

COMMAND STAFF TRAINING

Contingent Owned Equipment



Background

FPU Command staff needs to be familiar and aware of the system used between the United Nations and the Member States for both Memorandums of Understanding and responsibilities for Contingent Owned Equipment. Although this will normally have been negotiated prior to the deployment by representatives from the Police Contributing Country the FPU Command Staff need to understand the process and what part they will play in it whilst they are in Mission.

Aim

To ensure that command staff understands the necessity of availing deployed in the Mission Area all equipment negotiated in the MOU, and their interest in keeping contingent owned equipment fully functional in order for the FPU to maintain its operational capability.

Learning outcomes

On completion of this module participants will be able to:

- Establish an adequate logistical element
- Establish adequate storage of FPU equipment
- Conduct timely inspections and maintain/replace equipment
- Support and follow up on COE inspections based on administrative regulations and guidelines.

Training sequence

The material in this module is designed to be delivered over a 40 minute classroom based theory lesson; this is on the assumption that the participants have received no previous training in this subject.

Duration

Minimum Session time	Lecture/Presentation	Question/Assessment	Session Activities
40 mins			
Additional Options	Mission Specific	Optional film	Optional activity

Methodology

This module contains a PowerPoint theory presentation

The instructor should inform participants of the content, format and timing. Knowing what to expect, participants can improve their ability to focus on the subject and benefit better from the session.

- Contingent Owned Equipment (40 minute classroom lesson)

Instructors are encouraged to be familiar with the COE system and contents of the MOU, as well as to add practical examples and mission specific information related to the specific deployment of participants, if known.

Instructor Profile

This module is best presented by an instructor who has practical experience in peacekeeping operations, particularly in the fields of logistics support and who could share his/her experience with the group.

Instructor Preparations

Required Reading

- UN Policy on Formed Police Units in United Nations Peacekeeping Operations
- UN General Guidelines for deployment of FPU in peacekeeping operations.
- COE manual ¹
- Sample of MOU Annexes

General Preparations

Equipment:

1. Computer and PowerPoint slides for lesson 1
2. Projector and Screen for lesson 1

¹Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (COE Manual), Ed January 2015, ref; (E), general distribution

Session notes

Lesson 1 – Contingent owned equipment (Theory)

Contents:

<p style="text-align: center;">CONTENTS</p> <ul style="list-style-type: none">• Aim• Learning outcomes• COE/MOU Overview• Components of the COE System• Inspections and Verifications.• COE Management in Mission.• Management review boards• Reimbursement process• Summary

Slide 1

<p style="text-align: center;">AIM</p> <ul style="list-style-type: none">• To ensure that command staff understands the UN mechanism and procedures for reimbursement as well as the necessity and interest of availing deployed in the Mission Area all equipment stated in the MOU, keeping contingent owned equipment fully functional and serviceable in order for the FPU to maintain its operational capability.

Slide 2

LEARNING OUTCOMES

On completion of this module participants will be able to:

- Establish an adequate logistical element
- Establish adequate storage of FPU equipment
- Conduct timely inspections and maintain/replace equipment
- Support and follow up on COE inspections based on administrative regulations and guidelines

Slide 3

CONTINGENT OWNED EQUIPMENT MEMORANDUM OF UNDERSTANDING

- A reimbursement system
 - Equipment maintenance
 - Services and standards
 - Loss or damage
 - Transportation
 - Inspections
 - Reimbursement
- COE personnel in the field



Slide 4

The Contingent Owned Equipment (COE) system was adopted by the United Nations (UN) to simplify the means by which countries are reimbursed for providing equipment, personnel and self-sustainment support services to formed military or police contingents in peacekeeping missions. This module presents a brief overview of the set-up and maintenance process of a peacekeeping mission, with focus on the Memorandum of Understanding (MOU), the binding agreement between the UN and the Police Contributing Country (PCC) which forms the cornerstone of the COE system. The rates of reimbursement and the standards are reviewed every three years by a COE Working Group, an extension of the General Assembly. The last Working Group met in January 2014.

The MOU is a negotiated, formal agreement between the UN and the PCC that establishes the responsibility and standards for the provision of personnel, major equipment and self-sustainment support services for both the UN and the contributing country. It is signed by representatives from the UN's Department of Field Support (DFS) and the contributing countries Permanent Mission to the UN and remains in force until the Units is repatriated from the Peacekeeping Operation,, or until both parties mutually agree that the MOU requires adjustment and renegotiation. An established mechanism culminating in formal arbitration through the International Court of Justice exists to settle any disputes between the parties concerning the implementation of the MOU, but any disagreements which might arise are normally resolved at the local level in the mission area itself.

The MOU contains details of the personnel, major equipment and self-sustainment services that the contributing country will provide including the standard reimbursement rates that will apply. As these standard rates have been predetermined by Member States and approved by the General Assembly, contributing countries are reimbursed equally for providing the same generic types of personnel, equipment or self-sustainment services. Self-sustainment services are reimbursed by the UN on a per person/per month basis, payable from UN Headquarters (UNHQ) directly to the contributing countries.

The COE MOU covers the following areas:

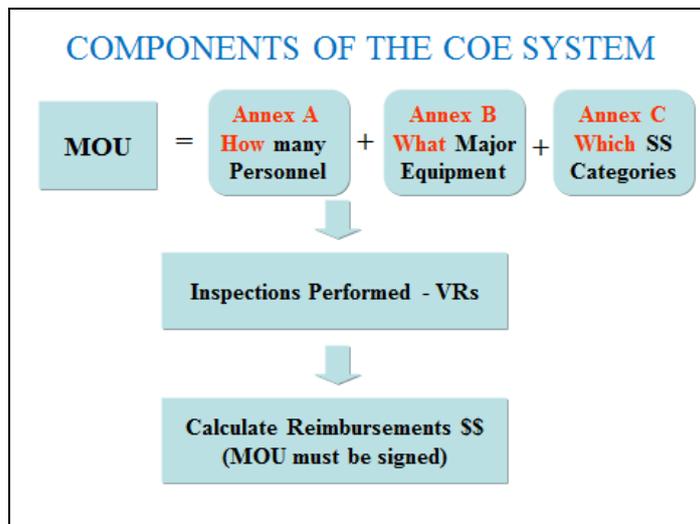
- Contribution of Personnel and their Individual Equipment
- Equipment (major and minor), maintenance, and consumables
- Services and standards
- Loss or damage
- Transportation of equipment and personnel
- Inspections and verification
- Reimbursement rates

Each Mission has COE personnel in the field to verify, inspect and report, and provide guidance on the logistics aspects of the COE/MOU system this includes Pre-deployment visits (PDVs), Reconnaissance Visits, Quarterly Inspections, and Operational Readiness Inspections.

- Some facts**
- Approx. 340 formed units deployed in 14 UN Peacekeeping missions with over 36,250 pieces of major equipment.
 - More than 92,000 contingent members under MOUs
 - Total entitlements per year are approx. \$2 billion
 - Currently approx. 130 staff involved in the field verification process (civilians, military & police)
 - More than 2,000 verification reports annually with a wealth of information.

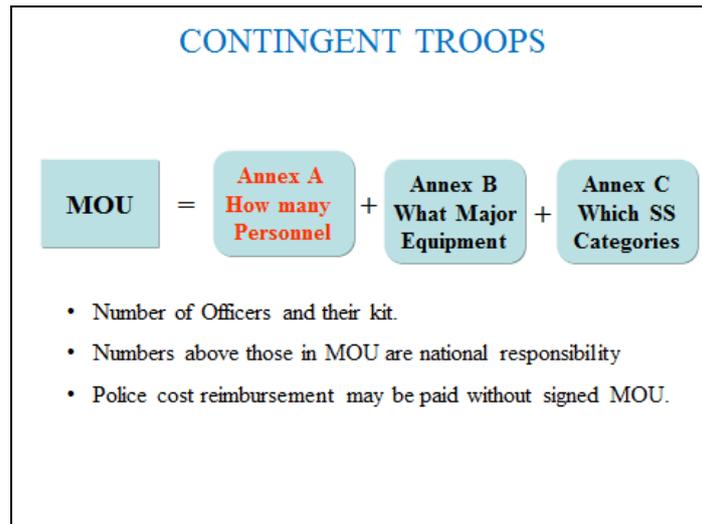
Slide 5

Some basic facts about the COE MOU system at the moment.



Slide 6

The components of the COE system comprise of a series of Annexure to the Memorandum of Understanding which look at how many personnel are to be deployed, what major equipment is to be deployed and what the self-sustainment categories are that will apply (this will be explained later). Inspections are performed to verify the contents of the Annexure are correct and Verification Reports (VRs) are compiled. From this the level of reimbursement to the Police Contributing Country is calculated. While the reimbursement of personnel is effective from the date of arrival to mission, the reimbursement of Equipment can only take place if the MOU is signed.

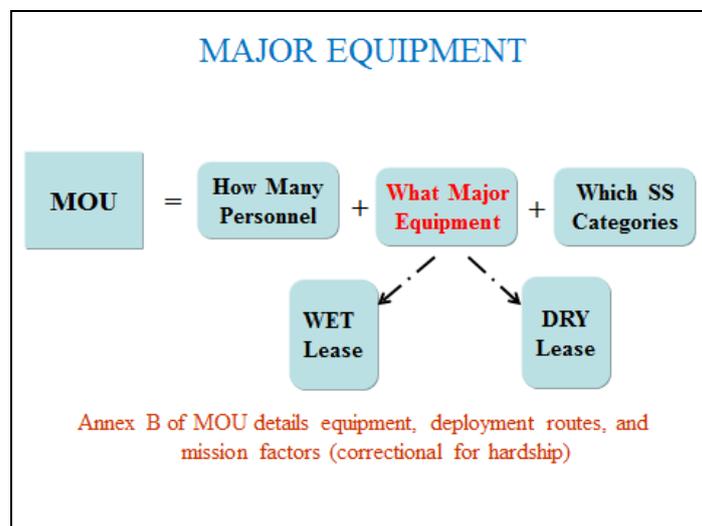


Slide 7

Annex A of the MOU defines number of officers and their personal kit. Numbers above those in MOU are national responsibility;

The ‘standard troop cost’ rate applicable per month per officer as from 1st July 2014 is \$1,332 (as from 1st July 2016 will be \$1,365, and from 1st July 2017 will be \$1,410).

Police cost reimbursement may be paid without signed MOU.



Slide 8

The Wet Lease reimbursement system means that the PCC provides major equipment, maintenance, including loss or damage compensation and replenishment of spare parts and consumables. Therefore the reimbursement costs are calculated on a basis of: Reimbursement for equipment + maintenance costs + mission factors(see below).

The Dry Lease reimbursement system means that the PCC provides major

equipment only, however it may be operated/maintained by UN or a third party included or donor country. In this case the PCC will receive reimbursement for equipment only.

To compensate for the differences between operating conditions in different mission areas, adjustments are made to the standard reimbursement rates for major equipment and self-sustainment, based on the following factors:

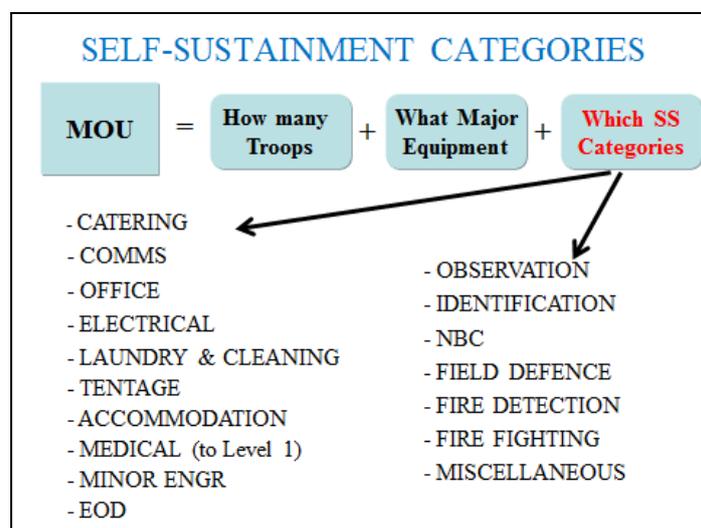
Mission factors:

1. Environmental – the terrain, climate, road conditions in the mission area.
2. Operational Intensity – length of logistics chains, size of area of operations and infrastructure.
3. Hostile Action/Forced Abandonment Factor – criminal activity, hostile environment, mines etc.
4. Potential for hostile engagement by unidentified factions or by individual or groups other than peace process participants.

In addition, a Transportation Factor is applied to major equipment. Lease rates are increased by 0.25% for each complete 500 mile or 800 kilometre segment (after the first 500 miles or 800 kilometres) between the port of embarkation and the arrival point in the mission area. As a result from the COE Working Group (2014), the same peacekeeping mission can be attributed more than one mission factor assessment.

PCCs are allowed to bring 10% extra equipment at UN expense to ensure serviceability of the equipment at all times. Extra equipment not reimbursed.

Painting and repainting of equipment is at UN expense.



Slide 9

Self-sustainment emphasizes the capability of the unit to logistically support their personnel on its daily activities without the need to receive assistance from the UN or either other Unit. The responsibility for self-sustainment is conditional based on the mission's requirements and the UN's and PCC's capabilities. It will have been agreed as part of the MOU.

Must meet established standards according to COE Manual; it is a modular concept so a PCC cannot be partially self-sustaining in any category.

**SELF-SUSTAINMENT – CATERING
EXAMPLE**

To receive the Catering self-sustainment reimbursement rate the contingent must be able to feed its troops with hot and cold meals in a clean and healthy environment.



OR



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Slide 10

To receive the Catering self-sustainment reimbursement rate the contingent must be able to feed its troops with hot and cold meals in a clean and healthy environment.

This includes:

- All kitchen facilities and equipment, including supplies, consumables, dishes, cutlery for all camps.
- Cold food storage (7 days) and Frozen food storage (14 days) and Dry food storage (often containers)
- Hot dish washing capability in all camps
- Hygienic equipment and environment

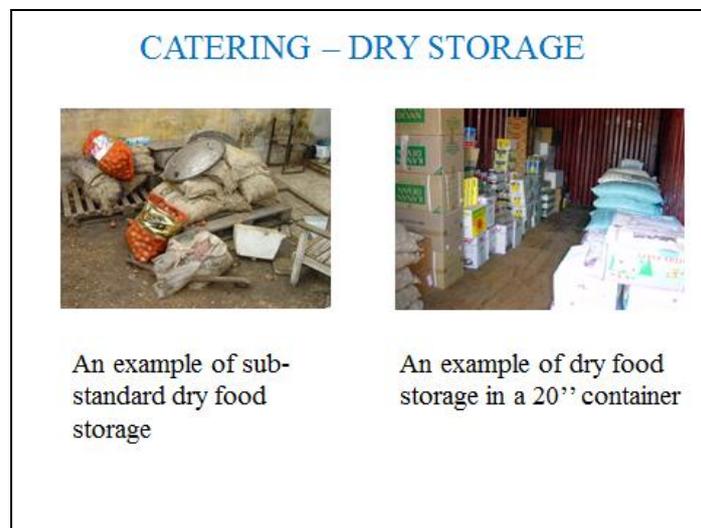
Typical shortfalls are:

- Insufficient hygiene,
- Lack of hot water capability in all camps,
- Lack of cutlery and dishes for all personnel,
- Rodents and insects in dry storage and kitchen area.

- High temperatures in cold and frozen food storage facilities.

LPG (Liquid Petroleum Gas) for cooking equipment will normally not be issued by the mission. Diesel equipment or electrical equipment is recommended.

Compare the two pictures in the slide that on the left may be in accordance with national standard and thus considered suitable. However, hygiene appear sub-standard (a medical doctor to provide advice in borderline cases) and the presence of an LPG tank (Liquid Petroleum Gas) inside the kitchen represents a fire hazard. For these reasons simple improvements are considered necessary in order to be eligible for reimbursement. The picture on the right appears more suitable.



Slide 11

Two examples are shown in this slide:

An example of sub-standard dry food storage where food is subject to weather, rodents, and insects

An example of dry food storage in a 20' container. Food is protected from the outside but could be put on pallets and protected with insect netting dependent on accessibility for rodent and insects. Temperature often gets very high in such containers which must be taken into consideration when food is stored.

RESPONSIBILITIES

- Responsibilities of the Mission
- Contingent Responsibilities
- UNHQ Responsibilities




Slide 12

Responsibilities of the Mission:

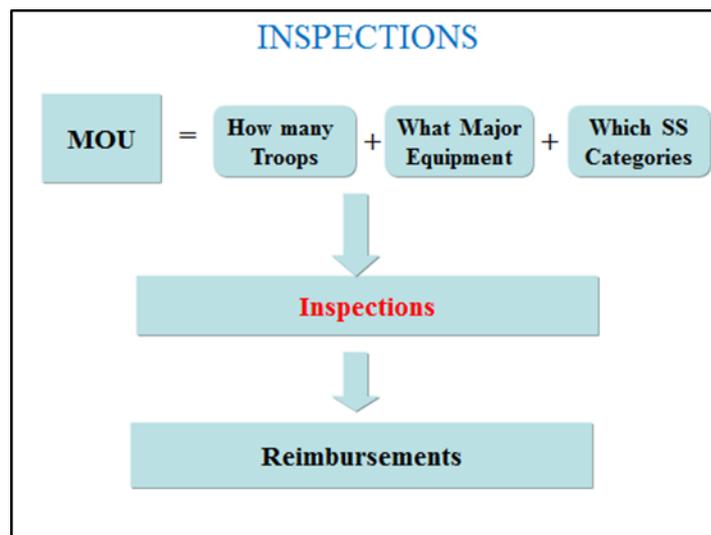
- Conduct Arrival Inspection of the contingent within one month of arrival and forward the Arrival Report to UNHQ; the report forms the initial basis of reimbursement to the CC.
- Conduct Verification Inspections and forward reports to UNHQ, on a quarterly basis; the reports form the basis of on-ongoing reimbursements to CC.
- Conduct Operational Readiness Inspections once per mandate or at least each six months of service by the contingent in the mission area and forward reports to UNHQ. The quarterly and operational readiness inspections in addition to generating reimbursements are also used to review the continued applicability of the details of the MOU allowing adjustments to be negotiated.
- Conduct repatriation inspections and forward reports to HQ which establish the termination dates for reimbursement payments.
- Provide support to the contingent in accordance with the UN responsibilities under the terms of the MOU.

Contingent Responsibilities:

- Arrive with serviceable equipment that reflects the requirements of the MOU.
- Report and rectify deficiencies through national channels (at national expense).
- Assist mission staff in conducting inspections and raising Verification and other reports.
- Provide personnel, equipment and self sustainment services in accordance with their responsibilities under the terms of the MOU.

UNHQ Responsibilities:

- Receive, track and review verification reports.
- Report / clarify contingent deficiencies back to mission.
- Report mission shortfalls to responsible UN operational and logistics parties.
- Determine levels of reimbursement - mission strength / shortfalls and recommendations.
- Disburse reimbursements to contributing countries.



Slide 13

As can be seen from the previous slide, the Mission has responsibility for compiling certain inspections.

Mandatory inspections:

- Arrival Inspection (immediately upon arrival or in agreement);
- Periodic Verification Inspections/Spot Checks (Quarterly);
- Operational Readiness Inspections (semi-annually);
- Repatriation Inspection (upon repatriation)

The aim of these inspections is to ensure the Terms of MOU are being met by UN and PCC and that the MOU remains appropriate; to verify that equipment is serviceable; and to verify self-sustainment standards met.

Verification reports are sent to UNHQ normally every three months for quarterly reimbursement purposes.

COE MANAGEMENT IN MISSION

- Arrival inspection
- Planning and Coordination
- Database
- Verification Reports



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Arrival Inspection

The Inspection Team will verify item by item:

- Equipment category/group.
- Item description.
- Chassis/serial number.
- UN/National registration number.
- That the equipment is operational and in serviceable condition.

The Inspection Team will make assessment of the unit's capability for maintenance of major equipment. Inspection may take from one day to a week to complete;

Planning and Coordination for inspections vital to minimize disruption to units; obtain services of technical experts; and arrange administration such as travel, accommodation, security, etc.

A Lotus Database is used for management of equipment and reports

Verification Reports are raised electronically and submitted with signed scanned versions to the Mission HQ; for operational reasons 'yes/no' for self-sustainment with amplifying notes for operational assessment. The next two slides show examples:

Example – ME Verification Reports

UNITED NATIONS NATIONS UNIES		VERIFICATION REPORT - MAJOR EQUIPMENT																																							
Mission: MINUSTAH MOU No: DPK/AMN/USTAH/002 MOU Status: 6. Signed Type of Lease: WET LEASE VR Type: PERIODIC		Contingent: [REDACTED] Unit: INFANTRY BATTALION Period Covered - From: 01-Jul-2006 To: 30-Sep-2006 VR Status:																																							
REPORT PROCESSING <small>Where the report has been properly verified, checked, approved/signed by the following parties:</small>																																									
Report Date: 16-Oct-2006	Verified by (check name title): Mr Juan Carlos Saragoza, COE Inspector	Checked by (check name title): Mr Jacob Kerzef Andersen, Chief COE/MOU Unit	Approved (check name title): Lt Col Mohamed Hassan Akhac, Deputy Chief Integrated Support Services																																						
REPORT CERTIFICATION <small>Where the report has been properly certified/checked by the following parties:</small>																																									
Countered by Contingent (check name title): Lt Col Cesar Lujan Casarin, Commanding Officer	Other Contingent Concurrence (if required):	Countered by FCPC (check name title): Lieutenant General Jose Elito Carvalho Siqueira, Force Commander	Certified by CAGDDGA (Name): Mr Will Scholt, Chief Administrative Officer																																						
<table border="1"> <thead> <tr> <th>EQUIPMENT ITEM</th> <th>Qty as per MOU</th> <th>Actual Qty</th> <th>Qty Service-able</th> <th>Qty Non-Service-able</th> <th>Period of unusability (DAYS)</th> </tr> </thead> <tbody> <tr> <td colspan="6">GENERATORS - STATIONARY AND MOBILE</td> </tr> <tr> <td>15KVA to 150KVA</td> <td>4</td> <td>4</td> <td>2</td> <td>2</td> <td>184</td> </tr> <tr> <td>20KVA to 30KVA</td> <td>2</td> <td>2</td> <td>0</td> <td>2</td> <td>276</td> </tr> <tr> <td>30KVA to 75KVA</td> <td>3</td> <td>3</td> <td>1</td> <td>2</td> <td>184</td> </tr> <tr> <td>25KVA to 50KVA</td> <td>0</td> <td>1</td> <td>0</td> <td>1</td> <td>30</td> </tr> </tbody> </table> <p><small>Remarks: The maintenance level and standard of Generators remain a strong concern for MINUSTAH.</small></p>						EQUIPMENT ITEM	Qty as per MOU	Actual Qty	Qty Service-able	Qty Non-Service-able	Period of unusability (DAYS)	GENERATORS - STATIONARY AND MOBILE						15KVA to 150KVA	4	4	2	2	184	20KVA to 30KVA	2	2	0	2	276	30KVA to 75KVA	3	3	1	2	184	25KVA to 50KVA	0	1	0	1	30
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Slide 15

Example – SS Verification Reports

UNITED NATIONS NATIONS UNIES		VERIFICATION REPORT - SELF SUSTAINMENT															
Mission: MINUSTAH MOU No: DPK/AMN/USTAH/002 MOU Status: 6. Signed VR Type: PERIODIC		Contingent: [REDACTED] Unit: INFANTRY BATTALION Period Covered - From: 01-Jul-2006 To: 30-Sep-2006 VR Status:															
REPORT PROCESSING <small>Where the report has been properly verified, checked, approved/signed by the following parties:</small>																	
Report Date: 05-Oct-2006	Verified by (check name title): Mr Juan Carlos Saragoza, COE Inspector	Checked by (check name title): Mr Jacob Kerzef Andersen, Chief COE/MOU Unit	Approved (check name title): Lt Col Mohamed Hassan Akhac, Deputy Chief Integrated Support Services														
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MATERING		Yes/No															
Catering	UN	Yes	437														

Slide 16

COE/MOU MANAGEMENT REVIEW BOARDS

- Oversee implementation of the Mission COE program
- Review all matters in relation to COE
- Identify optimal utilization of resources
- Analyze shortfalls, surpluses and deficiencies
- Recommend amendments to MOUs
- Periodically review Mission Factors;

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Each Mission has a COE/MOU Management Board which has the following responsibilities:

- Oversee implementation of the Mission COE program;
- Review:
 - MOU compliance by Contingents and Mission;
 - Adherence to verification and reporting procedures. Review mission SOPs;
 - Results of ORIs, analyze shortfalls, surpluses and deficiencies. Recommend remedial actions;
 - Mission specific requirements, standards and scales of issue for facilities, equipment and supplies;
 - Requirements and solutions for disposal of COE in the mission;
- Identify optimal utilization of military/police/civilian resources. Review and recommend cost-effective support solutions;
- Recommend amendments to MOUs;
- Periodically review Mission Factors;
- Make recommendations to reimburse TCC/PCC for major equipment deployed in lieu of other;

REIMBURSEMENT PROCESS

- Verification report
- Signed off
- Calculated by UNHQ
- Submitted quarterly



Slide 18

Reimbursement

Claims are calculated on quarterly basis and paid in March, June, September and December each year.

In accordance with General Assembly Resolution A/RES/67/261, Section II, paragraph 11, deduction may be made to Police personnel reimbursement in respect of absent and non-functional major equipment listed in the MOU

Slide 19

After each inspection, a Verification Report is raised. The report is reviewed and signed by the Peacekeeping mission's Police Commissioner, the Chief Administrative Officer and the Contingent Commander. After all required approvals are gathered, the VR is sent to UNHQ.

At UNHQ, the VR is reviewed against the MOU and the appropriate reimbursement is calculated and dispersed to the contributing country. If the MOU has not been formally signed before deployment, as sometimes occurs, the UN is only able to reimburse the contributing country for the provision of its personnel. Reimbursement for the provision of equipment and self sustenance services are calculated but payment not actually dispersed until the MOU is signed.

When withheld payments for equipment and self sustenance services is eventually

dispersed it is back-dated either to the date that the contributing country actually provided the equipment and services in accordance with the MOU, or to the effective date of the MOU.

Claims are calculated on quarterly basis and paid in March, June, September and December each year.

In accordance with General Assembly Resolution A/RES/67/261, Section II, paragraph 11, deduction may be made to Police personnel reimbursement in respect of absent and non-functional major equipment listed in the MOU.

Field Implementation

Important sources of information

- Manual on Policies and Procedures concerning Reimbursement and Control of Contingent-owned Equipment of Troop-Contributors Participating in Peacekeeping Missions - COE Manual (2014);
- Memorandum of Understanding (MOU) including annexes A – H;
- PCC Guidelines (Annex G to MOU);
- COE Home page: <http://www.un.org/Depts/dpko/COE/home.html>
 - COE Manual in five languages;
 - COE Booklet – introduction to COE System;
 - COE abbreviations;
 - Links to important sites for additional information, i.e. UNITAR, DPKO, LSD/DFS and other;
- Mission specific SOPs and Logistics Instructions, CONOPS, Status of Forces Agreement (SOFA), and ROE.

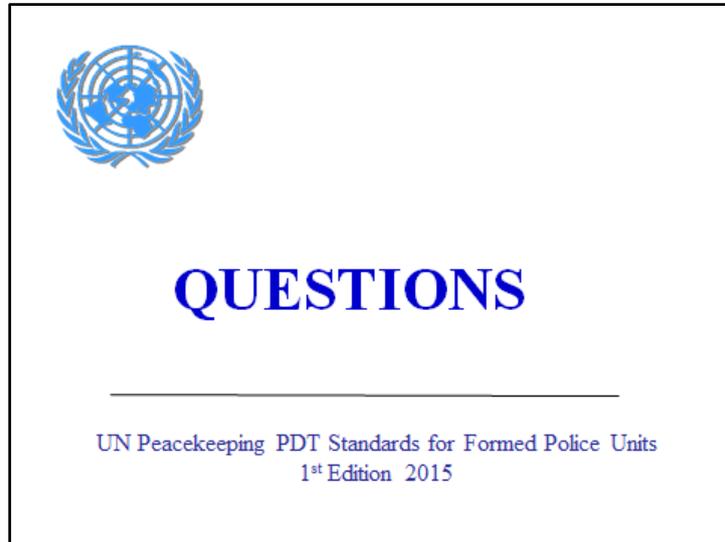
Slide 19

SUMMARY

- COE/MOU Overview
- Components of the COE System
- Inspections and Verifications.
- COE Management in Mission.
- Management review boards
- Reimbursement process

Slide 20

The officers should be given a summary of the key points of the lesson before being asked if they have any questions.



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