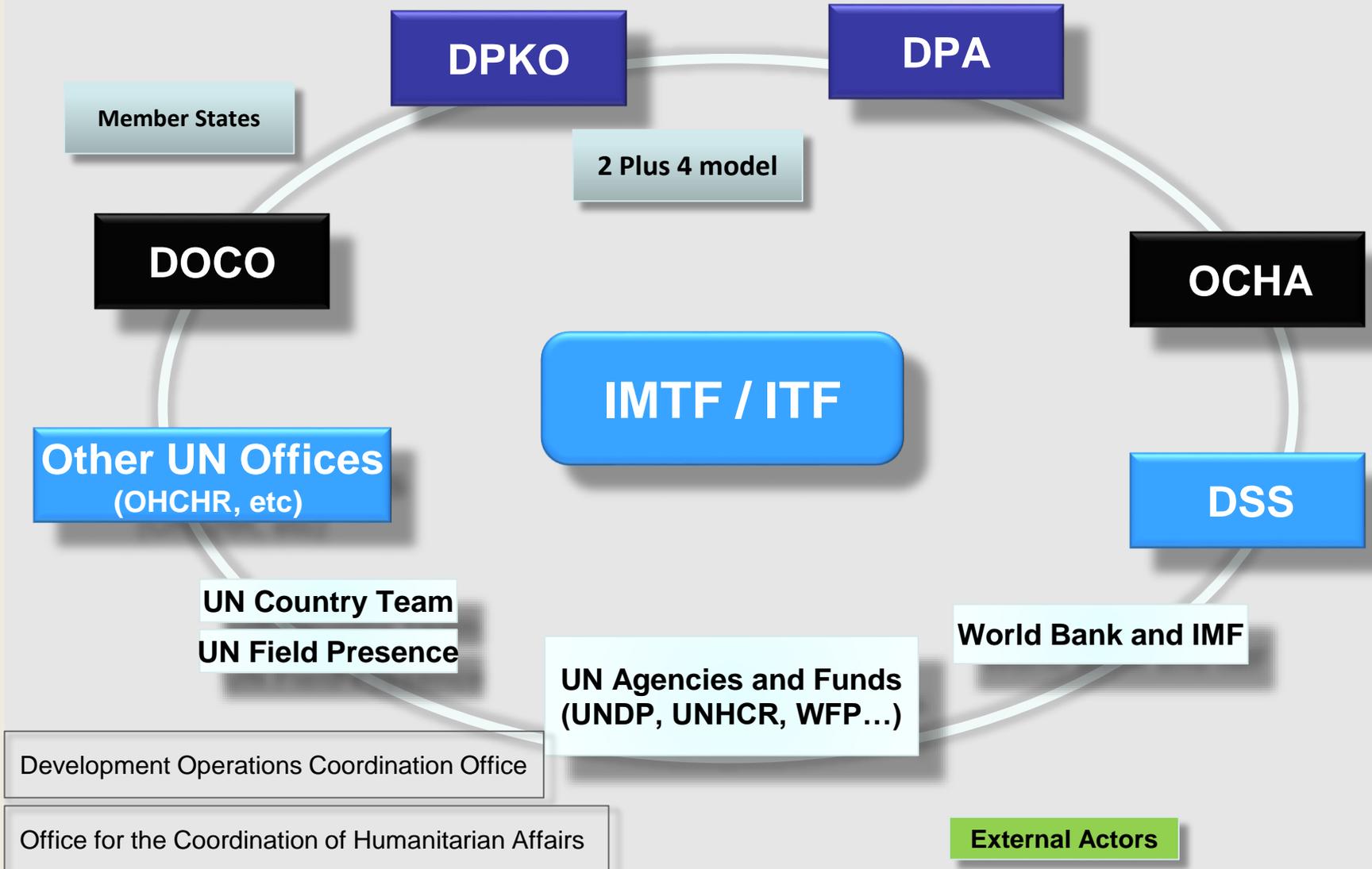


## Integrated Mission Task Force:

- Level of senior officer, team leader or functional specialist;
- Key Secretariat and Agency representatives;
- Specialized actors on an ad hoc basis
- Mission and United Nations Country Team (UNCT) field reps.



# IAP Actors





# Learning Activity

Discuss how does each individual office contribute to the IAP process:

- OCHA: Office for the Coordination of Humanitarian Affairs
- PBSO: United Nations Peace Building Support Office
- DOCO: United Nations Development Operations Coordination Office
- OHCHR: Office of the High Commissioner for Human Rights
- UNDP: United Nations Development Programme
- UNHCR: United Nations High Commissioner for Refugees
- WFP: World Food Programme
- IMF: International Monetary Fund



## Summary of Key Messages

- IAP allows political, peacekeeping, humanitarian, human rights and development entities to share a common analysis and common strategic objectives.
- Integrated mechanisms should be established for joint analysis, planning, coordination, monitoring and decision-making at both field and Headquarters levels.
- The IMTF consists of representatives of all relevant UN entities from headquarters to field level as well as external actors.



Questions?



# Lesson Content

Understanding Integrated  
Assessment & Planning

IAP Process & Methodology

Roles and Responsibilities of  
Military Staff Officers in IAP



# Planning Framework for Integrated UN Presences



**Mission Concept**

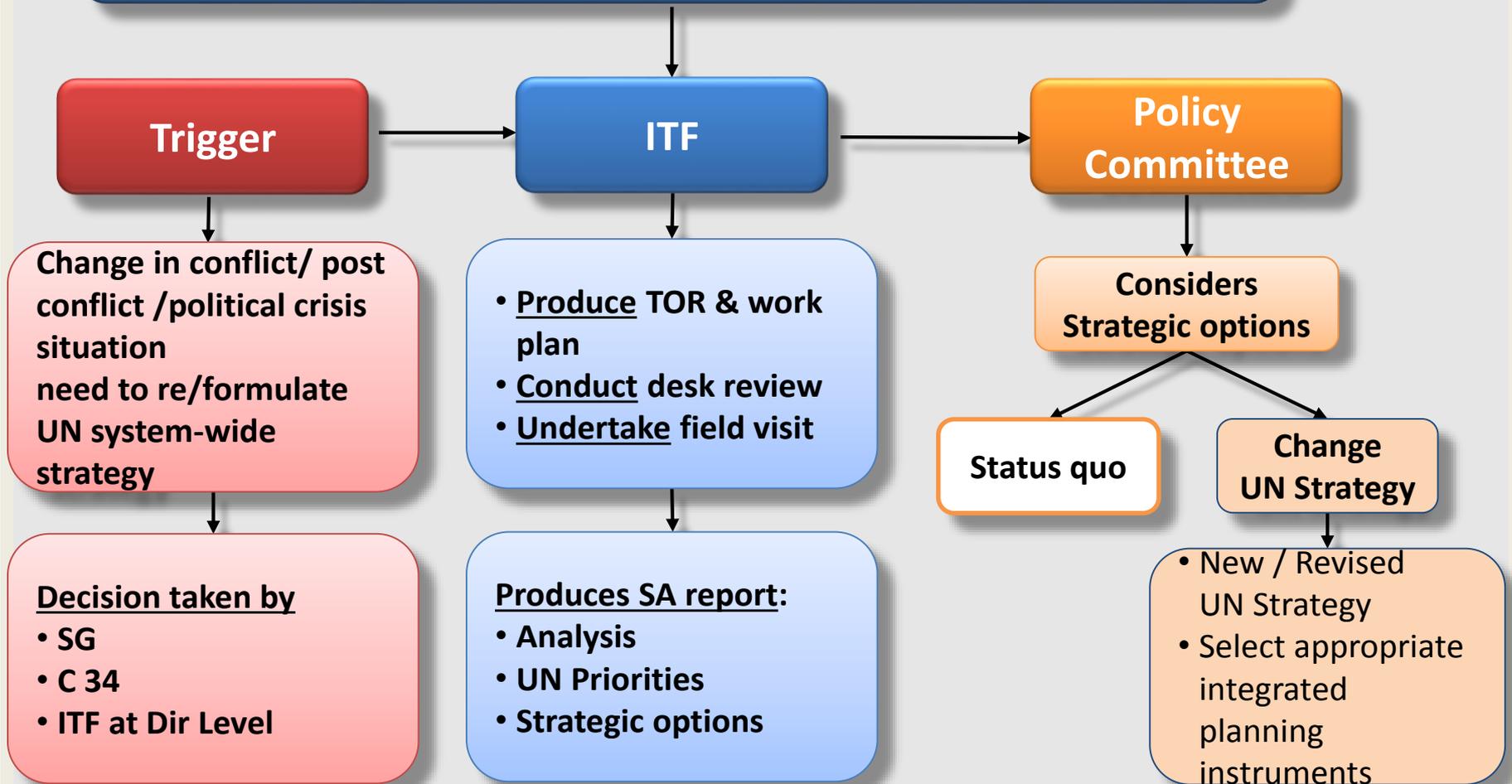


**Rules of Engagement**



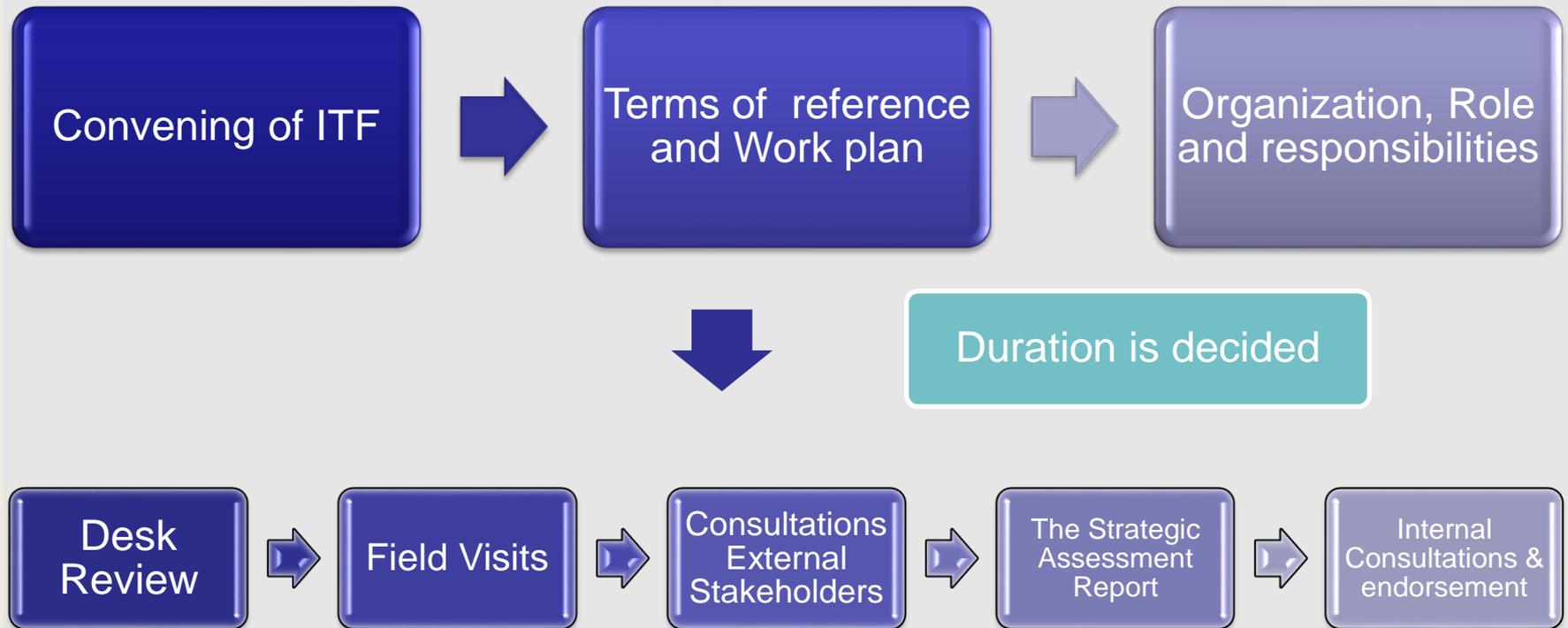
# UN Strategic Assessment

**Goal:** formulation of UN strategic engagement in countries where conflict is present, imminent or could reoccur



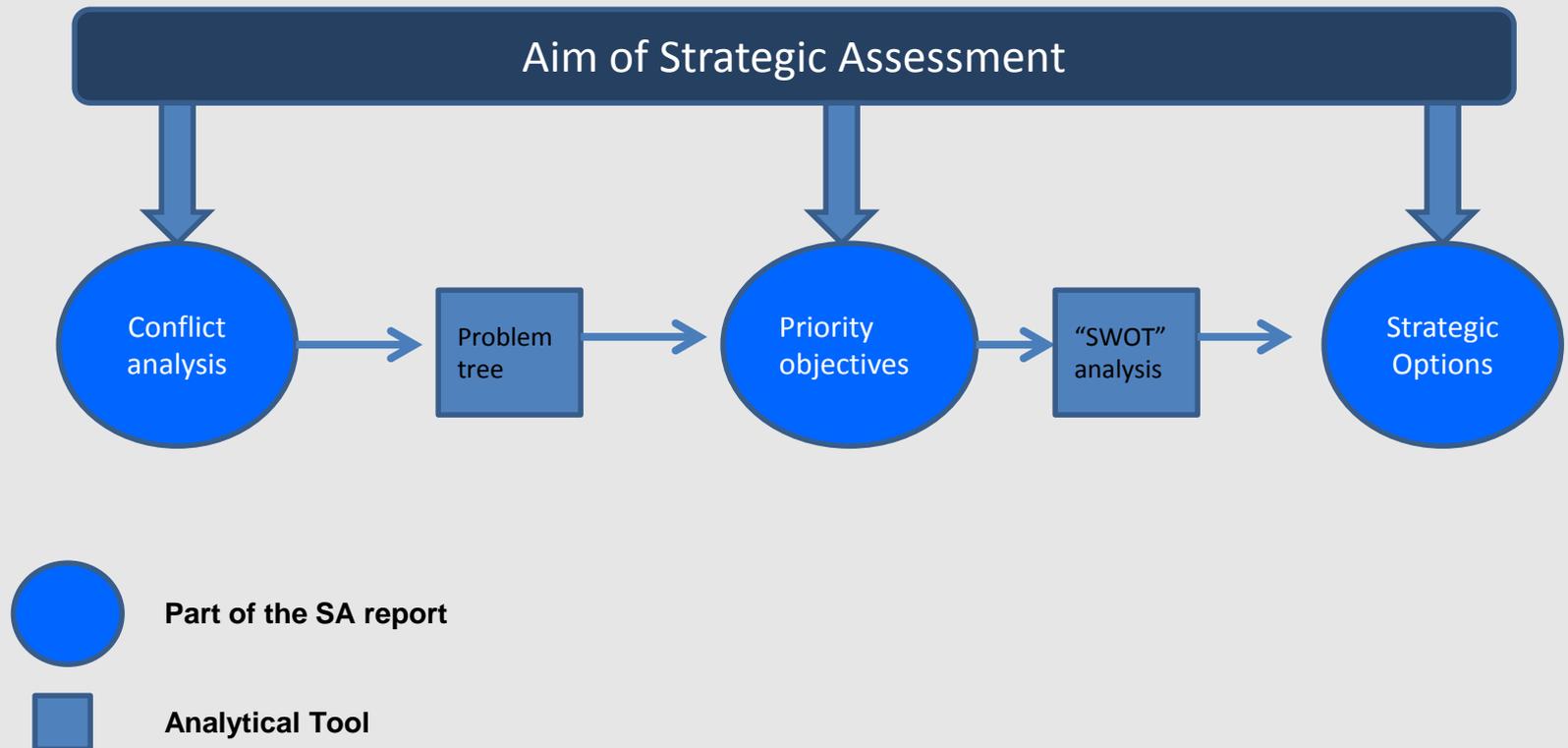


# Strategic Assessment Process





# Methodology of the Strategic Assessment



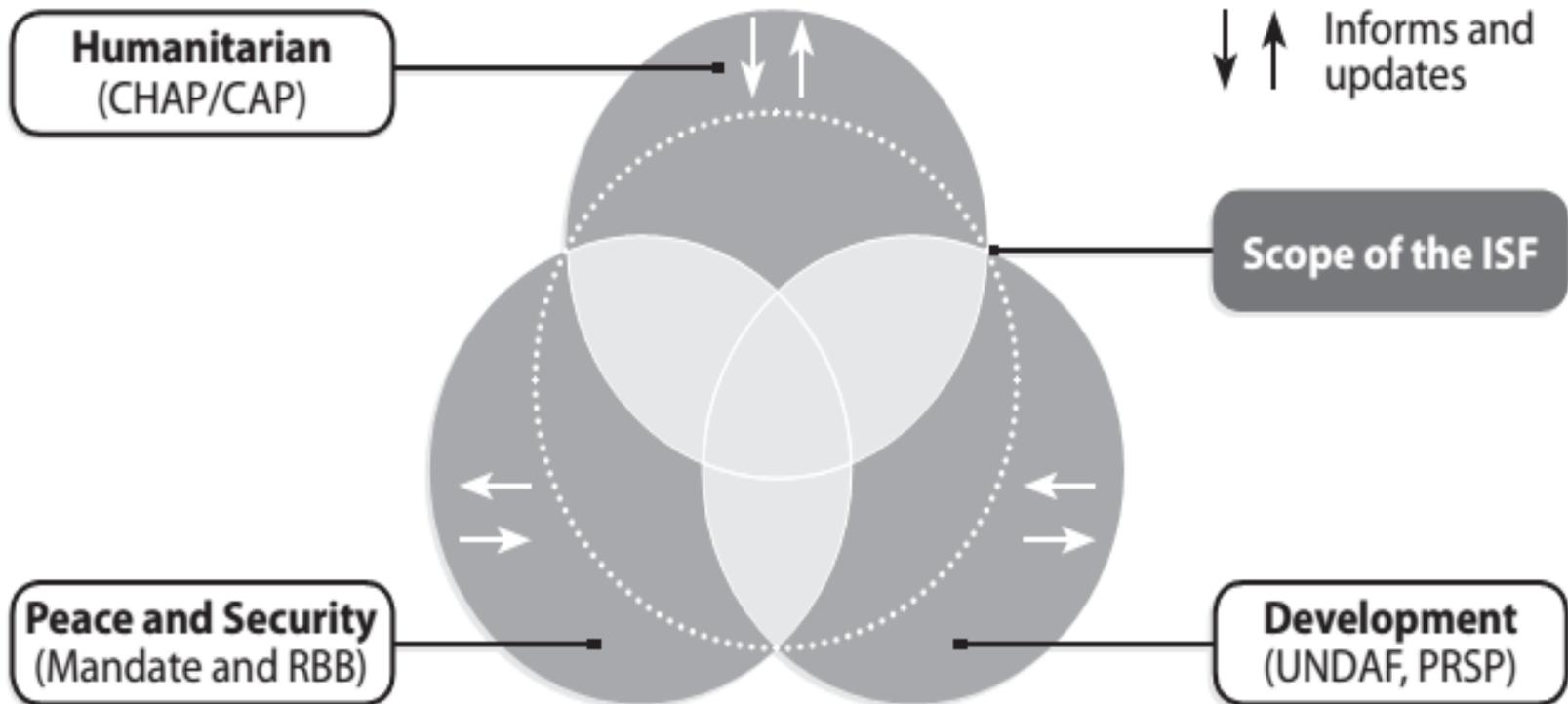


# Key Integrated Planning Documents

- Directive to the S/ERSG, Resident Coordinator (RC) and Humanitarian Coordinator (HC)
- Integrated Strategic Framework (ISF)



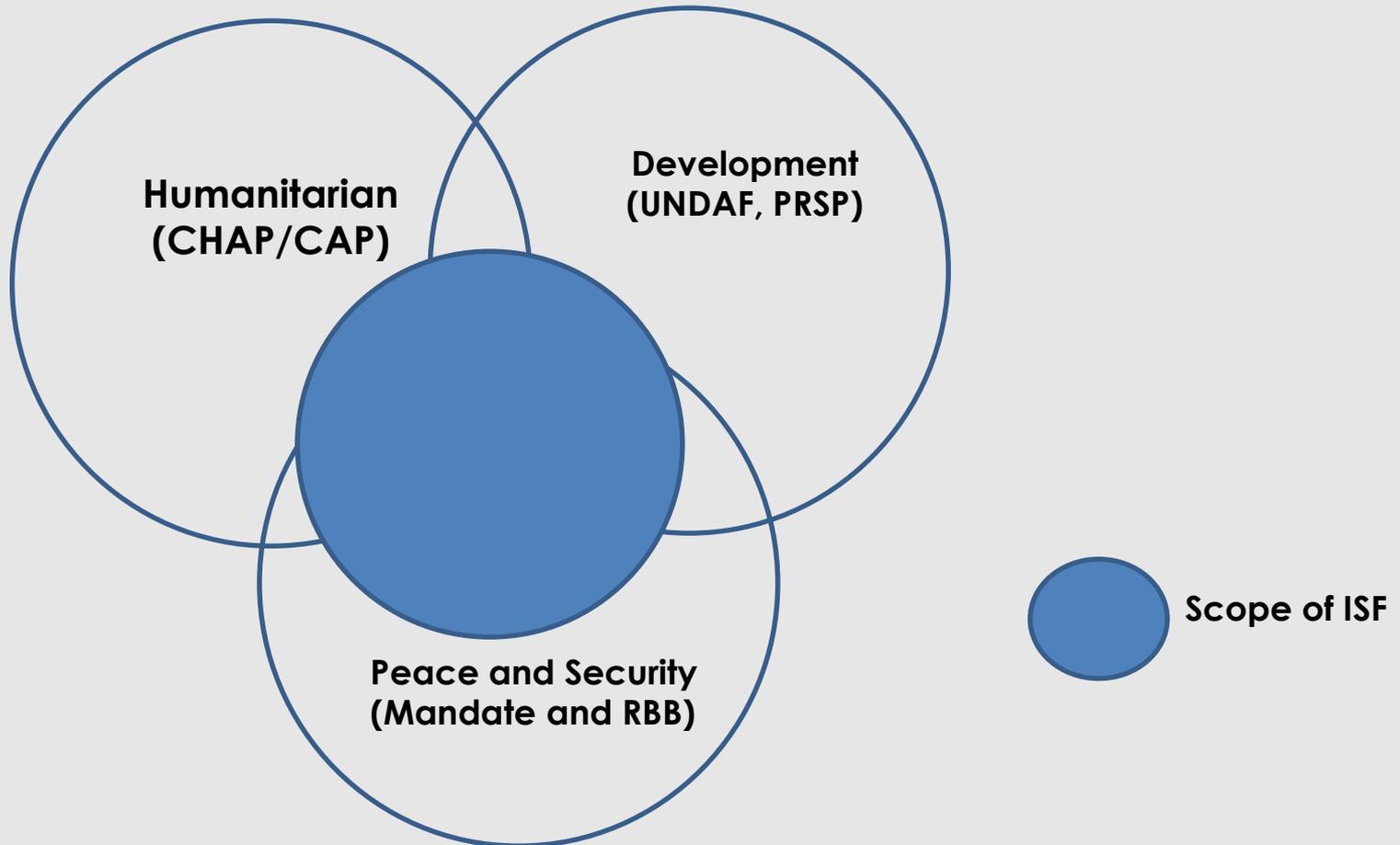
# Scope of the Integrated Strategic Framework and Linkages with other Mandated Frameworks





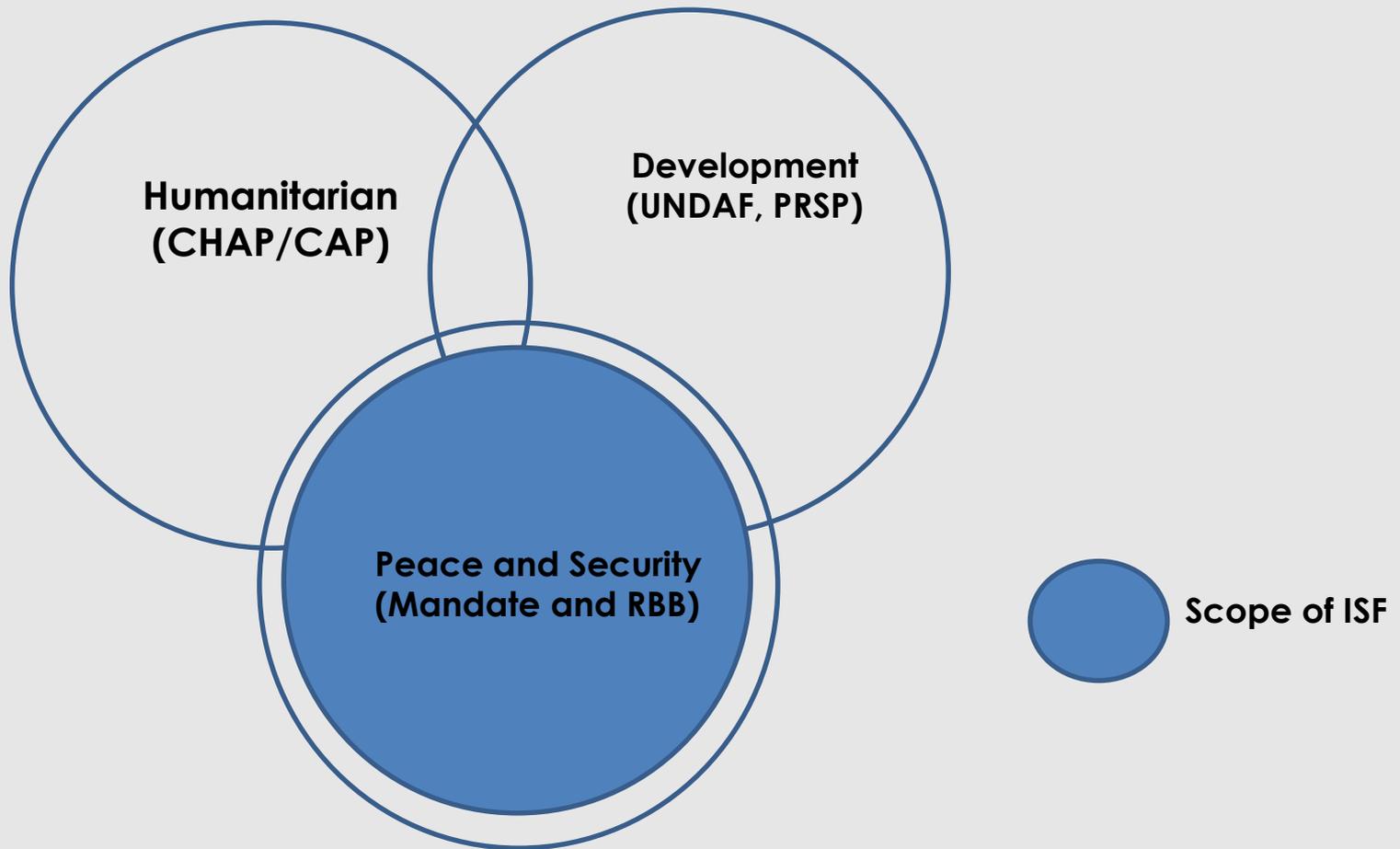
# ISF Scope – Model 1

ISF in Peace Consolidation or Peacebuilding context





# ISF Scope – Model 2





# Learning Activity

Analyze the ISF of UN presence in Central Africa Republic and discuss about the following issues:

- Purpose of an ISF
- Findings from integrated assessments
- UN role and comparative advantages
- Peace consolidation priorities
- Form and depth of integration
- Agreed results, timelines, responsibilities and implementation arrangements
- Coordination mechanisms
- Common monitoring and reporting framework



# Questions to be Answered by Integrated Monitoring and Reporting Framework

- Are the joint strategic objectives being realized?
- What is preventing progress towards the joint strategic objectives?
- What corrective measures could be taken?
- Are the entities participating in the ISF abiding by the commitments/agreements?
- Is the underlying analysis (of the conflict, of the operational environment) still valid and are the strategic objectives still relevant (if the situation on the ground has changed)?



# Summary of Key Messages

- The purpose of a Strategic Assessment is to:
  - develop a shared understanding of a conflict or post-conflict situation;
  - define the role of stakeholders and core peace consolidation priorities; and,
  - propose options for UN engagement on the basis of an assessment of risks and opportunities.
- The scope and content of an ISF will be unique in each country situation.



Questions?



# Lesson Content

Understanding Integrated  
Assessment & Planning

IAP Process & Methodology

Roles and Responsibilities of  
Military Staff Officers in IAP



## **Roles and Responsibilities of Military Staff Officers in IAP**

- Get familiar with ISF, Directive for HOMC/FC and CONOPS
- Evaluate the validity of the guidance material on a regular basis



## Role of Military Staff Officers in IAP (cont'd)

- Ensure military related issues are taken into consideration in strategic assessments
- Participate in the integrated mechanisms at appropriate levels of representation





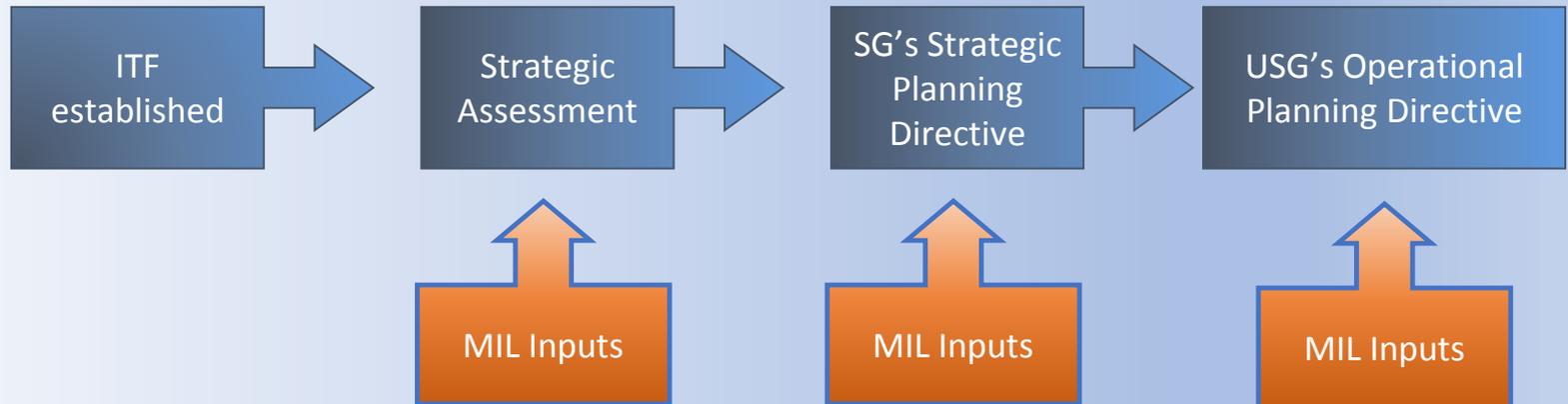
## **Role of Military Staff Officers in IAP (cont'd)**

- Establish appropriate monitoring and reporting mechanisms
- Identify measurable and meaningful benchmarks and risk indicators to support decision-making
- Provide appropriate inputs to integrated mechanisms and assessments



# Military Inputs to Planning

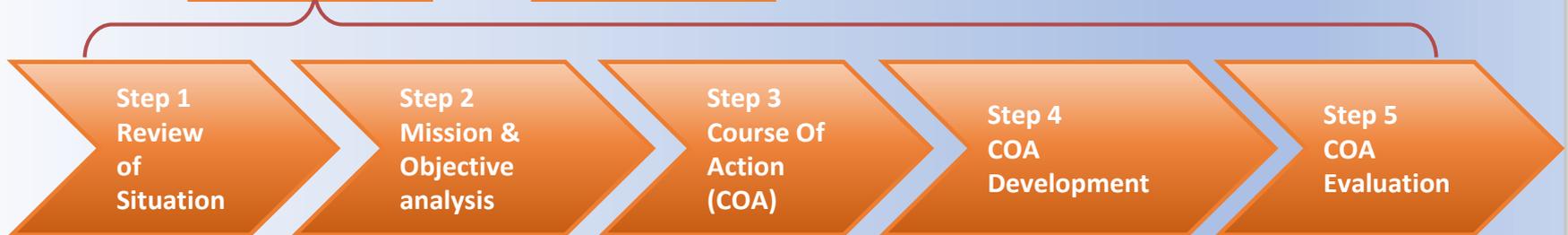
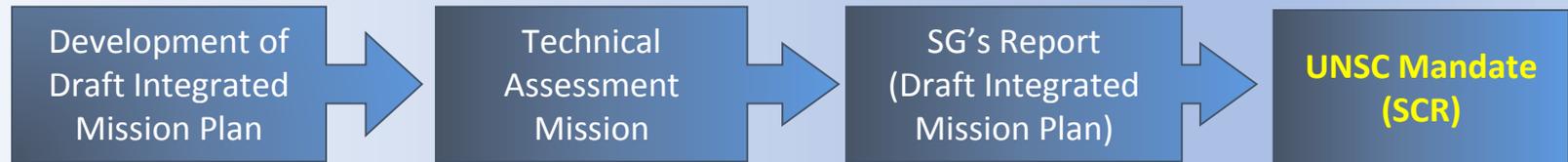
**Advance  
Planning**





# Military Inputs to Planning

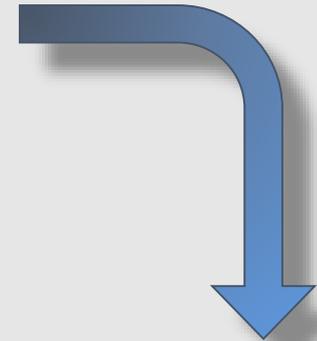
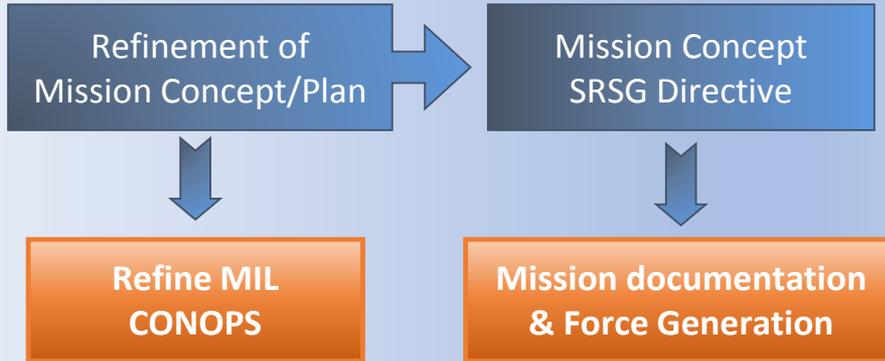
**Preparatory  
Planning**





# Military Inputs to Planning

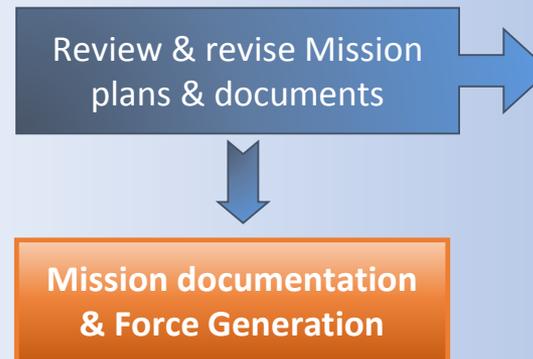
## Operational Planning



### Mission documentation:

- Directive to the SRSB
- CONOPS
- SURs
- ROE

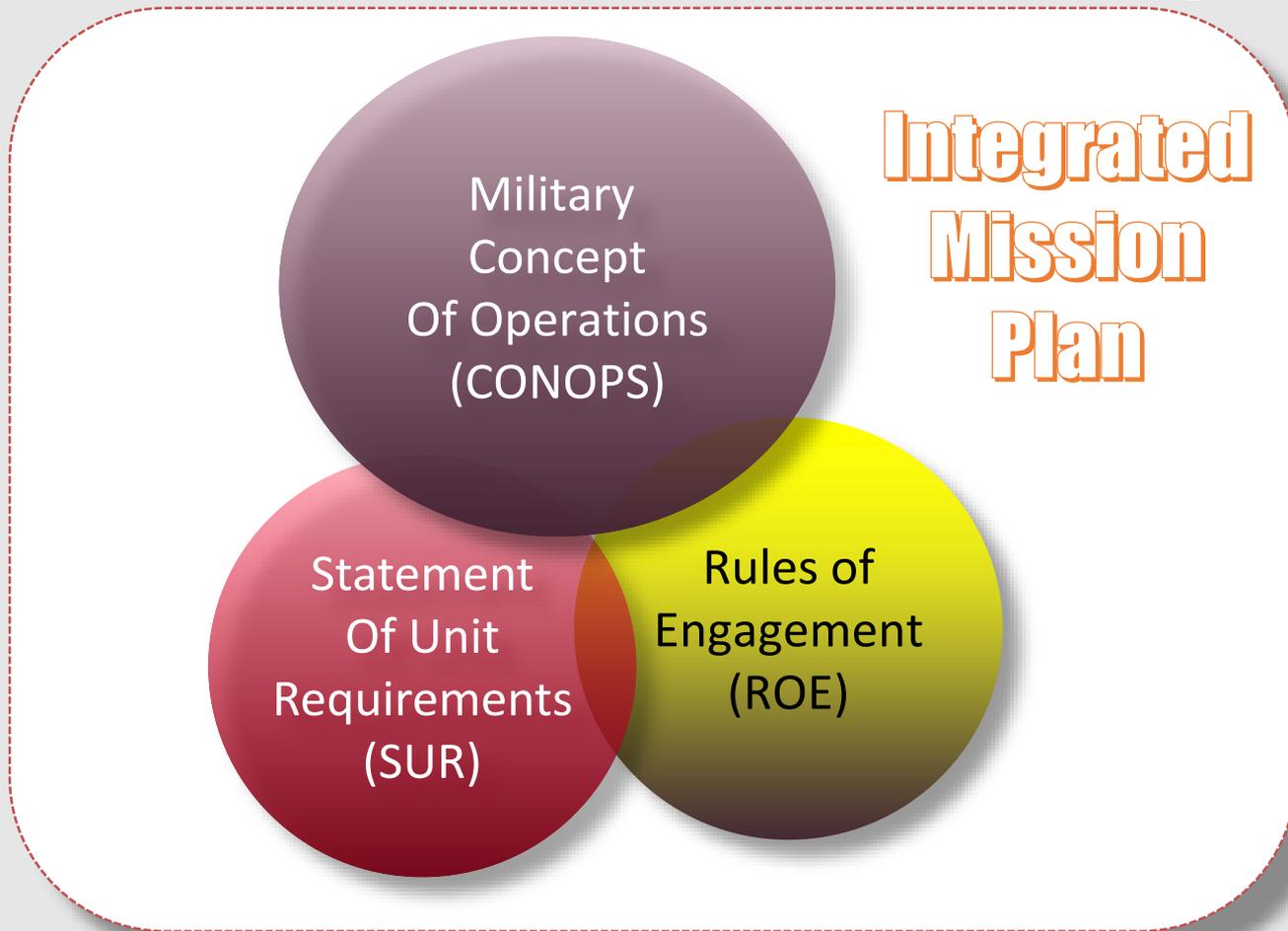
## Implementation Planning



Once deployed, the Integrated Strategic Framework, Mission wide protection strategies and other relevant plans are developed and implemented.



# Military Inputs to Planning



Surge  
capacity on  
Mission  
start-up

Military  
Capability  
Studies

Strategic  
Reviews

Contingency  
Planning

Drawdown  
Planning



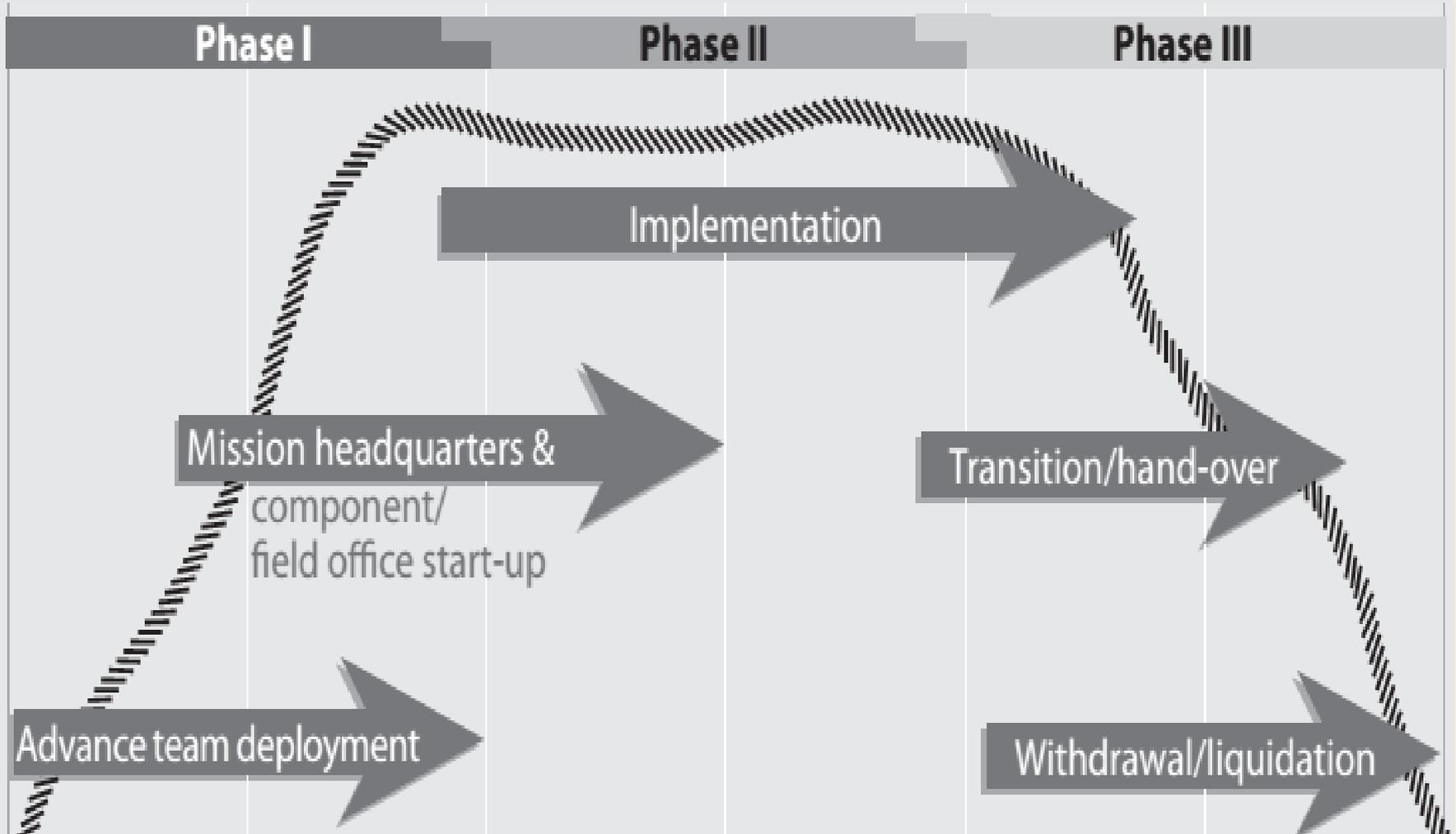
# Learning Activity

Discuss the following different roles of IAP during the different life stages of the Mission:

- Role of the IAP at Mission Start-Up
- Role of the IAP during the Implementation of Mandates
- Role of the IAP during Drawdown and Withdrawal

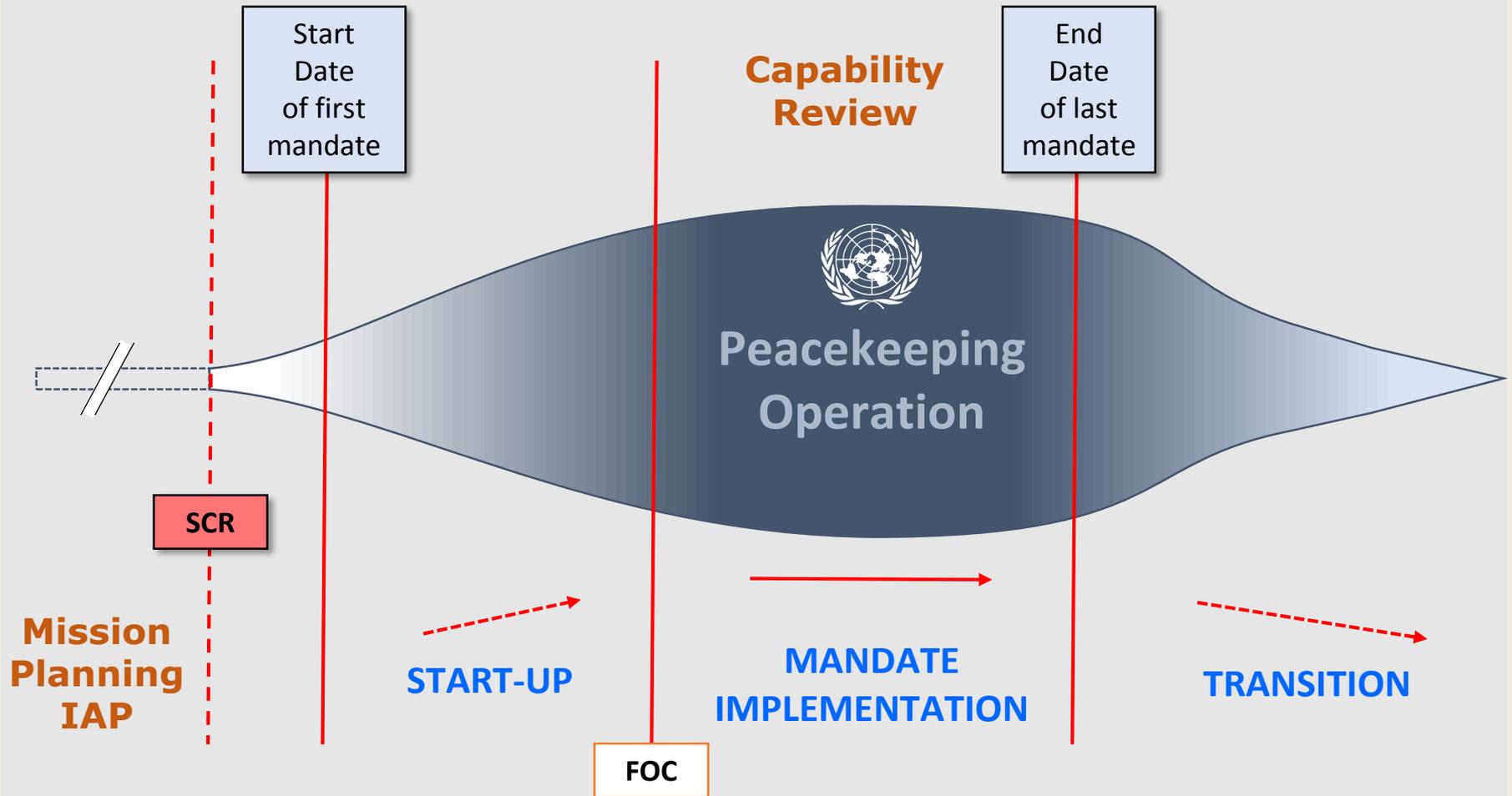


# Life Cycle of Peacekeeping Missions



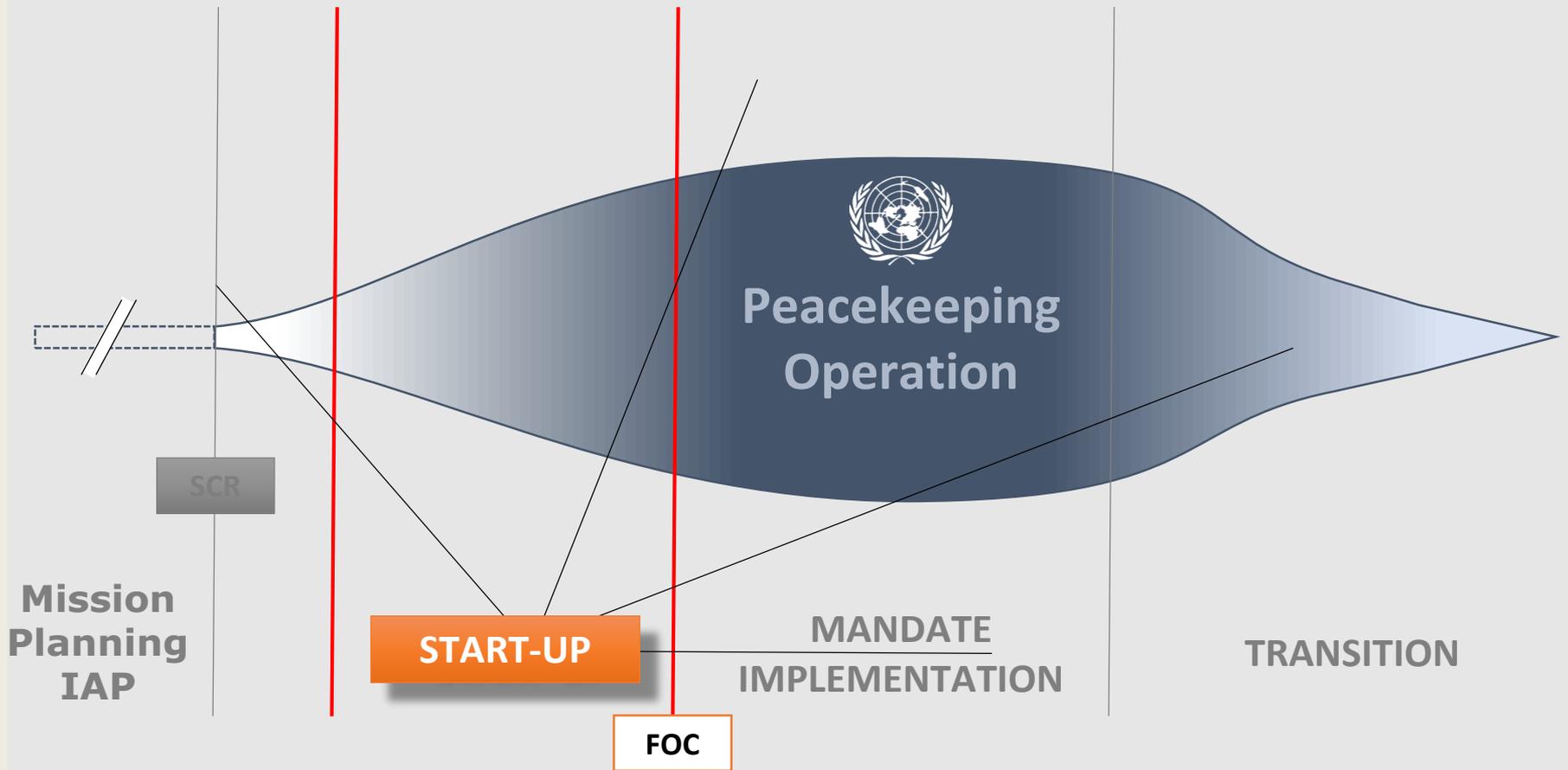


# Mission Life Cycle



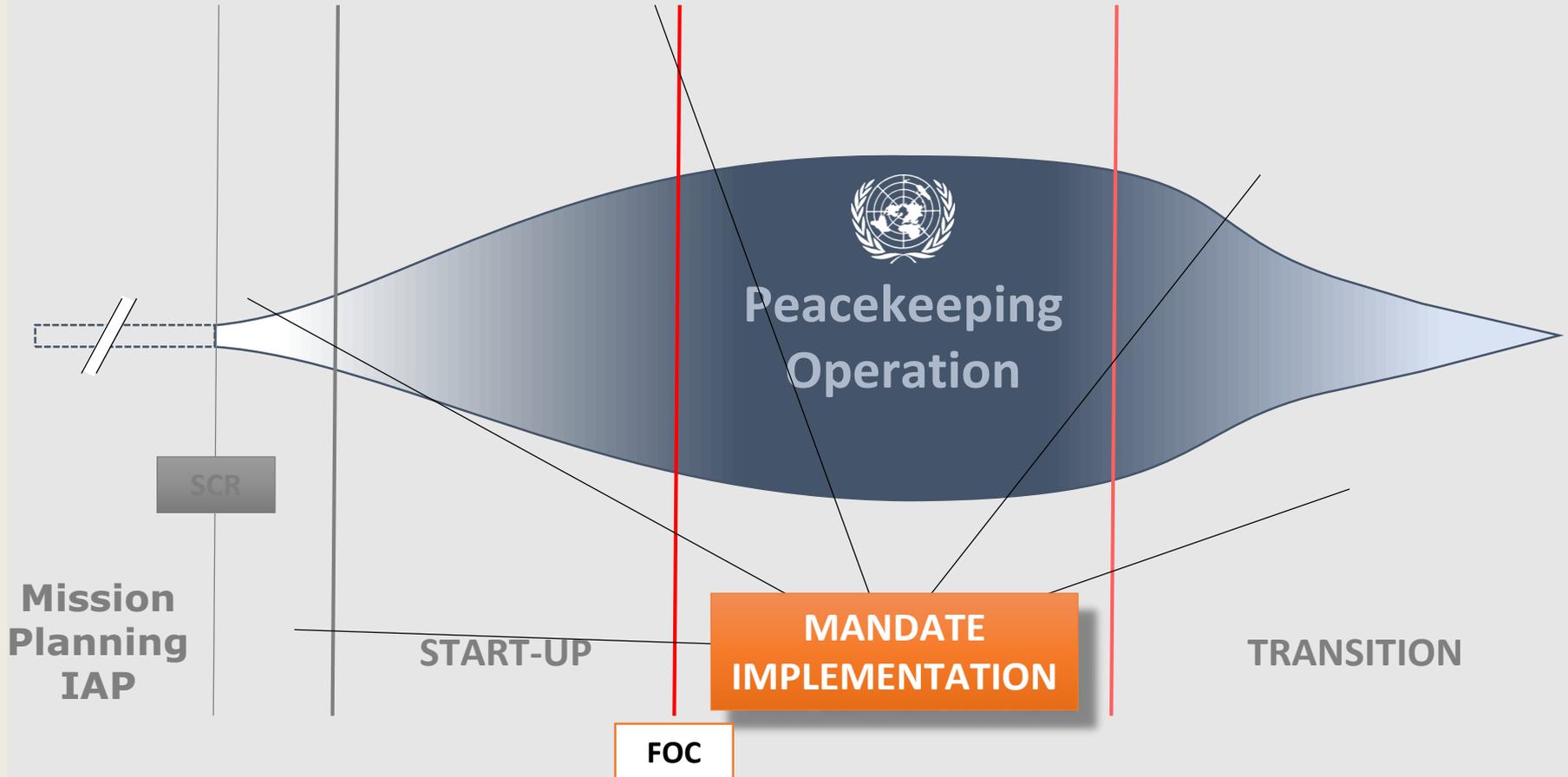


# Mission Start-up



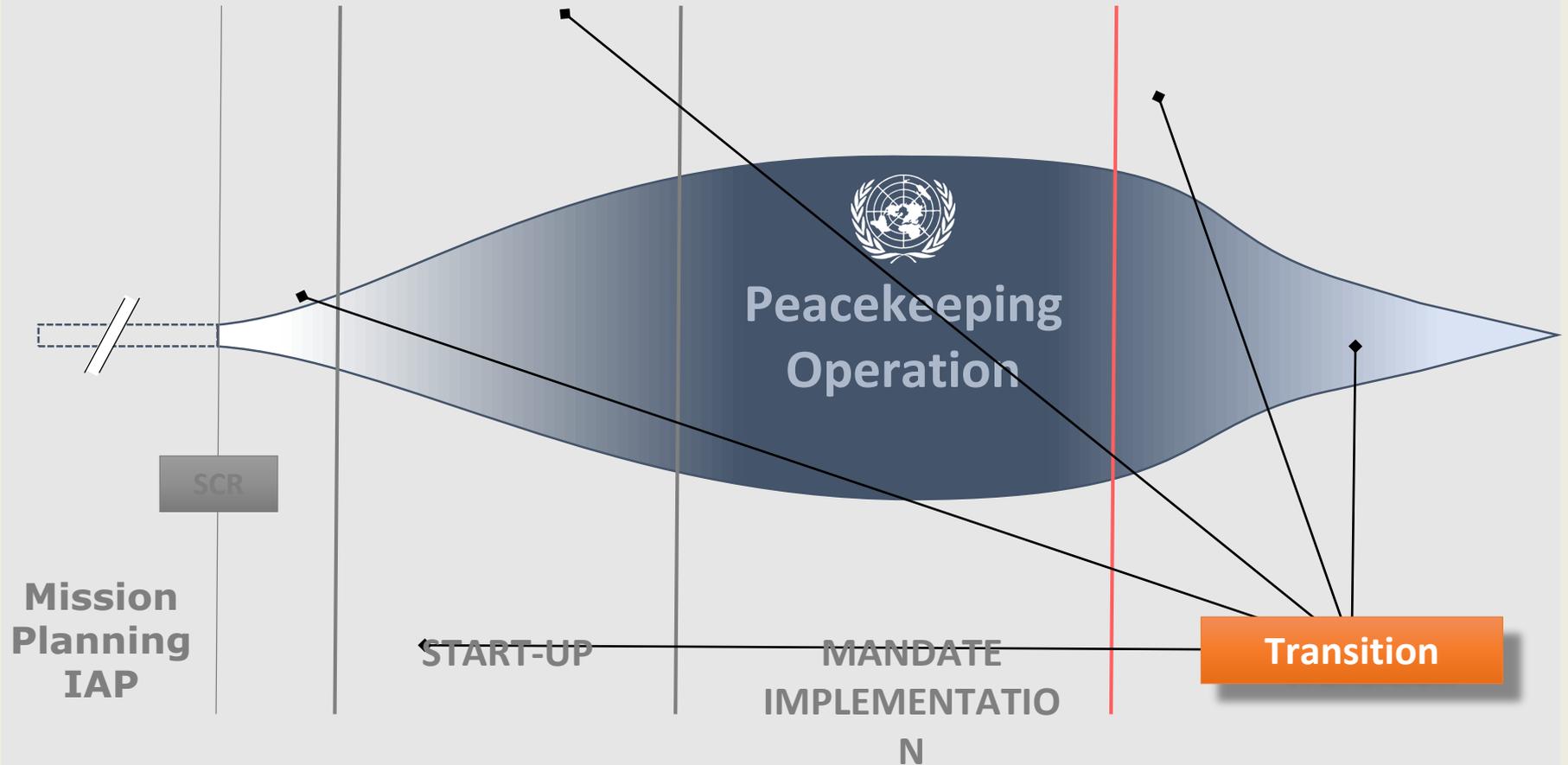


# Mandate Implementation





# Mission Transition





# Learning Activity

Analyze the SG Directive to SRSG of the UNAC in Carana and discuss the following issues:

- Situation assessment
- UN-system wide strategic direction
- Mission priorities
- Initial responsibilities
- Structural and coordination arrangements
- Basic planning parameters



# Summary of Key Messages

- Military inputs into the advance planning stage will especially concern the situation analysis, planning assumptions, risk assessment and constraints.
- The operational estimate will lead to the development of a preliminary Concept of Operation.
- The finalized CONOPS provides the basis for the preparation of the ROE/DuF and the SURs for each type of military unit.
- The life cycle of a peacekeeping operation can be divided into three phases: start-up, mandate implementation, transition.



Questions?