Reinforcement Training Package

United Nations Operational Logistics

for United Nations Peace Operations

The Reinforcement Training Package (RTP) for United Nations Peacekeeping Operations has been developed by the Integrated Training Service (ITS) of the UN Department of Peace Operations.

The RTP is intended for personnel deployed in logistics functions in field missions. This material is not intended for use in pre-deployment training. It is available on the peacekeeping resource hub as an information resource for Member States. The suite of RTP products will be regularly updated so that it is fully responsive to the needs on the ground. Therefore, we strongly suggest that you check for updated versions before a training programme is conducted.

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Integrated Training Service

Department of Peace Operations

United Nations

New York, NY, 10017, USA

Background

A training gap for uniformed personnel was identified regarding UN operational logistics. The gap arises from the fact that the UN Mission Logistics framework is markedly different from that of a national (non-UN) uniformed deployment. This changes the roles and responsibilities of logistic and planning personnel in command, staff officer and unit roles. Differences include fiduciary responsibilities, planning functions, nature of activities and organisations requiring support, sources of support and the complexities of multinational cooperation. Terminology has different meanings, and assumptions and principles of planning and support vary. Differences in scope, responsibilities, and policy exceed what a professional logistics staff officer from a Troop Contributing Country (TCC) or a Police Contributing Country (PCC) could reasonably expect or anticipate. Further, as per 2019.23 Policy on Authority, Command and Control in United Nations Peacekeeping Missions, UN operational (in-mission) logistics encompasses services beyond traditional military logistics.

Lessons learned in the Policy and Best Practice Database (PBPD) show that integrating military staff officers and police officers into the mission support system is essential to efficient and effective management of the Mission, and that this requires specific training to ensure personnel understand the specifics of UN policies and functions involved in their work. Lack of understanding of policy and practice inhibits integration in mission. This was then found to lead to stovepipes in planning and confusion of responsibility. This inhibits full utilisation of key assets and resources, with safety and security implications, and slower mandate delivery.

This Reinforcement Training Package (RTP) on Operational Logistics (OPLOG) seeks to address this issue through training for uniformed personnel. The term "uniformed" is used to indicate military and police personnel collectively.

Aim

The aim of the Operational Logistics RTP is to ensure that military and police commanders, planners and staff officers:

- Understand and make value judgements on the utilisation of the various logistic capabilities provided or needed.

- Understand the policies directing the employment of logistic support and the respective command and control elements of various assets and capabilities, so that they can manage logistic capabilities appropriately.

- Can rapidly integrate into the extant mission structure, provide meaningful subject matter advice, and thus contribute effectively to achieving the mandate.

Target audience

The target audience for this RTP should comprise logistics officers, planners and commanders who are deployed in Peace Operations.

In order to be selected for this training, participants should:

- Be employed in UN Peace Operations.

- Possess a United Nations Staff Officer Course (UNSOC) or national basic military staff course or its equivalent.

- Be military officers of the rank of Captain to Lieutenant-Colonel or police officers of equivalent rank.

Structure of the training materials

The package is constructed in three modules:

Module 1 - Addressing the challenges of working and communicating in a multicultural environment

Module 2 - Engaging with the UN system and Mission

Module 3 - Planning in a United Nations Peace Mission

Table of Contents

Instructor

Guidance

General Considerations for Instructors

This RTP is a collection of critical training content for a logistics staff officer, planner or commander operating in a UN peace support mission. No training material can cover the entire spectrum of logistics challenges, complexities and activities within a peacekeeping environment. The RTP package should be viewed as continuation training for applicable uniformed officers who already possess a high degree of technical and professional skills but lack the necessary knowledge and experience of working within a UN Mission Logistics framework. As a means to address this knowledge and experience "gap" this training will provide the participant with an exposure to key, relevant UN policies and procedures and a typical working environment largely at the operational level. The duration of training courses delivered based on the materials may vary greatly. Ideally, as a guide, it is suggested that the materials be delivered in ten days.

Concerning necessary competencies for participants to benefit from this training package, it is recommended that personnel receiving this training be proficient in uniformed logistics planning and execution at the operational and tactical level. Also, it is expected that the officer be capable of performing proficiently in the following skills: language, writing, reporting, briefing and negotiation. It is critical for all participants to have received the Core Pre-Deployment Training Materials (CPTM) and the UN Staff Officers (UN SO) STM as a pre-requisite to this training.

Instructor Profile

This training package is best presented by instructors who master the RTP, have a detailed knowledge / skill in planning logistics support for uniformed missions, operations, projects and tasks. The instructor must possess a solid understanding of UN policies and procedures that influence logistics support particularly the Contingent Owned Equipment (COE) framework and Authority, Command and Control (AC2) policy. Instructors should have previous experience working in a UN peacekeeping mission, experience as a staff officer or working with Mission Support Division at the operational level.

The knowledge of the mission where trainees are to be deployed is advisable, to be able to deliver a targeted course based on real experience however, a generic scenario (CARANA) will be utilised to replicate a UN peace support mission. Finally, instructors should be familiar and comfortable with facilitator-based instruction and facilitating scenario-based activities.

Scenario-Based Activity Considerations

Contained in the RTP are Scenario-Based Activities. These activities are scenario / situational driven learning activities to help consolidate learning outcomes and help reinforce the lessons. The Activities provide a learning environment tailored to facilitate discussions. They are set in an informal learning environment where the target audience is able to discuss the principles and concepts when operating in a United Nations peace support operation using the hypothetical, CARANA scenario and specific situations that were developed in concert with current UN missions.

Methodology: Using problem-solving techniques and methodology, participants analyse situations and present solutions, or logistics plans to be executed in support of UN peacekeeping operations, missions or tasks. The effectiveness of an Activity is derived from the energetic involvement of participants under the guidance, of experienced instructors and mentors. Instructors should highlight the adequacy of the core elements and principles when operating in support of peacekeeping operations. Instructors should assist participants in bridging gaps in the transition from supporting standard uniformed operations to supporting peacekeeping operations. It is important that instructors emphasise that C2, operations conducted with incomplete information, the support structure, and the coordination / collaboration with the various actors and interlocutors in a UN peace operation can be a challenge. In all cases, the participants will be required to produce a professional presentation that is thoroughly researched, discussed and rehearsed. At all times, the participants are being assessed and mentored on effective communication and briefing skills

Training Characteristics

Training will vary for different participants, based on knowledge and experience. However, some fundamental training characteristics should be respected when delivering the course:
- Training should be interactive and encourage the participation of participants
- Trainers should bring examples and antidotes from actual UNPKOs
- Training should be evaluated and updated for currency and relevancy

Symbols Legend

	Interactive presentation or small activity to engage the participants
	Suggested film segment to illustrate the content
	Note to the instructor to highlight particular aspects of the materials or point towards additional materials

General Preparations

Equipment:
1.   Computer / internet access
2.   Projector and Screen
3.   Flip Charts and Whiteboards

Materials:
1.   Copies of handouts, relevant UN DPO / DOS Handbook and Policies
2.   PowerPoint presentations
3.   Any other material required for conducting learning activities

Week 1	Trg Day	0900-0950	1000-1050	1050-1110	1110-1200	1210-1300	1300-1400	1400-1450	1500-1550	1550-1610	1610-1700	1700-1800
Mon	1	Host Nation Brief Opening Ceremony	Explain OPLOG Course Curriculum and Training Guide	Coffee/Tea Break	Module 1.1 Employ Presentation Techniques	Module 2.1 Review UNHQ and Mission Construct	Lunch	Activity 2.1 Establish Syndicates and Describe a Mission Support Structure		Coffee/Tea Break	Module 2.1 Establish Syndicates and Describe a Mission Support Structure	Student Self Study / Staff Hot Wash (Icebreaker)
Tue	2	Module 2.2 Review Force HQ and Police Component HQ	Activity 2.2 Accurately Apply Key UN Logistics Documents		Activity 2.2 Accurately Apply Key UN Logistics Documents			Module 2.3 Apply Principles of UN Logistics	Activity 2.3 Analyse Principles of Logistics		Activity 2.3 Analyse Principles of Logistics	Student Self Study / Staff Hot Wash
Wed	3	Module 2.4 Describe Authority, Command and Control	Activity 2.4 Analyse Authority, Command and Control		Activity 2.4 Analyse Authority, Command and Control			Module 2.5 Describe Mission Support Division			Activity 2.5 Engage with Mission Support	Student Self Study / Staff Hot Wash
Thu	4	Activity 2.5 Engage with Mission Support			Module 2.6 Describe Culture and Diversity	Activity 2.6 Discuss Culture and Diversity		Module 2.7 Describe Lessons Learned - UN Missions	Activity 2.7 Debate Lessons Learned - UN Missions		Module 1.5 Consider Human Rights to Logistics Planning	Student Self Study / Staff Hot Wash
Fri	5	Module 2.8 Describe the COE System	Activity 2.8a Analyse COE Verification Results		Activity 2.8a Analyse COE Verification Results	Activity 2.8b Interpret MOU / SUR		Activity 2.8b Interpret MOU / SUR	Student Self Study / Staff Hot Wash		Student Self Study	Student Self Study
Sat		Free Day										
Sun		Free Day										
Notes		Course Admin		Interactive Lecture		Activity		Guest Speaker				

Week 2	Trg Day	0900-0950	1000-1050	1050-1110	1110-1200	1210-1300	1300-1400	1400-1450	1500-1550	1550-1610	1610-1700	1700-1800
Mon	6	**Module 1.2** Introduction to CARANA	**Activity 2.8** Perform the Function of a Logistics Staff Officer	Coffee/Tea Break	**Activity 2.8** Perform the Function of a Logistics Staff Officer	**Module 3.1** Describe CASEVAC	Lunch	**Activity 3.1** Plan for a CASEVAC		Coffee/Tea Break	**Activity 3.1** Plan for a CASEVAC	Student Self Study / Staff Hot Wash
Tue	7	**Module 3.2** Describe a Logistics Estimate			**Activity 3.2** Produce a Logistics Estimate			**Activity 3.2** Produce a Logistics Estimate			**Activity 3.2** Conduct a Logistics Estimate	Student Self Study / Staff Hot Wash
Wed	8	**Module 3.3** Describe a Logistics Reconnaissance	**Activity 3.3** Plan a Logistics Reconnaissance		**Activity 3.3** Plan a Logistics Reconnaissance			**Module 1.3/1.4** Convey Current UN Log Experience (Civilian / Uniformed)	**Activity 3.4** Op BLUE STEEL		**Activity 3.4** Op BLUE STEEL	Student Self Study / Staff Hot Wash
Thu	9	**Activity 3.4** Op BLUE STEEL			**Activity 3.4** Op BLUE STEEL			**Activity 3.4** Op BLUE STEEL			**Activity 3.4** Op BLUE STEEL	Student Self Study / Staff Hot Wash
Fri	10	**Activity 3.4** Op BLUE STEEL	After Action Review		Closing Ceremony	Post-Closing Ceremony Reception		Administration - Departure of Participants	Administration - Departure of Participants		Administration - Departure of Participants	Administration - Departure of Participants
Sat		Departures continue										
Notes		Course Admin	Interactive Lecture		Activity	Guest Speaker						

UN OPERATIONAL LOGISTICS RTP

COURSE: Operational Logistics

MODULE: 1.1 -Employ Presentation Techniques

DURATION: 50 MINS

LEARNING OBJECTIVES:

LEARNING OBJECTIVES:

1. Verbal Communication
2. Non-Verbal Communication
3. Verbal Aids (Comparisons, Reasons, Examples, Statistics and Testimony = CREST)
4. Guidelines for PowerPoint use
5. Briefing preparation

METHOD/APPROACH: Interactive Lecture / Coaching

REFERENCE: Internet sources

TRAINING AIDS: Laptop, LCD Projector and Screen

TYPE OF LESSON: Theory / Skill

☞ Handout of PowerPoint presentation to all participants

Review:

1. Think about the best and worst presentations that you have ever seen. What made the best "good"? What made the worst "bad"?

Learning Objectives

- Verbal communication

- Non-verbal communication

- Verbal aids

- Guidelines for PowerPoint use

- Briefing preparation

3

☞ By the end of this period, you will be able to apply various Presentation Techniques that will assist you in delivering a successful briefing. You will find that the subject matter presented within this period is not only applicable throughout this course but will serve you whenever you are called upon to deliver a briefing to an audience. A staff officer and planner must possess the ability to clearly articulate ideas, arguments and propositions that demand decisions from superiors.

This Lesson will be conducted in 4 Stages
Stage 1 – Verbal Communication, Non –verbal communication
Stage 2 – Verbal Aids – CREST
Stage 3 – Guidelines for PowerPoint use
Stage 4 – Briefing Preparation

Stage 1

Staff officers and planners must be capable of delivering clear and concise oral communication in a wide variety of situations such as lectures, briefings, formal and informal speeches, drill and everyday conversation. It is especially important within a UN or multinational and multi-dimensional environment, like you will experience on this course and whilst serving in your respective missions.

What is communication and how would you define it?
Communication is the process by which people attempt to share meaning via the transmission of symbolic messages.

One researcher uncovered as many as 95 definitions of Communications, none of them entirely feasible or widely accepted. Perfect communication exists when a thought or idea is transmitted so that the mental picture perceived by the receiver was exactly the same as the one envisioned by the sender.

Is perfect communication ever achieved? Pose this to the participants.

Stage 1

Verbal Communication

When speaking, there are several major factors we must consider towards effective verbal communications.

A. **Pitch** Frequency of the voice, the high and low tones. We all have a natural pitch that ranges up and down during normal conversations, making your speech more interesting and pleasant to listen to. However, if pitch is not used, we become monotonous and will turn the listener off. Also, when we are nervous, our pitch will go up and we then have a squeaky, unpleasant sound. Taking a couple of deep breaths will help one to relax and keep the voice natural. Pitch ranges: **Normal** – Up and Down variance; and **Abnormal** – stays in high scale. Sounds squeaky and unpleasant.

B. **Volume:** Must be adjusted by the speaker to suit the occasion, such as: size of the room; size of the audience; background noise; and the subject.

C. **Rate:** The speed at which we speak. The average person speaks at approximately 100 to 125 words per minute. We can and should adjust the rate to suit the occasion: Speed up to gain attention to what you are going to say; slow down the rate to emphasise a main point; and vary rate to prevent monotony.

Note: a good speaker or politician uses these techniques frequently.

D. <u>Gestures:</u> An excellent way to improve your performance when speaking. You will see good examples by observing some speakers. Not only will gestures improve your performance, but they aid in relaxing and get rid of rigidity. However, gestures should be natural and properly timed to be effective.

E. <u>Word Whiskers</u>: Examples are 'NOW', 'OK', 'SO FAR', 'ALL RIGHT' etc. The use of ER, UM, OR etc. Normally cover the following: nervousness; bridge thought; provide pause and unconsciously

<u>NOTE</u>: Once you become aware of your Word Whiskers, you can gradually reduce or get rid of them. They are extremely distracting to the listener and in most cases the speaker says them unconsciously. The instant cure is to close your mouth when you pause in your conversation. Also know your subject matter thoroughly and speak naturally.

Verbal Communications 2

- Eye contact
- Distractions / Mannerisms

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Stage 1

Verbal Communication 2

Eye Contact – Take in your entire audience. Study faces, but do not stare. Ignore the bored and uninterested…it's their loss. We will discuss distractions, mannerisms and dress in the next Stage of this lecture.

Non-Verbal Communications

- Body movement
- Posture
- Eye contact
- Facial expression
- Gestures
- Dress
- Physical distance

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Stage 1

Non-Verbal Communication

What is Non-verbal communication?

Anything that can be seen by the other person such as:

1. **Body Movement.**
2. **Posture**
3. **Eye Contact** -Think of the following phrases, "She could look right through me"; "It was an icy stare"; "He's got shifty eyes"; "They gave me the evil eye"; "He looked daggers at me"; etc. Eyes offer a great deal of information.
4. **Facial Expression** Expressions of happiness, uncertainty, sadness
5. **Gestures**-The following are habits the speaker does unconsciously to hide his nervousness:

Distractions – Take many forms and the speaker is usually unaware that he is doing them. For example, coin jangling, feet scuffling, finger waggling, and pacing are definite distractions and take the audience's mind from what the speaker is saying.

Mannerisms – For example, fiddling with your tie, rings, scratching your nose, pushing up your glasses, etc. These mannerisms tend to distract the audience's attention away from what the speaker is saying, and the audience waits for the speaker to perform their next mannerism.

6. **Dress** – The way you dress, and your physical appearance influence your interactions with other and it can be, at times a distraction. Verify your dress before you begin. Dress professionally comfortable, at ease, and also for the occasion,

avoid too colourful dresses and those with writings on them, they distract the audience, and

7. Physical distance.

When there is a conflict between a verbal and non-verbal message, we usually refer to the non-verbal message as the truth. Most non-verbal communication deals with feelings, which are more powerful than the rational or factual part of the message.

Verbal Aids

❑Comparisons

❑Reasons

❑Example

❑Statistics

❑Testimony

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Stage 2

Verbal Aids

☞ Crest is a mnemonic that represents some of the most effective verbal supports or training aids that you can use during a briefing. Try to use a variety of different elements. Each critical point that you are trying to make in your briefing should be backed up by at least one verbal support mechanism.

Comparison - Compare the concept, item or process that you are trying to describe to something else that the audience understands and can relate to. Along with providing emphasis, this can also track back to comprehension (An example would be comparing the Mission Support structures from the various missions).

Reason - Provide a valid reason that the information you are presenting is important. Along with providing emphasis, this can also provide interest. (An example would be the reason this lecture is being provided is to improve presentation skills, establish a standard for the course, etc.).

Example – Provide examples to illustrate your point. (Carrying on with the Mission Support structures, one could provide examples of best practice or by contrast bad examples).

Statistics – Provide simple statistics to support your position. Do not rely too heavily on statistics; often, competing statistics are available, and the audience might find

too many charts boring. Remember, "Fear of speaking, is the number 1 fear amongst the majority of people". This is a simple statistic that helps emphasise the importance of this period.

Testimony – Bring in an expert from outside the group to provide testimony that what you are saying is true and present that expert's perspective on it. You could also quote experts to support information that you are presenting.

Questions

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Stage 1 and 2 - Confirmation

1. When speaking, what are some of the major factors that we must consider?
Pitch
Volume
Rate
Gestures
Word Whiskers
Eye Contact
Distractions / Mannerisms

2. Referring to the mnemonic device CREST, give me one type of verbal aid and how are they used?
Comparison
Reason
Example
Statistics
Testimony

Do I have your attention?

Stage 3 <u>Introduction</u>

We have discussed some aspects in order to elicit audience interest, from a verbal-delivery aspect.

However, no matter how captivating the speaker might be, concise and direct presentations or briefings often rely upon other methods in order to instil interest and comprehension.
What might these be?

PowerPoint

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Stage 3

<u>**Introduction 2**</u>

☞ We as briefers, presenters and instructors often forget that PowerPoint is a multimedia tool or Visual Aid. Subsequently we have seen a steady reliance upon PowerPoint as a crutch, rather than a deftly used Visual Aid in which to convey our points. The following represents some common standards that are utilised by trainers, briefers and presenters.

Basic Powerpoint Guidelines

<u>Fonts</u>

- No more than 2 fonts per slide
- Sans Serif fonts – clean, block fonts – Arial
- Serif fonts- fonts with 'curves' Times New Roman

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Stage 3

<u>Basic PowerPoint Guidelines</u>

Fonts – no more than 2 fonts per slide
Sans Serif fonts – clean, block fonts – Arial – TITLES
Serif fonts-fonts with "curves" – Times new Roman- BULLETS

Fonts 2

- Use at least a 32 point font

- ## 48 point is better

- PowerPoint default for this slide is 40 for Title and 32 for bullets

- Keep size consistent

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Stage 3

Basic PowerPoint Guidelines

Fonts

- Use at least a 32-point font

- 48 point is better

- PowerPoint default for this slide is 40 for Title and 32 for bullets

- Keep size consistent

Fonts 3

- DON'T USE ALL CAPS – IT MAKES IT DIFFICULT TO READ

- Use **bold** when you want something to stand out

- Better yet, **change the colour of the text**

- *Italics* are hard to read

- **Size algorithm** - Divide the age of the oldest person in the audience by two = smallest font size

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Stage 3

Basic PowerPoint Guidelines

Fonts

- DON'T USE ALL CAPS – IT MAKES IT DIFFICULT TO READ

- Use **bold** when you want something to stand out

- Better yet, **change the colour of the text**

- *Italics* are hard to read

- **Size algorithm** - Divide the age of the oldest person in the audience by two = smallest font size **This is a JOKE**.

Text

Avoid excessive verbiage leading to excessively lengthy text that is not only redundant but also repetitive and reiterative. Too much text makes it difficult to see and process the information. People will either try to read everything or copy down everything and will quickly lose interest. Use more slides, list only the key points, and add details verbally.

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Stage 3

Basic PowerPoint Guidelines

Text

Avoid excessive verbiage leading to excessively lengthy text that is not only redundant but also repetitive and reiterative. Too much text makes it difficult to see and process the information. People will either try to read everything or copy down everything and will quickly lose interest. Use more slides, list only the key points, and add details verbally.

Wording

Use consistent wording

- Test scores will improve
- Expanding knowledge
- It will reduce time off task
- Grades increases

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Stage 3

Basic PowerPoint Guidelines

Wording

Use consistent wording

- Test scores will improve

- Expanding knowledge

- It will reduce time off task

- Grades increases

Wording 2

Versus

- Improved test scores
- Expanded knowledge
- Reduced time off task
- Increased grades
- Keep structure the same

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Stage 3

Basic PowerPoint Guidelines

Versus

- Improved test scores

- Expanded knowledge

- Reduced time off task

- Increased grades

Use of Bullets

- No more than 6 bullets per slide
- No more than 6-7 words per bullet
- Don't use periods at the end of bullets
- Capitalise the first word in a bullet only
- A presentation is not a book – one thought per line
  - ✓ No more than 2 levels of bullets per slide

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Stage 3 (Continued)

Basic PowerPoint Guidelines

Bullets

- No more than 6 bullets per slide

- No more than 6-7 words per bullet

- Don't use periods at the end of bullets

- Capitalise the first word in a bullet only

- A presentation is not a book – one thought per line

Colour and Contrast

- Use dark font on light background
- Use a white or light font on dark backgrounds
- **Too many colours** overwhelm the **eye**

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Stage 3

Basic PowerPoint Guidelines

Colour and Contrast

- Use dark font on light background

- Use a white or light font on dark backgrounds

- Too many colours overwhelm the eye

Backgrounds

- Simple backgrounds work best
- Stick with a single background

Stage 3

Basic PowerPoint Guidelines

Backgrounds

- Simple backgrounds work best

- Stick with a single background

Balance

- Left justify bullets
- Centered bullets make the text ragged and difficult to read

Stage 3

Balance 1 Balance

- Left justify bullets

- Centred bullets make the text ragged and difficult to read

Balance 2

• Don't center graphics – no room for text

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Stage 3 <u>Balance 2</u>

• Don't centre graphics – no room for text

Balance 3

- Place graphics off center
- More room for text
- Better balance
- Graphic on the left leads your eye to the text

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Stage 3

Balance 3

- Place graphics off centre
- More room for text
- Better balance
- Placing graphic on the left leads your eye to the text

Graphics

- Select good graphics
- Every image has a reason
- Animated "GIFs" can be distracting
- Use bar graphs or pie charts instead of tables

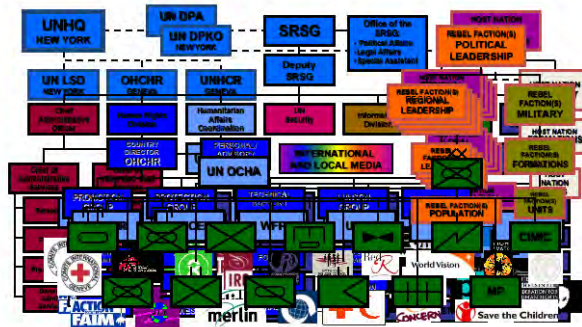24

Stage 3

Graphics
- Select good Graphics
- Every image has a reason
- Animated gifs are distracting
- Use bar graphs or pie charts instead of tables

Animation – Keep to a minimum

Sound Effects – Don't use it

Build Slides – Use bit-by-bit as opposed to overwhelming the audience, like this one…

Scope of the United Nations
Security Management System

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Stage 3

Build Slides

☞

"Good" example of severe misuse of build slides as there are **11 X Mouse Clicks** (Last – Force structure)

Basic Rule Overview

- Keep it simple
- Make bullet points easy to read
- Use graphics
- Keep wording concise
- Keep font size large
- You are the star - not the presentation

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Stage 3

<u>Basic Rules</u>

- Keep it simple

- Make bullet points easy to read

- Use graphics

- Keep wording concise

- Keep font size large

- You are the star - not the presentation

10-20-30 Rule

- < 10 **Slides**

- 20 min **Presentation**

- > 30 point **Font**

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Stage 3

10-20-30 Rule

- No more than 10 slides

- Presentation should not last more than 20 minutes

- Font size should be no smaller than 30 point

Questions

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Stage 3

Confirmation

1. **Describe the 10-20-30 Rule.**

10 Slides for a 20-minute presentation and no less than 30 pitch Font

2. **What are some of the Rules concerning Fonts when using PPT?**
- Fonts – no more than 2 fonts per slide
- Sans Serif fonts – clean, block fonts – Arial – TITLES
- Serif fonts-fonts with "curves" – Times new Roman- BULLETS
- Use at least a 32-point font but 48 point is better
- Keep size consistent
- DON'T USE ALL CAPS
- Use **bold** when you want something to stand out, better yet, **change the colour of the text**
- *Italics* are hard to read

Types of Briefings

- Impromptu
- Prepared
  - ✓ Information*
  - ✓ Decision
  - ✓ Mission
  - ✓ Staff*

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Stage 4

Introduction

☞ We as staff officers and planners must be capable of keeping the Commander apprised during the Planning Process. The mechanism to which the Commander relies upon is the briefing.

Two Types of Briefings

Impromptu Briefings - An impromptu briefing can occur at any time, when someone simply needs to be informed at short notice.

Prepared Briefing - A staff officer – or group of officers – may be tasked to prepare a briefing, either to be presented by themselves, or to be presented by someone else.

4 Most Common Sub-Types

Information - The information briefing is intended to inform the listener and to gain his understanding. The briefing does not include conclusions and recommendations, nor require decisions. The briefing deals primarily with facts. The briefer states that the purpose of the briefing is to provide information and that no decision is required.

Decision -The decision briefing is intended to obtain an answer or a decision. It is the presentation of a staff officer's recommended solution resulting from analysis or study of a problem or problem area. Decision briefings vary as to formality and detail depending on the level of command and the decision maker's knowledge of the subject (the problem or problem area).

Mission - The mission briefing is used under operational conditions to provide information, to give specific instructions, or to instil an appreciation of a mission. It is usually presented by a single briefing officer, who may be the commander, an assistant, a staff officer, or a special representative.

Staff -The staff briefing is intended to secure a coordinated or unified effort. This may involve the exchange of information, the announcement of decisions within a command, the issuance of directives or the presentation of guidance. The staff briefing may include characteristics of the information briefing, the decision briefing, and the mission briefing. Attendance at staff briefings varies with the size of the headquarters, the type of operation being conducted, and the personal desires of the commander.

We will utilise information and staff briefings throughout the various activities.

Principles Of Briefing Preparation

1. Research
2. Plan
3. Draft
4. Revise
5. Practice

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Stage 4

The 5 steps of Briefing Preparation

Research, Plan, Draft, Revise, and Practice

We will now discuss these each in turn....

Research

❑ Requirement?

❑ My Role?

❑ Audience?

❑ Setting?

❑ Timing?

Stage 4

What is the Requirement?
 - Talk to the deputy or assistant of the person you are to brief
 - Clarify if you are not sure
 - Check with Boss to ensure you are still on track
 - Ask Questions
 - Check for Hidden Agendas

What is my Role?
 - Get clarification as necessary
 - What is the priority: does brief take precedence over other tasks?
 - Am I primary or back-up briefer?
 - Am I the Subject Matter Expert (SME)?

Who is my Audience?
 - Find out in advance and level of expertise
 - Read-in packages required
 - Speak with someone who has spoken to the audience before
 - Determine level of detail required

What is the Setting?
 - Auditorium, conference room or desk side
 - Formal / Informal
 - Equipment Required
 - Learn Training Aids as required
 - Single or dual screens, forward or rear projection, TV?
 - Do I control my own slide transition?
 - Plan for rehearsal time

What is the Timing?

- Time allocated and maintain timings
- Allocate time for questions
- Have an assistant give you periodic time checks as required
- Don't stretch out time to fill time allocated
- Rehearse timing
- Number slides or visuals

Planning

- Verbal
- ✓ Organise
- ✓ Direct & Concise
- Written

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Stage 4

PLANNING

Two considerations:

1. **Verbal**
- Speaker must organise a briefing such that the audience is able to grasp the speaker's thoughts the first time they hear it
- Direct and concise

2. Written – At the end of planning you should have an outline containing:

a. Introduction
b. Body
c. Final Summary
d. Conclusion

Stages of the Briefing

- Introduction
- Body
- Final Summary
- Conclusion

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Stage 4

The Presentation – Always approach the presentation, briefing, lesson of instruction in stages, each of which builds up the knowledge base that is required to move onto the next. Each critical point should be supported by at least one Visual and one Verbal support mechanism. Remember who is the primary recipient of the briefing – for he/she is the one who must understand clearly.

Introduction – Represents approximately 5% of the total presentation time.
Introduce yourself, describing what you are about to speak about. Follow a logical path from one topic to the next. Describe what you are about to speak about and tie back to previous knowledge, asking questions based on previous (applicable) presentations. Establish the basic level of audience knowledge. For a series of briefings, you may not always have the same group of staff principals / branch heads therefore they may not be as conversant with the content of the previous brief therefore describe why the topic is important, describe where it is applicable, explain the approach (stages of the presentation, brief etc. and a control statement – For example questions can be asked at any time as this is an interactive presentation; please turn your cell phones off, etc.

Body - Constitutes approximately 85% of presentation time.
Introduce each stage, present information supported by Visual/Verbal Aid and ask and receive confirmatory questions

Final Summary - Review all material covered during the brief and confirm all briefing material

Conclusion - Restate high-level objective (s) / subject of the presentation and restate why it is important and where audience will use this information. For staff briefings to superiors where you are seeking guidance, clarification or decisions it is imperative that you repeat back to the recipient of the briefing what he/she has communicated. Re-motivate, thank audience for their participation / listening Next subject on the agenda as required

Draft

- Rehearse
- Verbal communication factors
- CREST
- Visual Support
- Venue 'Staging'

34

Stage 4

DRAFT

Write out briefing in detail indicating where you wish to use:

- **Communication Skills** – Pitch, volume, rate, gestures etc.
- Verbal Aids – **CREST**
- **Visual Support** – Remote mouse / laser Pointer / consider use of dedicated IT- "Slide flipper"
- Consider Venue Set-up:

1. **Size** – relative to screen-lectern-chairs/desk, Speaker system required?
2. **Distractions** - (visual / noise) consider deploying 'Briefing in Progress' signs outside door
3. **Multiple presenters** – have them seated up front (on a flank), dependent on room. Avoid them emerging from the audience being briefed
4. **Rehearse** – Rehearse briefing and visual aids in front of colleagues, recording it, if practicable, in order to work on delivery

Revise / Practice
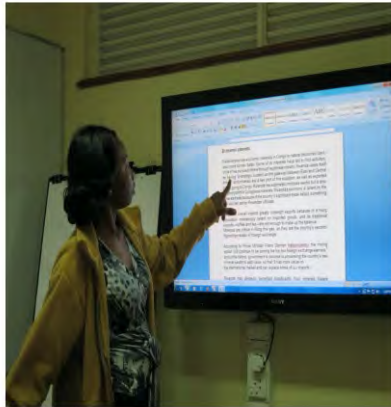
- Identify Strengths
- Identify Weaknesses
- Amend
- Rehearse
- Amend
- Rehearse etc

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Stage 4

REVISE / PRACTICE

- Identify things that you have done well – retain these
- Identify things that must be improved
- Ask how does each one support your briefing – if it does not, delete it.
- If it does, identify a method of relaying it better
- Adjust until you can communicate your message clearly, concisely, and effectively.
- Rehearse, Rehearse, Revise, Rehearse some more

Questions

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Confirmation

1. When speaking what are some of the major factors that we must consider?
Pitch Volume Rate Gestures
Word Whiskers
Eye Contact
Distractions / Mannerisms

2. Referring to the mnemonic device, CREST; give me one type of Verbal Aid?
Comparison Reason Example Statistics Testimony

Lesson 1.2 Introduction to CARANA

COURSE: Operational Logistics
MODULE: 1.2 - Introduction to CARANA
DURATION: 50 MINS
LESSON OBJECTIVES:
1. Welcome to CARANA
2. History: Road to Crisis
3. Operating Environment United Nations Assistance to Carana (UNAC)
4. Organisation and Equipment

METHOD/APPROACH: Interactive Lecture / Small Group Training Activity
REFERENCE: Carana Country Study – Long Version
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Knowledge

The participant will be introduced to the CARANA scenario during the pre-course training and will be provided with a PDF copy of the scenario. CARANA is used to provide a suitable environment to simulate United Nations Peace Missions on the African continent. The participants will not be required to be experts on the scenario however; they will need to understand the mandate, the Mission construct and the various maps and organisations within their assigned area of operations.

Learning Objectives

- Welcome to CARANA
- History
- Operating Environment
- Organisation and Equipment

2

☞ This presentation is designed to provide you with a familiarisation with the CARANA scenario. This lesson will allow you to better understand Scenario CARANA, especially in the context of UN courses that utilise it for activities. It is necessary for you to understand what information can be found both in CARANA and supplemental information that we will provide to the syndicates during throughout the course.

This Lesson will be conducted in 2 Stages:
Stage 1 – CARANA overview and operating environment
Stage 2 – United Nations Assistance to Carana (UNAC)

Scenario CARANA
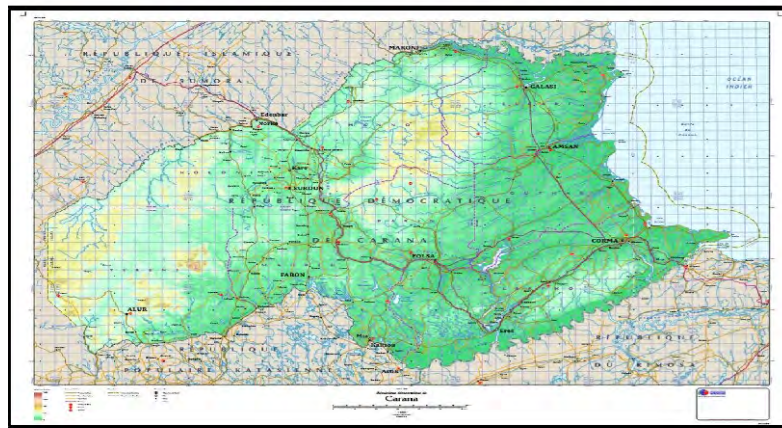
3

Stage 1

Introduction

Scenario CARANA (Kisiwa the 8th Continent)

Serves as the foundation for scenario-based training activities.

Fictitious country, located on a fictitious island, Kisiwa, off the eastern coast of Africa. Kisiwa originated as part of the Gondwana supercontinent. Its west coast was formed when Africa broke off from Gondwana around 165 million years ago (hence 8th continent)

Originally developed in 2002-2003 by experts at the United Nations Department of Peacekeeping Operations (UN DPKO), it was adapted for Africa Stand-by Force (ASF).

History (1)

- 1919 - French Colonisation
- 1962 Independence – (Communist state)
- 1971 and 75 Coups - Military Falin dominated
- 1986 Elections – Falin tribe dominates
- 1990's – Rebel groups emerge

4

Stage 1

Carana was colonised in 1919 by the French who focused on the extraction of the natural resources and accepted the tribal structure in the country, as well as the role of local authority. 1951 saw the beginning of rapidly evolving civil unrest based on the increasingly popular movement for national liberation. After 1952, unrest and riots were frequent and developed into more organised actions and violence against the colonial power. In 1954, the French lost control of most of the country outside the capital and the main coastal cities.
Full independence was achieved in 1962.

After the liberation of Carana, Joseph Uroma came to power and immediately began to cut   all ties with France. He attempted to establish a communist system with the assistance of the Soviet Union and Cuba. In 1971, Uroma was expelled from power by the Army. Christian Hakutu, the former Chief of the Falin dominated Army, was placed in power by a group of army leaders. Hakutu re-established the links with France and promised massive social and economic reform. In 1975, Hakutu was removed from power by a coup and replaced by a military junta under Colonel Tarakoni, also a Falin. By 1983, the economic situation had deteriorated to such a degree that only a massive injection of international aid could prevent the country from falling into a humanitarian crisis. During this period, opposition groups organised, and challenges to the Tarakoni regime became more frequent.

Under international pressure, free elections were conducted, under UN observation, in 1986. The Parti Democratique de Carana (PDC) won the elections and Jackson Ogavo became the first elected president of Carana. Initially the government was

reasonably representative of the ethnic balance of the country, although still dominated by the Falin, and it followed democratic principles. During the early years some economic and social reforms were realised but over time, Ogavo's focus changed, and he became preoccupied with quietly suppressing all opposition groups and enhancing his own power base.

``

History 2

Civil War

- Massacres /Atrocities
- Child soldiers
- No faction dominates
- Movement Patriotique de Carana (MPC) - west
- Indépendants Combattants du Sud Carana (ICSC) - south

Stage 1

As a result of the economic situation and the discrimination of the Kori and Tatsi by the government, political opposition groups and rebel movements evolved. The government suppressed most of these groups, resorting to the military and gendarmerie to suppress any attempt to challenge Ogavo's regime. In 2006 some small rebel movements in the Tereni province joined the larger and better organised rebel groups known as Movement   Patriotique de Carana (MPC) and formed a well-structured and efficient military opposition. The MPC achieved some local success in the west over the Caran dominated Carana   Defence Force (CDF), gaining increasing support from the local population in the west of   the country; this culminated in the CDF losing control of significant parts of the western highlands. Though the MPC's military engagements were well coordinated and successfully executed, the rebels lacked a coherent political strategy and failed to capitalise on their success.

Low level but frequent MPC operations in the west increasingly tied down the CDF, leaving it with little real capability in the south of the country in Leppko Province, and creating an opportunity for elements of the predominantly Muslim Tatsi minority to attack government institutions. Initially this amounted to little more than a few localised incidents, but it quickly escalated into more radicalised activities, including particularly brutal reprisals against ethnic Caran civilians. Realising that the government could do little against them, a number of these small rebel groups united and called themselves CISC (Combattants Indépendants du Sud Carana).

Civil War - Massacres, atrocities and use of child soldiers conducted by all sides. Large communities of refugees who had fled to neighbouring countries in the seventies were swollen by further deluges following the massacres, causing considerable instability and strain on an already over-stretched aid programme and on the economies of the regions concerned.

Parties to the Conflict
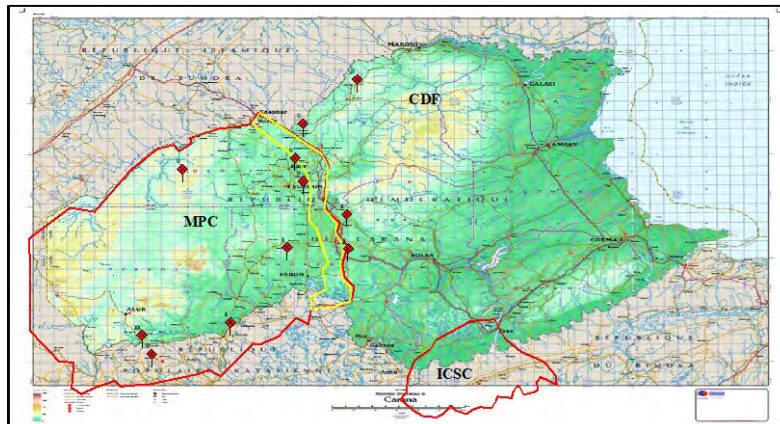
6

Stage 1

This slide represents the Parties to the Conflict Force laydown in Carana.

Carana Defence Force

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Stage 1

The majority of equipment is in a poor state of repair.

The most effective and best-equipped area, with some M3 APCs and AMX 13 tanks, is the Northern Area. The least effective and worst equipped is the Central Area. Maritime equipment is invariably unserviceable.

With a small number of coastal and river patrol boats, the Navy plays a specialised but insignificant role in the Defence Force.

The six Alpha Jets of the Carana Air Force can be assessed as currently non-operational. The helicopters have been used frequently for air patrols. CDF Headquarters is in the Capital of Galasi.

Note to Instructor: The CDF is not currently used in the activities.

Movement Pariotique de Carana (MPC)

- Approx 10,000 fighters
- Based on groups of 750 led by field commander
- Established camps (patrol bases) of 250

Stage 1

Original assessment of the MPC strength was somewhat conservative and has been adjusted from a total of 6,000 to approximately 10,000. Approximately 5,000 MPC returned home last month but most have kept their weapons and remain ready to return to their formations if necessary. It is assessed that the remaining 5000 MPC rebels are sufficient to balance the presence of the CDF on the separation line and maintain the status quo, especially when backed up by the knowledge that they can quickly be reinforced. It is assessed that the underlying reason for this redeployment is to ensure that the front line MPC troops are logistically sustainable, and they certainly appear better prepared than many of their CDF counterparts.

The MPC is structured into groups of 750 soldiers. Each of these groups is led by a field commander and has a local network of supporters. The groups have no internally defined military structure, but a system of sub-commanders with different numbers of fighters. The loyalty to the commanders is high and discipline is very good.

The deployed elements of the MPC have established camps of up to approximately 250 from whence they conduct patrols west of the separation line; while this is not in contravention of the Kalari Treaty it has the potential to act as a trigger for other action whether by mistake or by design.

Indépendent Combatants du Sud Carana (ICSC)

- Led by KWA Bosko
- 2000-3000 fighters
- Unstructured formations
- Light Small arms
- Brutal in combat

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Independent Combatants du Sud Carana

The long-term political role of the ICSC is uncertain. Kwa Bokso is a senior leader among the Tatsi and was given the authority to negotiate and sign the Kalari Accord by the ICSC leadership. He continues to sit on the Joint Ceasefire Commission but it is unknown how much authority he holds over the rank and file of the ICSC.

The ICSC is an unstructured formation of rebels with diverging backgrounds. The movement has been quite successful in recruiting young men from the local population due to recent rebel successes along with the poor economic situation. The discipline and internal cohesion of this rebel group is low, as is the standard of training. The ICSC lacks the structure or organisation that would enable it to develop into an effective political body. It owes its following to frustration over poor living conditions, general dissatisfaction with the Ogavo administration and longstanding ethnic hostilities with the Falin minority in LEPPKO province.

During the fighting, ICSC fighters operated primarily from their villages without deploying in camps or permanent positions. After the fighting stopped, it can be assumed that most ICSC rebels were living in their home villages and group only occasionally. The loose structure of ICSC makes it very difficult to assess their strength and positions precisely. It can be assumed that the number of active fighters has not changed and remains in the region of 2000-3000. They are equipped with assault rifles, light and medium machine guns and grenades. They are notably brutal in combat and show no regard for the rights of non-combatants.

Other Factions

- Warlords
- Teenaged gangs
- Organised Crime

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Stage 1

Other Factions

A further uncertainty is the emergence of hitherto unidentified groups who were not signatories to the Kalari Treaty, either in an attempt to join the political process or to oppose it. In either case this may cause instability, and in the latter there is the inevitable possibility of opposition in the form of armed resistance which presents significant security risks to the preparation and conduct of elections.

Kalari Peace Agreement 2019

- CARANA - MPC and ICSC Agreement

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Stage 1

After years of violent conflict between the Government of Carana and rebel forces, a ceasefire agreement (Kalari Treaty) was signed on 7 May 2019 in an attempt to put a halt to the violence and pave the way for the peace process in Carana.

UN Assistance Mission in Carana (UNAC)

- Established in October 2019

- 8,000 Peacekeepers

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Stage 1

UN Security Council Resolution 1544 dated 22 May 2019 called for the establishment of a Peace Support Mission to Carana referred to as the United Nations Assistance Mission in Carana (UNAC) – an 8,000-member peacekeeping force.

UNAC Mission Support Concept

- Integration of UNOE, COE and contracted support

- TCC / PCC will be self-sustaining except for field defence stores

- Close liaison is required

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Stage 1

The UNAC Mission Support Concept is based on the integration of UN-owned, military, police and contracted logistics resources, employed and tasked through the Director Mission Support (DMS) based on mission priorities established through discussion with the component, commanders and the SRSG.

During initial deployment, support capability will be rudimentary using based on UN owned, military and contracted resources. Over time, this will be replaced by a more semi-permanent or permanent support infrastructure, as the UN owned assets become available in the theatre. The military enabling capability will be reduced as more semi-permanent or permanent support is developed.

Formed military and police units will be fully self-sustaining for all applicable categories except field defence stores.

Coordination of mission support services and resources with the United Nations Mission Support Centre (MSC) will be ensured by establishing a liaison mechanism.

Operating Environment (1)

CLIMATE

- West – Monsoon August - October

- North – mild climate

- East and South – Hot and Dry

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Stage 1

Climatic Conditions

In the West, Monsoon from August to October with mild temperatures. In the North there is a mild climate and in the East and South it is hot and dry.

Operating Environment (2)

INFRASTRUCTURE

- Electricity
- Water and Sanitation
- Food
- Medical Services
- Fuel
- Local Labour
- Banking

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Stage 1

Electricity - CARANA hosts three power plants, the KILU and the SALOBO dam as well as a coal power plant in GALASI. The SALOBO dam is not operational, and due to a rebellion in the HANNO coal mining area fuel supply for the GALASI power plant is limited. Power outages in the GALASI area happen on a regular basis. The overall electricity net is not centralised and does not feature redundancies; therefore, the loss of a main supply line might lead to a cut-off of entire regions. Most of the country is generally without regular power supply and relies heavily on generators.

Water and Sanitation - Drinking water is mostly available throughout the country but varies in quality depending on which region it is originated. Purification is basically always needed for consuming non- bottled groundwater. The contamination of the water appears to be one of the main sources for various health issues throughout the country.
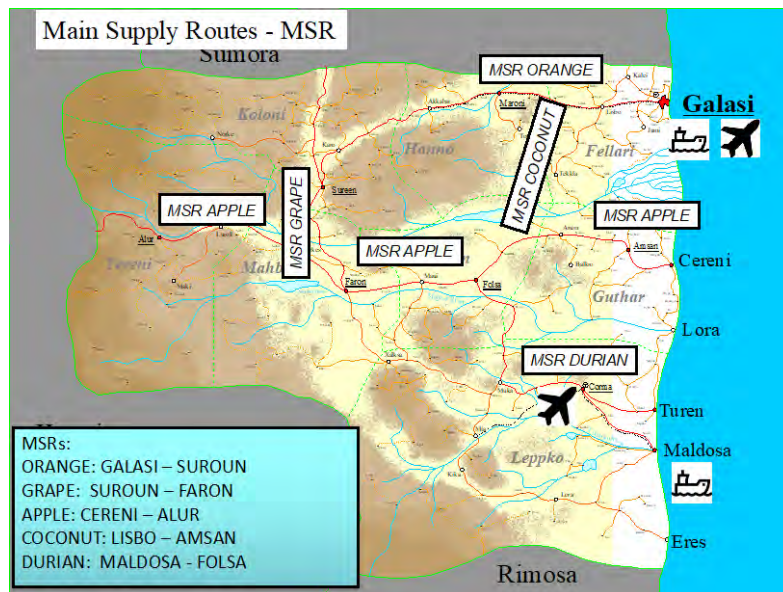
Food - The deterioration of the economy resulted in widespread poverty. The amount of usable agricultural areas has significantly decreased due to fighting and / or placement of landmines. The accessibility of food is therefore limited in certain areas.

Medical Services - The medical service provided by the Host Nation inside the major cities is assessed initially as sufficient for minor treatment. The areas around the three identified possible SPODS are Meningitis distribution areas. In the north and northeastern areas several pockets with cholera cases had been reported.

Fuel and aviation fuel - Aviation fuel supplies only available in GALASI and CORMA.

<u>Local labour</u> - A workforce qualified for basic tasks is available, first and second level educated people with sufficient language abilities in English are quite rare.

<u>Banking</u> - A full operational banking system exits only in GALASI, CERENI and MALDOSA. International transactions or funding is available in four banking institutes. All four do have branches in GALASI, only the Bank of CARANA is active in the other major cities. Electronic cash transfer inside the rural areas is not possible.

Main Supply Routes - MSR

MSRs:
ORANGE: GALASI – SUROUN
GRAPE: SUROUN – FARON
APPLE: CERENI – ALUR
COCONUT: LISBO – AMSAN
DURIAN: MALDOSA - FOLSA

Stage 1

Roads

CARANA has a network of paved and capable roads, which mostly connect the major cities and is predominantly running in east-westerly direction. In the West and the North, the communication to neighbouring countries is ensured via these paved roads. The roads need to be maintained to withhold constant heavy traffic. Due to fighting and lack of maintenance limitations to movement and transportation in certain areas, eg. HANNO and LEPPKO, may occur.

Most roads in CARANA are unpaved gravel roads or simple sand trails which are vulnerable to meteorological influence and deteriorate fast if not maintained. The availability of the unpaved roads during the rainy season and the weeks after can be assessed as unlikely (approx. 50% of the time).

Bridges along paved roads are generally steel and concrete constructions, able to withhold heavy vehicles. The bridges along the unpaved roads are mostly wooden constructions, which need to be assessed individually. An overall road map depicting the availability especially of the unpaved roads including the bridges has not been produced yet.

Infrastructure: Railways

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Stage 1

<u>Railways</u>

There are two railway lines in CARANA. The northern line is running between GALASI and AKKABAR, the southern line between MALDOSA and MIA. Both lines are in bad shape and in need of maintenance, but operational. The northern line ends in MARONI due to a bridge collapse in 2020. Nearly all stations along both lines are sufficiently equipped for loading and unloading containers and vehicles, only MIA station does not contain container facilities.

Infrastructure: Ports
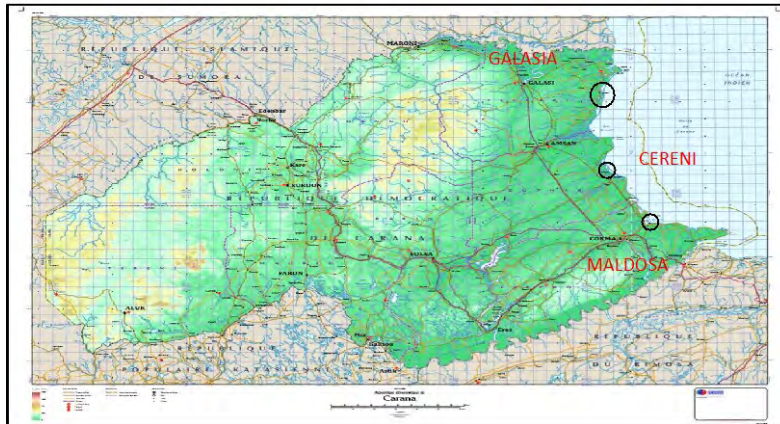
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Stage 1

Harbours

CARANA has three larger harbours capable of loading and unloading deep-water ships. These are located in GALASI, CERENI and MALDOSA. GALASI harbour is the only one with RoRo capability. MALDOSA harbour is specialised in copper transportation and is lacking significant storage containers.

Rivers

The rivers in CARANA are navigable for transportation vessels.

Infrastructure: Airfields
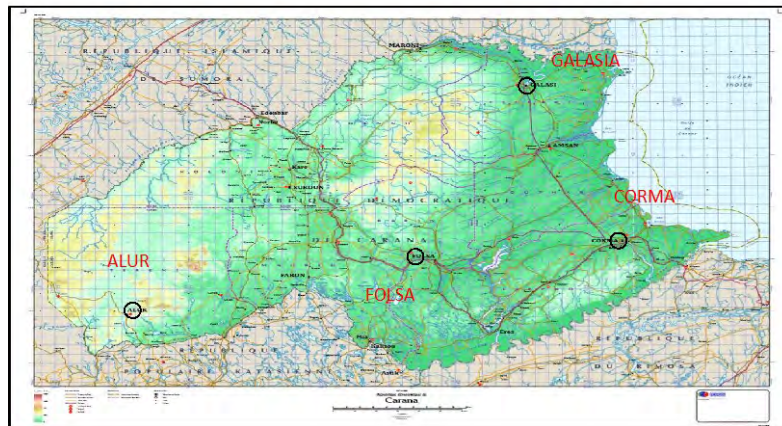
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Stage 1

Airports

CARANA has two major airports capable of handling heavy goods, meeting international standards concerning air traffic. The larger one is located in GALASI, suitable for deployment of personnel and equipment. Storage space is limited. The smaller one is located in CORMA. It is comparable to GALASI airport but is limited in handling of heavy goods. CORAM airport is located outside the city and therefore provides large storage capabilities.

There are several smaller airports, but due to uncertain fuel supply, unpaved aprons and short runways these are not suitable for the use as APODS.

Assessment of Support

- Overall logistics situation in Carana is challenging

- 2 x SPODs / 2 APODs with Galasi offering best option

- Limited paved and capable roads (east –west)

- Engineering support critical

- Food and Fuel mainly available in Eastern cities

- Western region logistically poor

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Stage 1

Assessment of the Support Situation

The overall logistical situation in CARANA is challenging. Two of three SPODs provide a rapid deployment of own forces. Two of five APODs provide strategic airlift capacities. The capital GALASI offers the best logistical support options regarding A- and SPOD. The road network offers limited paved and capable roads, predominantly running in east-westerly direction. Due to overall bad infrastructure engineer support has to be considered. Supply goods (food, fuel) are mainly available in the eastern big cities. The western part of CARANA is logistically in a poor condition.

UNAC - Mission

Mission: UNAC will deploy in Carana and commence operations to establish the conditions under which all parties in Carana observe the terms of the Kalari Treaty, and provide support to the GNR in order to support the process that will lead to the resolution of stability and the installation of a democratically elected government

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Stage 2

United Nations Assistance to Carana (UNAC)

The peacekeeping operations have passed considerable time as UNAC. The military component had been doing a remarkable job in maintaining stability in the region to allow the humanitarian agencies to carry out their mandated tasks. Like all other multidimensional missions, the military component is headed by the Force Commander (FC) appointed by the Secretary General. All contingents from different countries are under operational control of the FC who exercises his command through the Sector Commanders (SC) supported by his staff in the HQ.

Mission: UNAC will deploy in Carana and commence operations to establish the conditions under which all parties in Carana observe the terms of the Kalari Treaty, and provide support to the Government of National Reconciliation (GNR) in order to support the process that will lead to the resolution of stability and the installation of a democratically elected government

UNAC (CARANA) Mission Structure
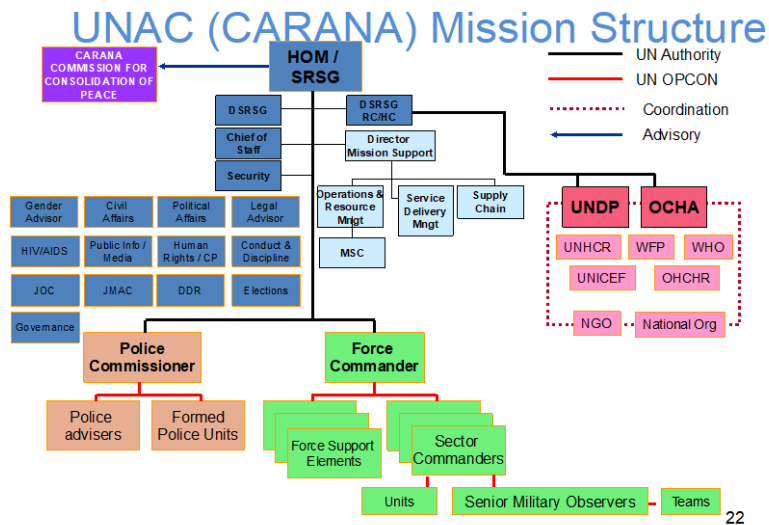
Stage 2

Here is the example of the operational mission structure of the UN Assistance Mission in CARANA (UNAC). This structure will be used throughout this course and provides a good overview of the functional chain of command within UNAC. It is important to note that every mission structure is slightly different depending on the mandate and circumstances on the ground however, there will be some common elements, which will be discussed, in greater detail.

Abbreviations used are as follows: HOM – Head of Mission, SRSG – Special Representative of the Secretary-General, DSRSG – Deputy SRSG, RC – Resident Coordinator, HC – Humanitarian Coordinator, JOC – Joint Operations Centre, JMAC – Joint Mission Analysis Cell, MSC – Mission Support Centre, DDR – Disarmament, Demobilisation and Reintegration, OPCON – operational control, UNDP – United Nations Development Programme, OCHA – Office for the Coordination of Humanitarian Affairs, UNHCR – UN High Commissioner for Refugees, WFP – World Food Programme, WHO – World Health Organisation, UNICEF – International Children's Fund, OHCHR – Office of the High Commissioner for Human Rights and NGO – Non-Governmental Organisations

DSRSG Deputy HOM looks after the general operations of the mission.

DSRSG RC/HC is typically the senior UN official residing in the country – in most cases, the Head of UNDP. His/her job is to coordinate the humanitarian effort being undertaken by the UN agencies in pink boxes – all of those reports to their own headquarters, not the mission.

Chief of Staff is a coordinator of mission effort, who works for the HOM – he/she is not authorised in the UN sense, so cannot task other components.

Military observers are placed under the control of the Force Commander.

Mission Support Division - UNAC
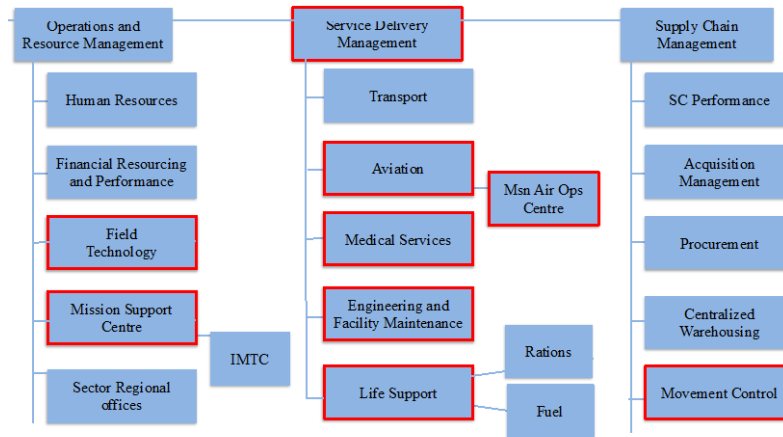
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Stage 2

Support Organisation

Director of Mission Support (DMS). The office of the DMS and its key support functions will be located with the mission HQ at Galasi.

Operations and Recourses Management. The Chief Operations and Resource Management, who leads Personnel, Finance, Field Technology and the Mission Support Centre (MSC), will be located at Galasi with the Mission HQ.

Service Delivery Management (SDM). The Chief Service Delivery, with his sections is responsible for providing in mission logistics support to all the mission components, incl. transport services, aviation services, medical services, engineering services and life support. All sections of the SDM will be jointly manned by civilians, military and police personnel. The SDM will be located at the Mission HQ in Galasi. The Chief SDM will be assisted by a Deputy Chief SDM (DCSDM) who will be the senior military logistician. DCSDM will report to the Chief SDM on all matters concerning mission support.

Supply Chain Management (SCM). The Chief Supply Chain Management, with his sections (acquisition, procurement, warehousing, and movement control and performance management) will be located at Mission HQ in Galasi.

Mission Support Centre. MSC though part of the SDM, will be located at Galasi for better coordination of logistics support with other mission components; however, it will continue to function under the Chief SDM.

Mission Logistics Base. The mission logistics bases will be located at Galasi and Maldosa. Seven (7) days of mission reserve of all UN supplies will be held at the mission logistics base. Each section listed above will be suitably represented at the mission logistics base.

Sector Logistics Bases. There will be a smaller logistics base in each sector location with

similar facilities at a smaller scale as the mission logistics base. 30 days of operational reserve will be held at each sector logistics base. Each section listed above will be suitably represented at the sector logistics bases.

Rations, Fuel & Water

- UN to provide after M+60

- UN will provide diesel for vehicles and generators and Jet A1 for aircraft

- UN will provide raw water with contingents responsible for treatment

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Stage 2

Rations and Fuel

Rations. All units will deploy self-sufficient with dry rations for a period of 60 after which UN will provide all rations. In addition, mission will hold 7 days MRE at mission level and 14 days MRE at sector level for all UN staff. However, a push supply system for rations and bottled water be imposed with rations expected to be available in the mission by M+14. Composite Reserve Rations (COMPO rations) will likely to be delivered by M+15. COMPO rations will be stored and distributed by the Ration Contractor from their warehouses. The contractor will have their warehouses in each sector HQ. The contractor will also deliver food rations to all TCC Team Sites.

Fuel. UN will provide diesel fuel for vehicles and generators and Jet A1 for the aircraft. Up to M+60, UN will provide fuel at all locations using local bridging contracts or UN owned resources. After M+60, a mission wide bridging contract will be operational for a period of 9-18 months. This will be followed by a longer-term turnkey contract.

No gas or petrol will be available. All equipment and vehicles must be diesel operated.

Communications and IT

- UN to provide HF, VHF and Telephone and IT facilities down to team sites

- UN will establish VTC facilities at Mission HQ, Force HQ and all Sector HQ

- Contingents responsible for internal communications and welfare (internet) under Self-Sustainment

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Stage 2

Communications and IT Facilities.
UN will provide communications (HF, VHF and Telephone) and IT facilities down to the team sites. VTC facilities will be established at Mission HQ, Force HQ, and all Sector HQ and to the FCP Maldosa. The UN will provide all communication equipment and basic training modules for radio operators once they are deployed.

Formed military and police units, including force protection companies, at the team sites will be on self-sustained for their internal communications. HF communications need to be provided as agreed upon at the MOU.

Private communications will be made available down to team site level on cost recovery basis, as and when available. Provision of welfare communications (Internet) is the responsibility of the TCC/PCC.

Medical

- Medical services integrated
- Level IV – Coalinga (outside Carana)
- Level III Military Hospital – Galasi
- Level II Military Hospitals – collocated with Sector HQ
- Level I – All team sites
- CASEVAC / MEDEVAC

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Stage 2

Medical. Medical services in the mission will be integrated and available to all members of the mission irrespective of their status and available to contractors and UN staff members (not part of UNAC) for emergency services on cost recovery basis. Deployment of medical resources will be as follows:

Level 4 Medical Facilities. Level 4 medical care will be provided through private hospitals located at Coalinga (outside Carana). Medical Section/LSD will take suitable action to negotiate a contract with the hospitals at Coalinga.

Level 3 Military Hospital. Galasi. The hospital will serve as Level 3 capability for Sector Central.

Level 2 Military Hospitals (Including a Level 1 Facility). To be collocated with Sector HQs at Corma and Alur.

Level 1 Medical Facilities. At all team sites. The level 1 facility will be deployed by the battalion providing the force protection at each team site. Each unit (company level or above) need to deploy with a level 1 capability. Each Infantry Battalion should include two level 1 medical facilities – to be able to deploy medical teams at all independent company size locations.

Chief Service Delivery Management is empowered to authorise medical evacuations in the mission in consultation with the Chief Medical Officer (CMO). This authority may be delegated as follows:

Tactical MEDEVAC/CASEVAC. If tactical MEDEVAC/CASEVAC is required within the Mission area to Level 2 or Level 3 hospitals, the medical staff at the Sector level can authorise use of the evacuation transport assets.

Authority for the financial aspects of medical evacuations of UN personnel from within the mission area to the Level 2/3 hospital may be delegated to the Force

Medical Officer; however, Chief SDM and CMO should be apprised at the earliest opportunity of any such evacuations.

Strategic Medevacs. Chief Service Delivery Management will authorise strategic medical evacuation outside the country with advice from the CMO.

Air Operations

- Main Aviation Base (Transport and Passenger) – Galasi

- Sector – Maroni, Corma and Alur

- Temporary LZ/HZ – cleared by DMS with FC/PC support

- Air Operations established in Galasi

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Stage 2

Air Operations
1. Main Aviation Bases: Transport and Passenger Aircraft. Galasi.
2. Sector Aviation Bases. Planned locations of aviation bases are Maroni, Corma and Alur.

Temporary landing sites need to be determined and cleared by DMS, in cooperation with the Force Commander and Police Commissioner.

Air Operations Centre. An Air Operations Centre will be established in Galasi. Tasking of all aircraft in the mission area will be coordinated through the MSC.

Logistics Support - General

- Units adequately equipped / sustained for ops in permanent and temporary locations

- Valid ISO standard 20-foot containers with safety certificate

- Waste and sewage removal through local contractors

- Ammo – TCCs to provide ammunition list

- Deploy environmentally friendly equipment

28

Stage 2

Logistics & Support

The units must be adequately equipped and self-sustained for, but not limited to, the four different sections, with integral support and maintenance elements, for operations in permanent and temporary deployment locations. The units must be able to logistically support any permanent or mobile detachments. Beyond the self-sustainment requirements of the mobile detachment, all deployed detachments are also required to receive full support from the respective host unit.

All containers, including but not limited to, general storage refrigeration, ammunition, medical and workshops, are to no larger than the ISO standard twenty-foot container and valid container safety certificate.

The UN attempts to provide waste and sewage removal services through local contractors. Ammunition Levels. Unit ammunition levels must meet the requirements. The level for this mission is set at 60 bullets per soldier. TCCs are to provide an ammunition list with details including batch number, quantity, date of manufacture and the self-life as provided by the manufacturer. The ammunition prepared for deployment must have at least 50% of its shelf life on the expected date of deployment.

The TCC is encouraged to deploy equipment, which supports efforts to reduce the environmental footprint of its operations including more energy efficient generators, renewable energy power generation and environmental enhancements to accommodate and conduct themselves in an environmentally conscious manner.
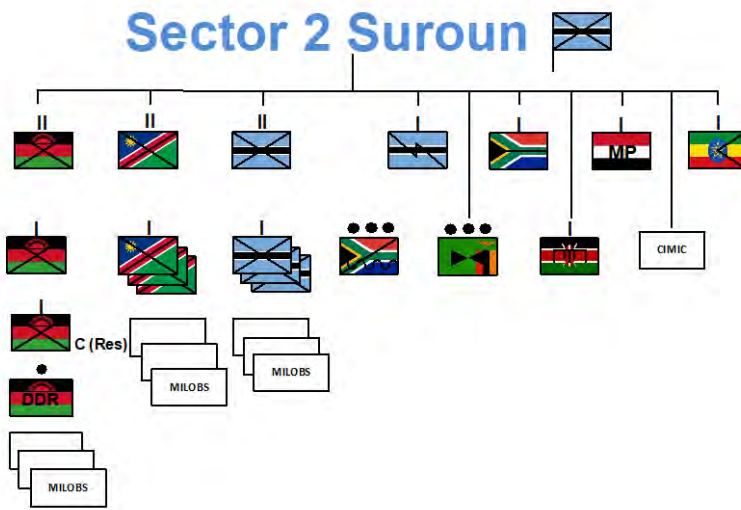
Sector Boundaries
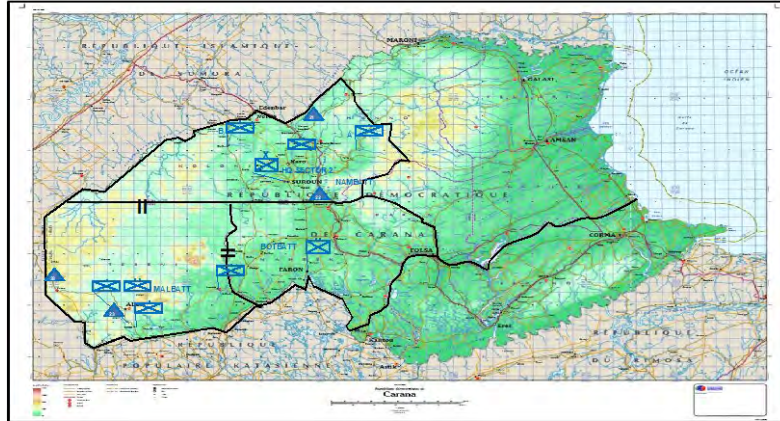
29

Stage 2

Phase 2 – Implementation

Sector Boundaries

Stage 2

SECTOR 2 - **2548 troops**

- Botswana Brigade HQ / Signals Squadron (150)

- Malawi Mechanised / Light Infantry Battalion (600)

- Namibia Mechanised / Light Infantry Battalion (600)

- Botswana Mechanised / Armoured / Light Infantry Battalion (600)

- Ethiopian Logistics Company (150)

- Kenyan Field Engineer Squadron (120)

- South Africa Maritime Reaction Platoon (48)

- Civil / Military Coordination (CIMIC) Detachment (6)

- Disarmament Demobilisation Reintegration (DDR) Team (10)

- Egyptian Military Police Company (80)

- South African Forward Medical Detachment (80)

- Zambian Aviation Flights (50)

- 9 x Military Observer (MILOB) or Military Experts on Mission (MEOM) teams (54)

Sector 2 Headquarters

Suroun
- Botswana Bde HQ
- Botswana Sigs Sqn
- Zambian Aviation Flight (ZAFlt)
- South African Fwd Med Det (SAFMD)

31

Stage 2

Sector 2 Headquarters

The Sector HQ is based in SUROUN, the provincial capital of KOLONI. The military component is based on the Botswana Brigade HQ and Signals Squadron. It includes its own guard force and a reserve company made up from the Botswana HQ Squadron. **150 personnel**

Co-located in SUROUN are the following:

The Zambian Aviation Flight (ZAFlt) has 4 Mi-8 helicopters along with supporting staff and an integral guard force. **50 personnel**

A Forward Medical Detachment of the South African Field Hospital from GALASI. The SAFMD can provide immediate critical lifesaving assistance before evacuation to the Field Hospital in GALASI or MEDEVAC out of country. **48 personnel**

Sector 2 Headquarters

Suroun

- Kenyan Engineer Squadron
- Ethiopian Logistics Company
- Egyptian Military Police Company

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Stage 2

Sector 2 Headquarters

The Kenyan Engineer Squadron. This composite Squadron has a HQ and 3 x Troops: Mines Troop approximately 40 strong equipped for manual de-mining only; Bridge Troop, equipped with two Mark 12 Floating Bridges and 6 RHIBs and a Construction Troop equipped with two diggers, two earth movers and four 8-ton trucks. **120 personnel**

The Ethiopian Logistics Company operating the AU Forward Logistics Base. They have a Transport Platoon (12 x URAL-432 trucks and 50 personnel); Supply Platoon (12 x URAL- 432 trucks and 50 personnel); and Maintenance Platoon (4 x REM-KL vehicle recovery vehicles, 8 x KAMAZ 43501 Mobile Recovery Team trucks with 50 personnel). **150 personnel**

Egyptian Military Police Coy provides traffic control for AU convoys as well as close protection for designated VIPs. They support CivPol in the training of local police, assist in handling detainees and provide investigating assets for all AMIC military matters. Although they are TACON to the Sector HQ they continue to report to and are tasked by the Force Provost Marshal. **80 personnel**

TERINI AO
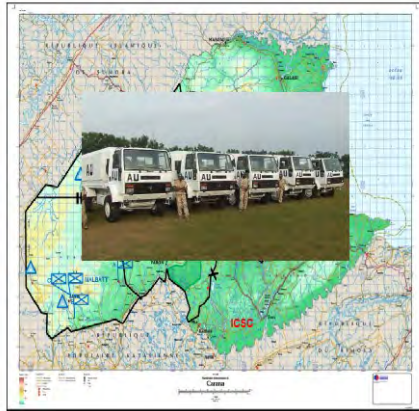
Alur

- MALBATT HQ
- HQ Pl
- C (Reserve) Coy
- DDR Team

33

Stage 2

Terini AO

The TERINI AO is the responsibility of MALBATT – **600 personnel**. MALBATT has completed its deployment and is equipped, organised and located as follows:

MALBATT HQ and HQ Platoon are located at ALUR. HQ platoon has four 81mm mortars plus eight trucks

Also, in ALUR is C Company who makes up their reserve.

C Company is equipped with SLRs, 7.62 mm FN MAG Machine Guns and 8 RG-12 APCs.

They are tasked with the protection of ALUR Airport and securing the area around Cantonment HOTEL.

This is the present location of the Sector's DDR team who are doing weapons collection and destruction in this area.

TERINI AO

Lurok

- A Coy MALBATT

34

Stage 2

<u>Terini AO</u>

A Coy is located in LUROK and is equipped with one truck and four jeeps. It is armed with light small arms only and is tasked with guarding the main route to ALUR.

TERINI AO

Batto

- B Coy MALBATT
- AU Fuel Dump

35

Stage 2

<u>Terini AO</u>

B Coy is in BATTO and has 4 trucks, SLRs and light machine guns.

They are co-located with an AU fuel dump and are tasked with monitoring MPC activity in south TERINI, securing the area around Cantonment HOTEL and guarding the fuel dump.
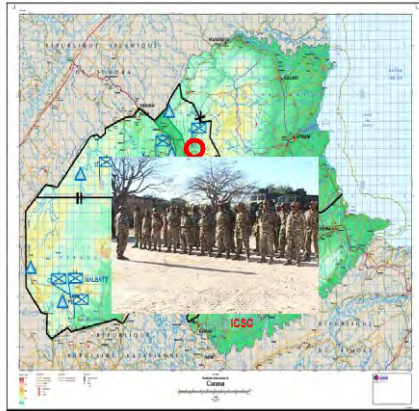
KOLONI AO

Karo

- NAMBATT HQ
- HQ Coy

36

Stage 2

Koloni AO

The KOLONI AO is the responsibility of NAMBATT – **600 personnel**:

HQ NAMBATT and HQ Coy are located at KARO, NORTH of SUROUN. Approximately 180 strong, the HQ is based in an old cement factory and is equipped with 25 jeeps and 8 trucks.

KOLONI AO

Torta

- A Coy NAMBATT

37

Stage 2

Koloni AO

A Coy is located in TORTA and tasked with providing escorts, route security and checkpoints along the AMSAM - SUROUN road. They also monitor the DMZ. They are equipped with eight trucks. Each platoon has AKMs, one MMG and an 82mm mortar.

KOLONI AO

Ballad

- B Coy NAMBATT

- Fuel Dump

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Stage 2

Koloni AO

B Coy is in NORKE, equipped with eight Casspir APCs and four jeeps. Each platoon has AKMs, one MMG and an 82mm mortar. They are tasked with monitoring MPC activity in west KOLONI, securing the area around Cantonment JULLIETTE and guarding the fuel dump in this location.

KOLONI AO

Nixan

- C Coy NAMBATT

39

Stage 2

Koloni AO

C Coy is located at NIXON and tasked with monitoring the DMZ. The Company is equipped with five trucks, four jeeps and eight Casspir APCs, and is 170 strong including support.

MAHBEK AO

Faron

- BOTBATT HQ
- HQ Coy

40

Stage 2

Mahbek AO

The MAHBEK AO is the responsibility of BOTBATT – **600 personnel**

Bn HQ and HQ Coy are located at FARON. HQ is based in sea containers in the centre of the town and has four trucks, six jeeps and a small support section.

MAHBEK AO

Perkes

- A Coy BOTBATT

41

Stage 2

Mahbek AO

A Coy is deployed at PERKES along with a forward communications base. It is equipped with four trucks and four jeeps and is armed with 7.62 SLRs, four MMGs and two mortars.
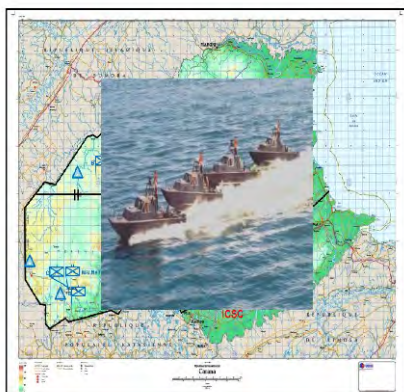
MAHBEK AO

Koepi

- B Coy BOTBATT

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Stage 2

Mahbek AO

B Coy is in KOEPI and is tasked with monitoring ICSC activity in south MAHBEK. It has three platoons with four ACMAT 2.5-ton trucks each.

MAHBEK AO

Magatakak Dam

- C Coy

- SA Maritime
  Response Platoon
  (MRP) HQ

43

Stage 2

Mahbek AO

C Coy is in an abandoned factory near the FOLSA airport. They are tasked with monitoring the DMZ and monitoring CDF activity in east MAHBEK/ BARIN. They are equipped with two platoons of four BTR-60 APCs each and one platoon with two trucks.

The South African Maritime Response Platoon Headquarters is located at MAGATAKAK Dam with 3 Sections as follows: A Section – 4x RHIBs, B Section 4 x RHIBs and C Section, which has 5 x Namacurra harbour patrol boats each armed with one .50 cal MG and two 7.62 mm MGs. They have a top speed of 60 kph and a range of 290 km. They are tasked with securing the damaged hydroelectric station there, to maintain observation over Lake MAGATAKTAK and perform search and rescue as required.

CARANA – Summary

- KOLONI, TERINI and MAHBEK Provinces is our Area of Operations

- We are Sector 2 HQ

- Read up and get familiar with the scenario

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CARANA Summary
- KOLONI, TERINI and MAHBEK Provinces
- We are Sector 2 HQ
- Detailed information packs to be distributed

Questions

45

1. What is the name of the UN mission in Carana?

The United Nations Assistance to Carana (UNAC)

2. What is the sector we are operating in and where is the HQ located?

We are Sector 2 whose HQ is located in Suroun

Lesson 1.3 – Convey current United Nations mission experience – Mission Support Division

Performance: Explain the Current Role of the Mission Support Division within a United Nations Mission.

Standard: The participant will demonstrate familiarity with the challenges and issues associated with working within a Mission Support Division deployment within the context of a current United Nations Mission.

Learning Objectives (LO):

LO	DESCRIPTION	METHOD	TIME	REFERENCE
1.	Role & Responsibilities / Overview of the Organisation	Interactive lecture		
2.	General outline of Current Operations / Commitments			
3.	Nature of Relationships with other Organisations			
4.	Common Challenges and Issues			
5.	Logistical Considerations			

Time:

Classroom	1
Total Periods	1
Total Time	50 min

Substantiation (methodology): Interactive Lecture is used to introduce new material to participants.

Resources Required: Computer with pertinent cables; LCD projector; Screen; Whiteboard with Markers; Flip chart with Markers; and Training aids.

Remarks: The guest lecturer must endeavour to discuss the Learning Objectives with the Senior Instructor, prior to presentation, in order to ensure that requirements are understood, and that the presentation is shaped appropriately.

Lesson 1.4 – Convey current United Nations mission experience – Uniformed Staff Officer

Performance: Explain the Role of a Logistics Officer working in the Force or Police Component within a United Nations Peace Operation.

Standard: The participant will demonstrate familiarity with the role, challenges and any lessons learned, associated with the role of a logistics officer, within the context of a current United Nations Mission.

Learning Objectives (LO):

LO	DESCRIPTION	METHOD	TIME	REFERENCE
1.	Overview (Mandate/UNSCR/ Organisation) of the Mission Experienced	Interactive lecture		
2.	Logistics Role, tasks and responsibilities fulfilled during the mission			
3.	Challenges, Issues and Solutions			
4.	Lessons Learned			
5.	Personal Recommendations			

Time:

Classroom	1
Total Periods	1
Total Time	50 min

Substantiation (methodology): Interactive Lecture is used to introduce new material to participants.

Resources Required: Computer with pertinent cables; LCD projector; Screen; Whiteboard with Markers; Flip chart with Markers; and Training aids.

Remarks: The guest lecturer must endeavour to discuss the Learning Objectives with the Senior Instructor, prior to presentation, in order to ensure that requirements are understood, and that the presentation is shaped appropriately.

Lesson 2.5 Consider Human Rights Considerations in Logistics

1

International Human Rights Law (1)

- International Human Rights Law
- International Humanitarian Law (IHL)
- International Refugee Law
- International Criminal Law

respect   protect   promote

Peacekeeper responsibilities

2

International Human Rights Law (2)

- Protects **dignity, freedom and equality**

- Continues to apply during **armed conflict & national emergencies**

- **UN logistics practitioners must respect & protect** human rights in their work

- Logistics practitioners must incorporate human rights into **planning & logistical support** *(example: implementation of the UN SOPs on Detention in Peace Operations)*

All UN peace operations and political missions' personnel have a responsibility to ensure that human rights are promoted, respected and protected through and within their operations in the field. "
UN Policy on Human Rights in Peace Operations.

Case Study 1 – Fuel Request:

Host state requests the Mission to provide fuel to its 23rd Mechanized Infantry Battalion in order to carry out a military operation against an armed group that poses a threat to the civilian population

1 of the 5 companies of the 23rd Battalion have repeatedly committed war crimes against civilians during similar operations.

What is the appropriate course of action?

Due Diligence Policy on UN Support to non-UN Security Forces

UN support to non-UN Security Forces cannot be provided:
- *if real risk of the receiving entities committing **grave violations** of international humanitarian, human rights or refugee law, and*
- *relevant authorities fail to take the necessary **"corrective or mitigating measures"***

Prevents legal liability for aiding violations, promotes human rights & protects U.N. credibility

5

Application of the HRDDP

✓ **Risk mitigation & engagement** Suspension or withdrawal of support is **last resort**

✓ Applies to **all types of support** to states and regional organisations,

✓ Supporting entity must initiate risk assessment & **monitor** compliance

✓ Centralised implementation through mission's **HRDDP Taskforce & Secretariate**

6

✓ **Risk mitigation & engagement**
Suspension or withdrawal of support is **last resort**
✓ Applies to **all types of support** to states and regional organisations, including logistics & transport support
(exceptions for human rights & mediation work)
✓ Supporting entity must initiate risk assessment & **monitor** compliance
✓ Centralised implementation through mission's **HRDDP Taskforce & Secretariat**

Case Study 2 – Mission Drawdown:

The mission is drawing down and wants to hand over remaining vehicles:

a) The host state's police force of Province A wants the mission's minibus. That particular police force is known for deliberately not employing officers from the province's Muslim religious minority

b) OHCHR, UNDP and UNHCR have all asked to receive the mission's remaining two 4x4 vehicles.

   To whom should the mission give the requested vehicles?

7

Grave Violations under the HRDDP

War crimes

Crimes against humanity

Gross human rights violations

Patterns of repeated violations of IHL, HR or refugee law

8

Drawdown Requirements

- Maintain sufficient **human rights presence in transition, drawdown and liquidation phases** for key human rights activities
- Make special arrangements with OHCHR for **safe handling and separate archiving** of documents and files of human rights component
- Give follow-on UN human rights field presence **preferential treatment** over other UN organisations, programmes or funds

9

DPO, DPPA and DOS must:

Maintain sufficient **human rights presence in transition, drawdown and liquidation phases** for key human rights activities

Make special arrangements with OHCHR for **safe handling and separate archiving** of documents and files of human rights component

Give follow-on UN human rights field presence **preferential treatment** over other UN organisations, programmes or funds for the transfer of vehicles, hand-over of premises and other logistical facilities or assets

Case Study 3 – Trucks Needed:

The mission wants to procure trucking services from a local company.

1) Vendor A is a company is effectively owned by a local police chief. According to the Mission's human rights section, he has been personally involved in acts of torture.
2) Vendor B works with a subcontractor that uses young children to load and unload trucks according to Amnesty International
3) Vendor C prides itself on its website that "we employ only male drivers to ensure road safety."

Should the United Nations accept either vendor as a supplier?

10

UN Supplier Code of Conduct

- Suppliers (and their subcontractors) are not complicit in human rights abuses
- Includes abuses by state officials and abuses by private actors
- Detailed expectations on labour rights
- UN general contract clauses require adherence to supplier code
- Mission specific guidelines to ensure due diligence
  checks prior to contracting

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The UN expects its suppliers (and their subcontractors) to ensure that they are not complicit in human rights abuses Includes abuses by state officials and abuses by private actors Detailed expectations on labour rights (freedom of unions/association, no forced/child labour, non-discrimination) UN general contract clauses require adherence to supplier code Mission specific guidelines to ensure due diligence checks prior to contracting

Case Study 4 – Cafeteria workers

The Mission is hiring new cafeteria staff. To help build peace, it wants to hire demobilised fighters from an armed group.

a) Mr. A is a demobilised fighter. A credible local NGO has accused him of having sexually enslaved a girl during the conflict.

b) Ms. B, 17 years old, was sexually enslaved by the same armed group. She is eligible for UN reinsertion support as a child formerly associated with an armed group.

Can the United Nations hire either Mr. A or Ms. B?

12

UN Policy on Human Rights Screening of United Nations Personnel

UN will **not employ/deploy** anyone involved in violations of international human rights or humanitarian law. Credible allegations are enough (reasonable grounds standard)

Recruiting entity must ensure screening on three levels:

1. Where **States** provide personnel to UN, they must screen and certify
2. Every **Individual** who seek to serve with the UN must provide self-attestation
3. The **UN Secretariat** will undertake proactive screening

United Nations

United Nations Policy
11 December 2012

Human Rights Screening of United Nations Personnel
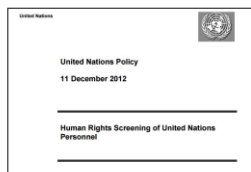
14

Policy promulgated by SG in December 2012. First time that procedures for HR screening were laid down in official guidance.
Policy applies to all UN personnel, not only peacekeeping personnel
The category of personnel we cover in this briefing is uniformed personnel, nominated by Member States.

The policy relies on cooperation with Member States. They have the primary responsibility to screen personnel and to that effect the UN asks member states to certify that that they have not committed or are alleged to have committed violations. This language has been incorporated in all standard notes verbale that are sent to member states in the force generation process.

Individuals sign self-attestations. "I attest that I have not committed, been convicted of, nor prosecuted for, any criminal offence. I attest that I have not been involved, by act or omission, in the commission of any violation of international human rights law or humanitarian law." This language is currently being reviewed and strengthened.
UN Secretariat undertakes proactive screening for personnel selected for senior positions, D2 and above, **including FCs, DFCs, Head of Police, Deputy Head of Police,** as well as all civilian senior level personnel.

UN Policy on Child Protection in United Nations Peace Operations

- Use of children by UN peace operations **for purposes of labour is strictly prohibited.** Regardless of national minimum working age
- Children are **not allowed on UN premises to work** (including as workers for contractors)
- Missions should **not use school premises** (and at no time use them for military purposes)
- Mission must **disseminate administrative circulars**

Child: anyone under 18 years!

15

UN Protocol on Allegations of Sexual Exploitation and Abuse (SEA) Involving Implementing Partners

- UN does not partner with entities that fail to address SEA through appropriate preventive measures, investigation & corrective action
- UN must carry out appropriate screening process before cooperative arrangements with implementing partners
- UN to monitor conduct & follow up on SEA allegations
- UN to act in case of problems, including withholding further cash or supply transfers

ZERO TOLERANCE
FOR SEXUAL EXPLOITATION AND ABUSE
Honouring our values

16

Implementing partner: entity to which UN entrusts implementation of a programme or project specified in a signed document, along with the assumption of responsibility & accountability for effective use of resources & output delivery. Includes subcontractors

Take Aways

- Logistics practitioners have important roles in ensuring that missions protect & respect human rights

- UN rules on support, procurement, hiring and implementing partners ensure that the UN is not associated with persons or entities complicit in human rights abuses

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Questions

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Lesson 2.1 Review UNHQ and Mission Construct

COURSE: Operational Logistics
MODULE: 2.1 - Review United Nations Headquarters and Mission Construct
DURATION: 50 MINS
LEARNING OBJECTIVES:

1. List the key organs of UN relevant to logistics (Security Council, General Assembly and Secretariat) which will impact the Mission
2. Outline the importance of the Mandate to a PKO (drives operational requirements and resources)
3. List the key elements of the Secretariat involved in supporting logistic decisions for the mission
4. Describe Generic Mission Structure and primary logistic organisation (Mission Support)
5. Explain the concept of integration within UN Peace Operations (at HQ and in Mission Support)

METHOD/APPROACH: Interactive Lecture
REFERENCE: Operational Logistics Training Guide
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Theory

☞ It is important that the presenter has wide experience/adequate knowledge of United Nation Headquarters / United Nations Mission structure and functioning. The aim of this lecture is to review material that was covered during pre-course training.

Review Module 1.1: **Employ Presentation Techniques**

Referring to the Mnemonic Device, give me one type of Verbal Aid?
Comparison
Reason
Example
Statistics
Testimony

What are The 5 steps of preparing a Briefing?
Research
Plan
Draft
Revise
Practice

Learning Objectives

- Key organs of UN relevant to logistics
- The importance of the Mandate
- Key elements of the Secretariat supporting logistic decisions
- Generic Mission Structure
- Integration within UN Peace Operations

☞ By the end of this lecture the participant will have a reviewed the organs of the United Nations particularly those relevant to logistics (Security Council, General Assembly and the Secretariat); the importance of the Mandate for a Peace Mission; a generic mission structure and the concept of integration. This lesson will be useful throughout the course and during a deployment to a mission as it is vital that uniformed personnel understand how UNHQ supports a Peace Mission logistically and how missions are generally organised. A Staff Officer and planner needs to have a good understanding how strategic and operational headquarters function in the provision of logistics support within a Peace Mission.

This Lesson will be conducted in 2 Stages:
Stage 1 – Review of the United Nations Headquarters
Stage 2 – Review of a generic Mission Headquarters and Mission Support Organisation.

UN Principal Organs

The Principal Organs of the United Nations

- Security Council
- General Assembly
- Secretariat
- Economic and Social Council
- International Court of Justice
- Trusteeship Council

4

Stage 1

The six main organs of the UN created under the UN Charter are: The Security Council, the General Assembly, the Secretariat, the Economic and Social Council, the International Court of Justice and the Trusteeship Council.

It is important to understand the organs of the United Nations when understanding Logistics in Peacekeeping Missions. This is because many key considerations in mission are a function of decisions made at this level. Understanding these organs will assist a commander or planner to understand the level of engagement which would be required if a change in decision is sought.

This is important to understand, as a commander or planner could consume valuable time and staff effort debating over a procedure or rule in mission, which is being driven by a decision that can only be changed at the Secretariat, General Assembly or Security Council. A commander or staff officer needs to understand this, in order to prioritise staff effort. Depending on the nature and criticality of the matter, a change that requires General Assembly (or sub-committee) approval (including changes to budget), may take multiple staff/troop rotations to resolve, and may require diplomatic coordination, and should be considered with a long-term perspective.

Security Council has lead responsibility under the UN Charter to maintain international peace and security.
General Assembly is where all Member States meet and vote on decisions. The principle of equality means each Member State has one vote.
Secretariat refers to the departments and offices with international staff to carry out the day-to-day work of the Organisation. These are in UN Headquarters in New York as well as in Geneva, Vienna, Nairobi and other locations.

ECOSOC is the central body coordinating the economic and social work of the UN.
ICJ is in The Hague, Netherlands. The Court settles legal disputes only between nations and not between individuals, following international law.
Trusteeship Council supervised Trust Territories, which were former colonies or dependent territories. The Trusteeship Council suspended operation in 1994.

Security Council (SC)

- Maintains international peace and security
- 15 member states (5 permanent members / 10 non-permanent)
- Exercises power through UN Security Council Resolutions

Stage 1

Security Council

Charged with the maintenance of international peace and security including the establishment of: Peacekeeping operations, international sanctions and the Authorisation of military action

Permanent members: 5 - China, France, Russian Federation, the United Kingdom, and the United States

Non-permanent members are elected for a 2-year period:
Belgium (2020), Cote d'Ivoire (2019), Dominican Republic (2020), Equatorial Guinea (2019),
Germany (2020), Indonesia (2020), Kuwait (2019), Peru (2019), Poland (2019) and South
Africa (2020).

Key Message: The Security Council has the lead responsibility for maintaining international peace and security. The Security Council may investigate and recommend measures to resolve disputes within and between states, including peacekeeping.

UN resolutions are formal expressions of positions of UN principal organs.

Any peacekeeping operation must have a Security Council resolution. Security Council resolutions contain mandates for peacekeeping operations. A mandate is an authorisation and directive to take specific action. The peacekeeping mandate in a Security Council resolution is the legal basis for all actions or tasks of the

peacekeeping operation, including the use of force.

The Security Council also issues resolutions that highlight global concerns relevant to peacekeeping, such as the human rights of women and children – groups usually most affected by the conflict. Resolutions can be established through the affirmative vote of at least nine members of the Security Council, unless it is expressly rejected by at least one of the permanent members (veto rule).

Security Council - Mandate

- SC determines mission's mandate
- Ultimate 'Mission Statement' and constraint
- Actions not related to mandate are not authorised
- Prioritises the allocation of resources

6

Stage 1

Security Council Mandate

The Security Council makes determinations regarding the mission's mandate, which is the ultimate 'mission statement" and "constraint" on what a mission is empowered and authorised to do. The Mandate sets the direction for the mission. If an action cannot be related to the mandate, it is not authorised. Accordingly, the mandate drives issues such as rules of engagement (ROE), directions for the use of force (DUF), and prioritisation of allocation of resources. Issues of military requirements for a mission must be directed to the Security Council through the SC Military Staff Committee. DPO Office of Military Affairs represents military requirements to decision makers.

Stage 1

The General Assembly (GA)

The main deliberative, policymaking and representative organ of the United Nations. Comprising all 193 Members of the United Nations, it provides a unique forum for multilateral discussion of the full spectrum of international issues covered by the Charter. Decisions on important questions, such as those on peace and security, admission of new members and budgetary matters require a two-thirds majority. Decisions on other questions are by simple majority. Each country has one vote. The Assembly meets in regular session intensively from September to December each year, and thereafter as required.

The GA has established a number of Councils, Committees, Working Groups, Boards, etc. for the performance of its functions. Each Member State in the Assembly has one vote. Votes taken on designated important issues, such as recommendations on peace and security and the election of Security Council members, require a two-thirds majority of Member States, but other questions are decided by simple majority.

Two key committees that a commander or planner should be aware of are: the C34 (which reports to the 4th Committee) and the 5th Committee. Most staff officers or planners would have no direct engagement with these committees, but it is essential to understand at what level some key decisions are made. A decision which requires engagement outside the Mission requires considerably different approach than a decision which is within the discretion of the Mission leadership.

C-34 reviews and recommends actions on peacekeeping and reports to the GA

through the Fourth Committee. C-34 has some representatives from outside the UN, for example the International Committee of the Red Cross (ICRC) and the International Criminal Police Organization (Interpol). Regional intergovernmental organizations such as the African Union (AU) and the European Union (EU) are also in the C-34. The Committee works closely with key departments and offices of the UN, mainly the Department of Peace Operations (DPO), the Department of Operational Support (DOS) and the Peacebuilding Commission. The Fifth Committee is responsible for financing peacekeeping and authorising budgets for missions.

GA – C34/5th Committee

- C-34 debates a change in capacity or capability within a mission

- 5th Committee addresses changes to mission budgets

- Funding Cycle

8

Stage 1

C34 / 5th Committee

A change in capacity or capability requirements in a mission would be debated in the C34, such as the introduction of an intelligence capability, or a gender engagement unit.

To achieve a change which has implications for the budget of a mission, the staff must be aware of the timeframes and decision-making bodies associated with changes to budget.

Changes requiring an increase in budget (other than for an emergency matter), will not be resolved within a funding cycle. Such changes would require addressing substantiation through Fifth Committee for the following (or later) year's budget. This requires commanders, staff officers, police advisers and units to think in terms of funding cycles which are longer than their own rotation cycles, and which would be aided by engagement through T/PCC's Permanent Missions, in addition to any arguments projected through the mission chain of command.

Stage 1

Secretariat

Key Message: The Secretariat carries out the day-to-day work of the organisation. The Secretariat has a wide variety of departments and offices that deal with UN work, including peacekeeping.

- The Secretary-General (SG) is the "Chief Administrative Officer" of the Organisation.

- The UN Secretariat is the executive arm of the UN and is led by the Secretary-General.

- António Guterres, former prime minister of Portugal, who also led the United Nations refugee agency, took the office as the UN secretary general on Sunday, 1 January 2017.

- The Secretary-General is nominated by the Security Council and appointed by the General Assembly to a 5-year term.

The Secretariat is the formal name of what is colloquially referred to as United Nations Headquarters or UNHQ and serves as close as can be described as the ultimate headquarters of any peacekeeping mission. The Secretariat is vast and includes the management structures of many different UN organisations. The Secretariat includes, amongst many others, the Department of Peace Operations and the Department of Operational Support, the two departments which have the most influence on day-to-day operations within a mission, and who represent Field Mission requirements to decision-makers.
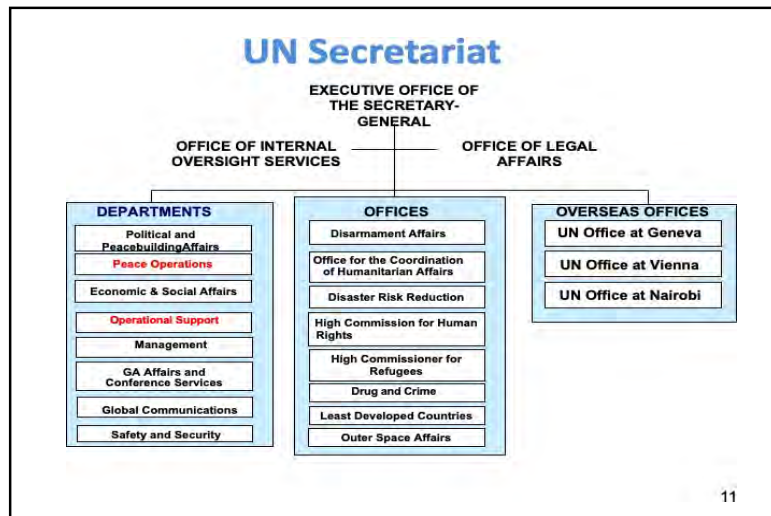
Stage 1

Secretariat

The Secretariat, one of the main organs of the UN, is organised along departmental lines, with each department or office having a distinct area of action and responsibility. Offices and departments coordinate with each other to ensure cohesion as they carry out the day-to-day work of the Organisation in offices and duty stations around the world. At the head of the United Nations Secretariat is the Secretary-General.

The Secretariat is the United Nations' executive arm. The Secretariat has an important role in setting the agenda for the UN's deliberative and decision-making bodies of the UN (the General Assembly, Economic and Social Council, and Security Council), and the implementation of the decision of these bodies.

The United Nations Department of Political and Peacebuilding Affairs, which has a role analogous to a ministry of foreign affairs is a part of the secretariat. So is the department of United Nations Department of Peace Operations. The secretariat is the main source of
economic and political analysis for the General Assembly and Security Council; it administers
operations initiated by UN's deliberative organs, operates political missions, prepares assessments that precede peace support operations, appoints the heads of peace support operations, conducts surveys and research, communicates with non-state actors such as media and non-government organisations and is responsible for publishing all of the treaties and international agreements.

Stage 1

Secretariat Organisation

The duties carried out by the Secretariat are as varied as the problems dealt with by the United Nations. These range from administering peace support operations to mediating international disputes, from surveying economic and social, trends and problems, to preparing studies on human rights and sustainable development.

As international civil servants, staff members and the Secretary-General answer to the United Nations alone for their activities and take an oath not to seek or receive instructions, from any Government or outside authority. Under the Charter, each Member State undertakes to respect the exclusively international character of the responsibilities of the Secretary-General and the staff, and to refrain from seeking to influence them improperly in the discharge of their duties.

Within the Secretariat, the several key departments relevant to a commander or planner are highlighted in red. These include the Department of Peace Operations and the Department of Operational Support. These Departments are structured very differently to a military strategic headquarters, and functions are managed differently, having regard to the responsibilities to report to the SC, GA and committees mentioned above.

The **United Nations Office of Internal Oversight Services** (**OIOS**) is an independent office in the United Nations Secretariat, whose mandate is to "assist the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organisation." Specifically, activities include internal audit, investigation, monitoring, evaluation, inspection, reporting and support services to the United Nations Secretariat.

The **United Nations Office of Legal Affairs** provides a unified central legal service for the Secretariat and the other organs of the United Nations and contributes to the progressive development and codification of international public and trade law. Pursuant to Article 102 of the UN Charter, OLA registers, publishes, and serves as a depository of international treaties. The office also functions to promote the strengthening and development as well as the effective implementation of the international legal order for the seas and oceans.

Department of Peace Operations (DPO)

- Led by USG Mr. Jean-Pierre Lacroix

- Responsible for executive direction and administration of all UN peacekeeping operations
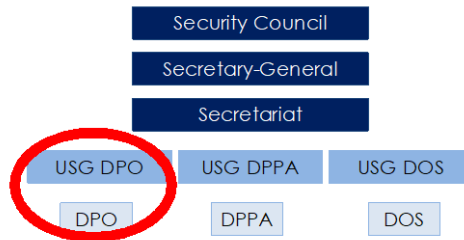
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Stage 1

Department of Peace Operations (DPO)

Key Message: DPO is responsible for the executive direction of peacekeeping operations. Through DPO in New York, the USG DPO does the following:

- Advises the Secretary-General on planning, establishment and conduct of all UN peacekeeping operations
- Directs and controls UN peacekeeping operations
- Develops policies and guidelines based on Security Council resolutions, including those with mission mandates
- Prepares reports with observations and recommendations from the Secretary-General to the Security Council on each peacekeeping operation
- Ensures DPKO-led field missions meet security management requirements
- Serves as a focal point of contact between the Secretariat and Member States who seek information on UN peacekeeping operations

Head of Department - The Under-Secretary-General for Peace Operations is Mr. Jean-Pierre Lacroix.

1. Office of Rule of Law and Security Institutions (OROLSI) supports rule of law components in United Nations peace operations and special political missions as they work with national authorities to protect civilians, extend State authority, re-establish law and order and stabilise conflict and post-conflict situations.

2. Office of Military Affairs (OMA) works to deploy the most appropriate military capability in support of United Nations objectives; and to enhance performance and improve the efficiency and the effectiveness of military components in UN peacekeeping missions.

3. The Policy, Evaluation and Training Division (DPET) are mandated to develop and

disseminate the policy and doctrine guiding the work of peacekeeping. The Integrated Training Service (ITS) is located here.

In addition, DPO shares with the Department of Political and Peacebuilding Affairs (DPPA) eight regional divisions that cover the Americas, Europe, Africa, Asia and the Pacific.

Stage 1

DPO Organisation

DPO structure is provided here. Note that the Department of Peace Operations operates hand in hand with the Department of Political and Peacebuilding Affairs through the operation of regional offices.

Office of Military Affairs - The Office of Military Affairs (OMA) works to deploy the most appropriate and effective military capability in peacekeeping missions. The core task of OMA is to provide military expertise to: DPO, DOS and other parts of the Secretariat and the UN System when requested, Member States and Military components in the United Nations peacekeeping missions. OMA is made up of the Office of the Military Advisor, three Services and two Teams, as listed below. It employs 100-seconded military and 27 civilian staff from over 50 member states working to support the efficient and effective delivery of military capabilities for UN peacekeeping operations.

Why does a Commander or Planner care about OMA? OMA provides an advisory function to USG DPO. It does not have any command relationships with military components in field missions.

Police Division - The Police Division creates policy and guidance and defining the parameters of international police peacekeeping. It also provides technical advice to the police components of UN peace operations. The Police Division further improves efforts to recruit, select, deploy and rotate highly qualified staff in missions and increasing the number of female officers in the UN police. In addition, it is developing partnerships for more effective delivery of its mandates.

Standing Police Capacity - The United Nations Police Standing Police Capacity (SPC) is

one of four sections of the Police Division. It assists in the fulfilment of the strategic mission of the UN Police by providing rapidly deployable, effective, and coherent policing expertise to UN peace operations during the start-up, reinforcement and transition phases, post conflict and other crisis situations. The SPC provides officers with specialist knowledge and experience, including police reform and restructuring, public order, transnational organised crime, community-oriented policing, legal affairs, analysis, training, planning, logistics, budget and funds management, human resources, information and communication technology, investigations and gender advisory services.

Department of Operational Support

- Since 2019 and led by USG Mr. Atul Khare
- Responsible for delivering support to UN field ops
- Support includes finance, procurement, logistics, communications & information technology
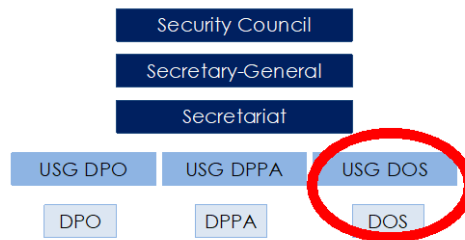
Stage 1

Department of Operational Support (DOS)

The Department of Operational Support (DOS) helps peace operations succeed by providing support solutions that are rapid, effective, efficient and responsible. It works together with UN and non-UN partners to plan, mobilise and sustain 35 peacekeeping, special political and other field missions in the world's most complex environments. Headed by Under Secretary General Mr. Atul Khare.

As of Jan 19, DOS helps administer a combined annual budget of over $7 billion, 131,000 authorised uniformed personnel and 24,000 authorised civilian staff in over 270 duty stations across more than 30 countries. The services it provides range from budget, finance, human resources and technology to the management of supply chains, facilities and assets. It also supports UN efforts in response to all forms of misconduct by mission personnel.

Department consists of:
Office of Support Operations
Office of Supply Chain Management Division for Special Activities Division of Administration
Information and Communications Technology

DOS provides overall leadership and management, for the logistical and administrative support aspects of peacekeeping, through all phases of an operation's lifecycle.
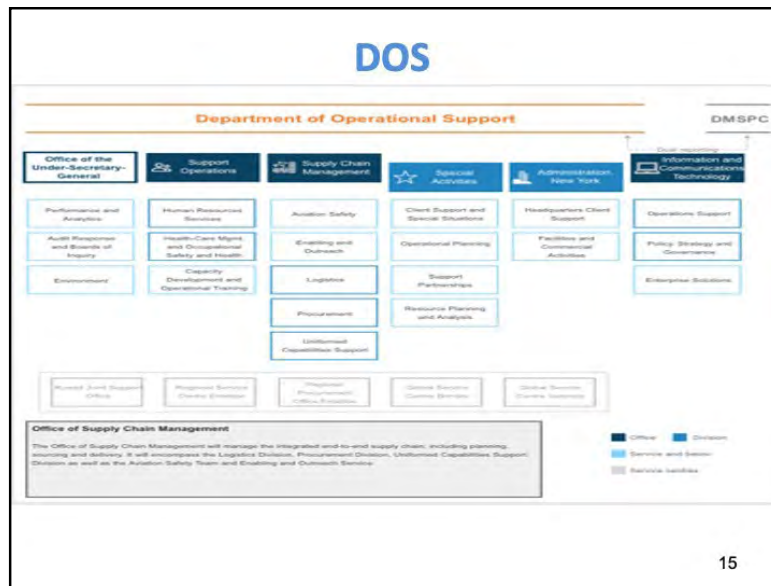
Stage 1

The primary Division of DOS which is of interest to a logistic planner is the Uniformed Capability Support Division which fall under the Office of Supply Chain Management.

Uniformed Capabilities Support Division (UCSD) is responsible for:
- Processing reimbursement to Troop/Police Contributing Countries (reimbursement for personnel, equipment, self-sustainment and for Letters of Assist)
- Oversight of the COE Framework and other policies and procedures for equipment verification and control
- Preparation of MOUs for military and police contingents
- Liaison with contributing countries and support for policy forums
- Cost and performance analysis with regard Troop/Police Contributing Countries reimbursement

A mission or a Member State may consult with UCSD during MOU negotiations for the deployment of a new military or police unit (recalling that an MOU is signed between a T/PCC   and USG DOS). The mission seeks guidance from UCSD with regard implementation of the COE Manual. It should be noted that UCSD is not authorised to vary the COE Manual directly. Because of the financial implications, the COE Manual is decided in negotiation with Member States, and changes are authorised by the General Assembly.

Questions

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Stage 1 Confirmation:

1: What are the 3 main Departments within the UN Secretariat that potential peacekeepers are most likely to deal with?
DPO, DOS and DPPA

2: What is DOS responsible for throughout a peacekeeping mission?
- Delivering support to UN field operations
- Support includes finance, procurement, logistics, communications & information technology

Levels of Responsibility
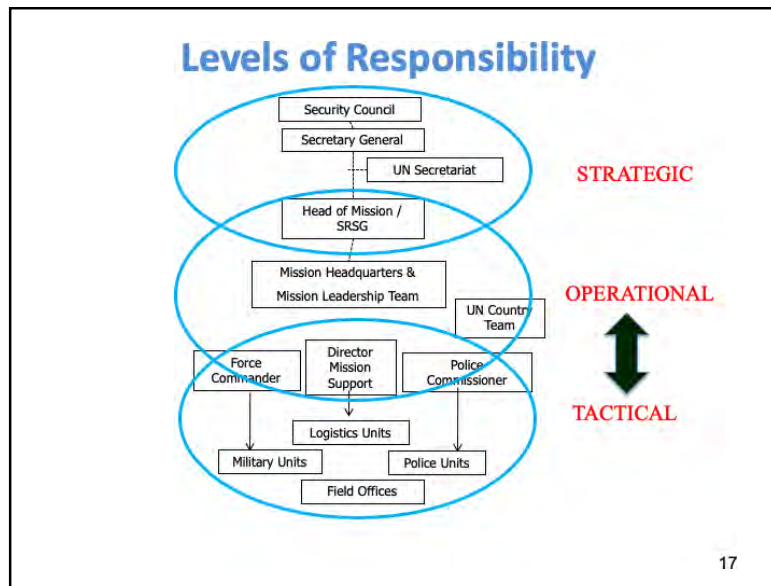
Stage 2

Levels of Responsibility

☞ This chart augments the review from Module 2.1 and highlights the level of responsibility within a United Nations Peace Mission. It clearly demonstrates that select headquarters will straddle levels or spheres of responsibility. We are more interested in the operational and tactical spheres.

The strategic level is at the UN Headquarters (New York) with guidance, direction and authority provided for UN peacekeeping operations by the Security Council and vesting operational authority in the Secretary-General.

The operational level is considered as senior management at mission headquarters.

Management of operations beyond mission headquarters would be considered the tactical level.
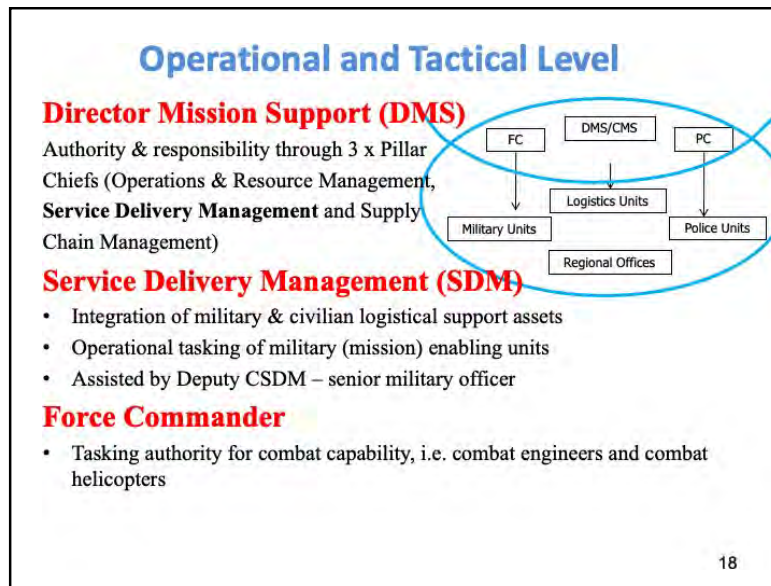
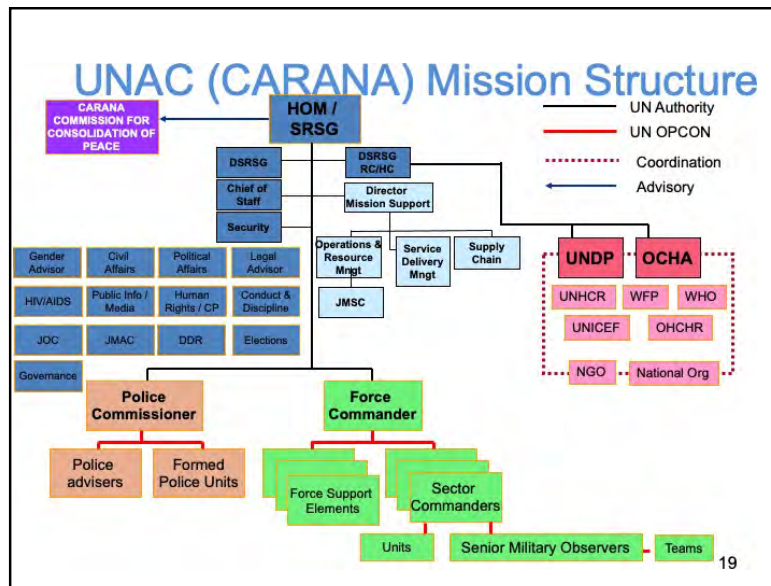## Stage 2

Operational and Tactical Level

Overall authority of UN activities in the mission rests with the Head of Mission (HOM) or Senior Representative to the Secretary-General (SRSG). The Force Commander (FC) reports to the HOM and exercises operational control over all military in the mission. In some instances, the HOM and the FC are one and the same, examples are UNDOF and UNIFIL.

Effective provision of administrative and logistical support is the responsibility of the Director or Chief of Mission Support (DMS/CMS). They are the sole UN authority in the mission area who can commit UN financial resources. The DMS/CMS reports to the HOM.

The DMS/CMS exercises authority and responsibility through the Operations and Resources Management, Service Delivery Management (SDM) and Supply Chain Management Pillar Chiefs. The responsibility for integrating military as well as civilian logistical support assets and elements rests here. Military logistical support elements or enabling units are thus tasked on an operational level by the Service Delivery Management and would for example, include medical, signals, logistics, construction engineering, and transportation units.

Operational tasking of military enabling units (engineers, aviation, etc.) rests with the Chief SDM. The Chief SDM is assisted by a deputy; a senior military officer seconded by a TCC who also maintains an additional reporting line to the FC.

Tasking authority of any combat capability, be that for example combat engineers or combat aviation assets, remains with the FC.

UNAC (CARANA) Mission Structure

Stage 2

CARANA Mission Organisation

☞ Here is the example of the operational mission structure of the UN Assistance Mission in CARANA (UNAC). This structure will be used throughout this course and provides a good overview of the functional chain of command within UNAC. It is important to note that every mission structure is slightly different depending on the mandate and circumstances on the ground however, there will be some common elements which will be discussed in greater detail.

Abbreviations used are as follows: HOM – Head of Mission, SRSG – Special Representative of the Secretary-General, DSRSG – Deputy SRSG, RC – Resident Coordinator, HC – Humanitarian Coordinator, JOC – Joint Operations Centre, JMAC – Joint Mission Analysis Cell, MSC – Mission Support Centre, DDR – Disarmament, Demobilisation and Reintegration, OPCON – operational control, UNDP – United Nations Development Programme, OCHA – Office for the Coordination of Humanitarian Affairs, UNHCR – UN High Commissioner for Refugees, WFP – World Food Programme, WHO – World Health Organisation, UNICEF – International Children's Fund, OHCHR – Office of the High Commissioner for Human Rights and NGO – non-governmental Organisations

DSRSG Deputy HOM looks after the general operations of the mission.
DSRSG RC/HC is typically the senior UN official residing in the country – in most cases, the Head of UNDP. His/her job is to coordinate the humanitarian effort being undertaken by the UN agencies in pink boxes – all of those report to their own headquarters, not the mission.

Chief of Staff is a coordinator of mission effort, who works for the HOM – he/she is

not authorised in the UN sense, so cannot task other components.

Military observers are placed under the control of the Force Commander.

Mission Structure - Typical
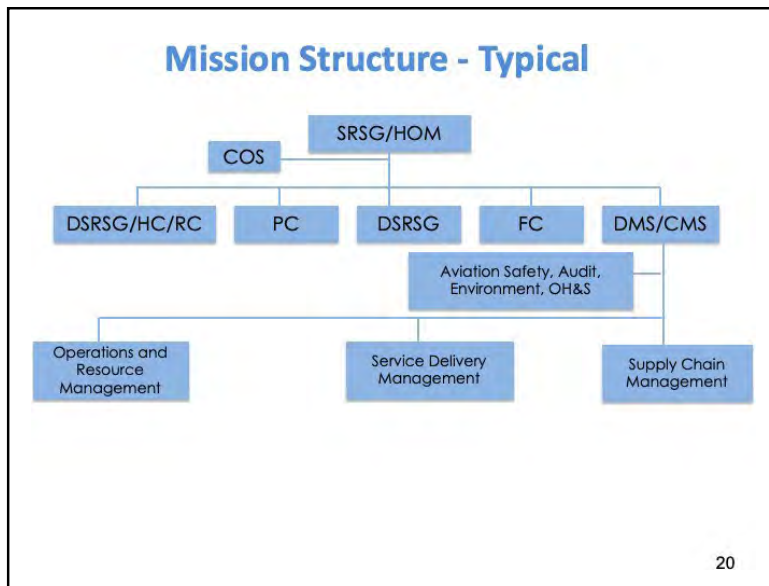
Stage 2

Typical Mission Structure

This is the Mission Support structure that is being implemented across the spectrum of current UN Peace Operations. Once again there will be some variations and the Missions are ultimately for determining their respective structures.
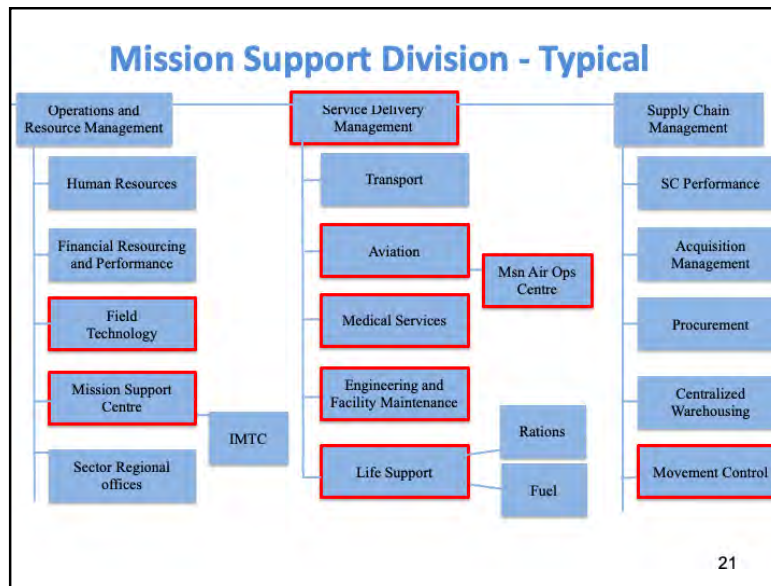
You can ask the participants to identify the titles:

SRSG = Special Representative of the Secretary-General HOM = Head of Mission
COS = Chief of Staff
DSRSG/HC/RC – Deputy Special Representative of the Secretary-General/Humanitarian Coordinator/Resident Coordinator
PC= Police Commissioner FC= Force Commander

Mission Support Division - Typical

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Stage 2

Mission Support Division – Typical Structure

The Mission Support Division is responsible for providing and planning for logistics support across the Mission in concert with the other Components (Military and Police). For the most part the sections boxed in red will be integrated organisations with civilian, military and police representation.

Why do you think these sections would be integrated?

In all cases there is a requirement for civilian management for continuity and expertise. However, uniformed personnel will be embedded into these sections as they should possess the necessary technical and practical expertise for their respective components. Issues arise when uniformed staff are placed in an inappropriate section based on their skills (eg. an artillery officer placed in the aviation section or a doctor placed the Mission Support Centre).

Stage 2

Integrated Approach

In the 1990's many studies were conducted to strengthen field missions. It was recognised that an integrated mission had a better chance to resolve both the causes and address the symptoms of the conflict.
The envisioned benefits of integration would be

- Coherent and ranging response actions

- Improved employment of experience, expertise & assets

- A logical and phased strategic approach to managing the conflict

- And assured continuity of support offered during the different phases of the mission as it evolved and matured

Integrated Missions Doctrine

- Ensure integrated planning from the outset
- Develop and implement integrated standards
- Hire, train and lead senior managers on well-supported managerial concepts and structures
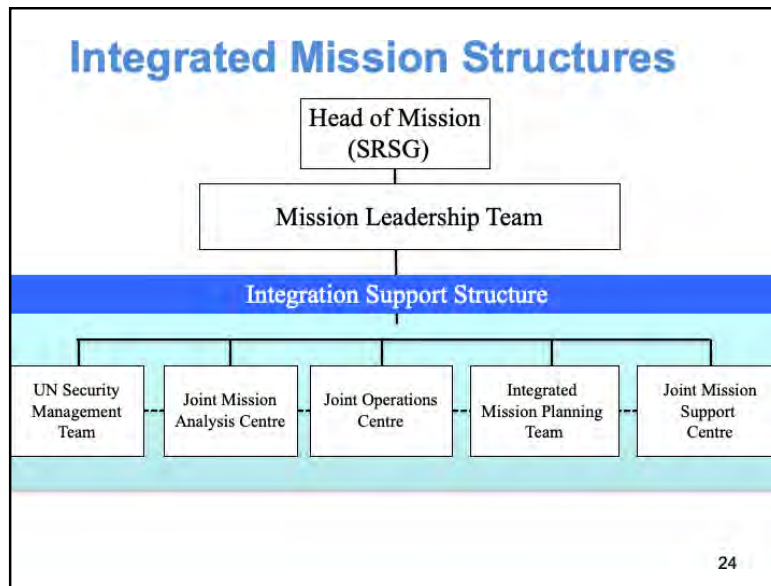
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Stage 2

Integrated Mission Doctrine

To the extent then that the UN had now accepted this doctrine on integrated approaches, and it began to align its planning and operations, it is important to note that each new mission rests on three "pillars"

1. There will be "no exit without strategy" – which means the development of a good integrated plan and transition strategy from the start, with partners.

2. Integrated UN standards will be accepted – namely disarmament and reintegration standards, Integrated Mission Planning Process (IMPP), Integrated Mine Action Standards (IMAS), etc.

3. Managers will be selected who can implement an integrated approach.

Integrated Mission Structures

Head of Mission (SRSG)

Mission Leadership Team

Integration Support Structure

| UN Security Management Team | Joint Mission Analysis Centre | Joint Operations Centre | Integrated Mission Planning Team | Joint Mission Support Centre |

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Stage 2

Integrated Mission Structure

In terms of how a mission may look organisationally, the **Head of Mission** will execute integrated tasks through a Mission Leadership Team (MLT) or Senior Leadership Team. The Mission Leadership Team is an essential governance mechanism to help the Head of Mission (HOM), as they act in support of the corporate interests of the overall operation. The leadership team should establish effective decision-making and priority-setting procedures and should communicate decisions clearly throughout the mission. The MLT is normally comprised of the following: Head of Mission / SRSG, DSRSG, DRSG/HC/RC, Mission Chief of Staff, Force Commander, Police Commissioner, Director Mission Support, Chief Security Advisor, Senior Legal Advisor and others as required.

Integrated Structures: As shown in the figure, the MLT is supported by the following integrated structures:

The Security Management Team (SMT) is a security management forum, in which the mission and the United Nations Country Team (UNCT) meet to share security information, receive risk assessments, and plan their programmes and activities accordingly.

A Joint Mission Analysis Centre (JMAC) provides integrated analysis of all sources of information to assess medium- and long-term threats to the mandate, and to support leadership team decision-making.

A Joint Operations Centre (JOC) collates situation reports and operational information to provide current situational awareness for the mission and acts as a crisis coordination hub.

An integrated logistics organisation under the Director Mission Support harnesses all logistical resources of the mission, and a mission support centre (MSC) that supports/coordinates the provision of logistical support in accordance with leadership team priorities.

Some Lessons Learned

1. Integrated planning is not a magic cure

2. Nature and degree of integration for a mission should be determined country-specific realities

3. UN needs to continually evolve

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Stage 2

Integration Lesson Learned

There is sometimes a belief that simply creating integration structures in the mission would be sufficient to care for the problems that have existed and developed over past decades.

Personalities, inadequate policy guidelines, insufficient administrative and budgetary processes, and differing organisational goals and objectives — all create challenges in successful implementation of the integration concepts.

Integration in multidimensional peace operations should not be considered a magic cure for the endemic problems of the UN system and country-specific challenges, but rather as a strategic management tool to achieve greater complement, effectiveness and efficiency in UN interventions.

The nature and degree of integration required for a mission, should be determined by country- specific realities and needs (rather than a bureaucratic framework), desired outcomes and impact, the requirements for effective engagement with partners and the ability to adapt.

One solution does not fit all. All missions are different — different mandates, objectives, resources and situations. A tailor-made organisational structure would be ideal for addressing specific challenges. Therefore, the nature and degree of integration for an intervention, should be dictated by the specific needs of that country. A framework based on bureaucracy and past experiences only, may not necessarily be sufficient or appropriate for different mission needs.

Evolution of administrative, budgetary and procedural practices, within and

between each UN agency, is essential for the implementation and overall effectiveness of integrated peacekeeping operations.

Questions

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In this lecture, the UN organs, Mission mandates, UNHQ, Mission and Mission Support organisations and the Integrated Approach for UN Peace Missions were reviewed.

Stage 2 Confirmation:

1. **What are the envisioned benefits of an integrated approach to Missions?**

The envisioned benefits of integration would be:

- Coherent and ranging response actions

- Improved employment of experience, expertise & assets

- A logical and phased strategic approach to managing the conflict

- And assured continuity of support offered during the different phases of the mission as it evolved and matured

2. **Name the principle integrated structures within a UN Peace Mission?**

- Joint Operational Centre, Joint Mission Analysis Centre and Joint Mission Support Centre

Create Mission Support Structure

Aim	Deliverable(s)
• Discuss and present a basic Mission Support Structure that could be utilised in an Integrated Peace Support Operation	• UN Mission Support vs national structures • Analyze various Mission Support Structures • Integration and day-to-day interactions
Time Allocation **Discussion:** (Syndicate) 120 mins **Presentation:** (Plenary) 30 mins **Total:** 150 minutes	**Notes** **Given:** • Activity 2.1 Handout

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Learning Activity
2.1 – Create a Mission Support Structure and Establish Syndicates

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard

TIME
Suggested time 150 minutes:
120 minutes - discussion and preparation in syndicate / 30 minutes - presentation in plenary

PREPARATION
At the end of the lesson participants will assemble in their assigned syndicate rooms and prepare a presentation based on the questions below to be delivered in plenary after 120 minutes.

 NOTES TO INSTRUCTORS:

This will mark the 1st time that the participants meet in syndicate with their applicable instructor. Time must be afforded for the syndicate to introduce themselves and "break the ice." This initial orientation will also permit the assigned instructor to provide guidance and to outline the conduct and expectations for the course. There will be a participant syndicate leader assigned to ensure administrative issues and course conduct is discussed as applicable with the syndicate instructor. This activity in concert with the lesson is review from the Pre-course learning. The <u>intent is to build on presentation development and delivery skills</u>. Instructors must be mindful that different presenters are being used and that preparation includes time for presentation rehearsal, staging and amendments. The facilitators must introduce the activity, provide direction and guidance including a suggested time line. The facilitators must allow the participants time to organise themselves, discuss and develop a presentation and check-in periodically to confirm the participants are progressing appropriately.

You are the U4 / Formed Police Unit Coordinator and are preparing a Logistics Handbook for incoming logistics planners and staff. Prepare an information brief for your peer and colleague, the Deputy Chief Mission Support Centre

DELIVERABLES:
1. From your own experience, how does the UN Mission Support differ from your national (military or police) support structures?

2. Provide examples of applicable mission and mission support structures. Presentations need to include applicable organisational structures (mission and mission support), the mission mandate, leadership, Troop and Police Contributing countries and current logistics concerns and issues.

3. How does integration affect interactions between the Components (Military and Police) and Mission Support?

4. Which parts of Mission Support must be engaged on a daily basis? For specific planned operations?

5. How might you adapt your standard practices to the Mission Support structure?

Lesson 2.2 Review UNSOC and UN Terminology

1

COURSE: Operational Logistics

MODULE: 2.2- Review United Nations Operational Logistics Course (UNSOC) and United Nations Terminology

DURATION: 50 MINS

LEARNING OBJECTIVES:

1. Review the continental staff system utilised in United Nations Peace Missions and a generic Police Component Organisation
2. Describe standard UN terminology used to describe logistic practices (review glossary of key terms)

METHOD/APPROACH: Interactive Lecture

REFERENCE: Specialised Training Materials (STM) UNSOC and the Operational Logistics Training Guide

TRAINING AIDS: Laptop, LCD Projector and Screen

TYPE OF LESSON: Theory

☞ It is important that the presenter has wide experience/adequate knowledge of United Nation Headquarters / United Nations Mission structure and functioning. Much of the discussion relating to the continental staff is relative to military officers however; if there are police officers present it will afford them a useful overview of the types of staff generally found in the Force and Sector Headquarters.

Review Module 2.1:

What are the 6 main organs of the United Nations?
The six main organs of the UN created under the UN Charter are: the Security Council, the General Assembly, the Secretariat, the Economic and Social Council, the International Court of Justice and the Trusteeship Council.

Why is it important as planners to understand the organs of the UN?
It is important to understand the organs of the United Nations when understanding Logistics in Peacekeeping Missions. This is because many key considerations in mission are a function of decisions made at this level. Understanding these organs will assist a commander or planner to understand the level of engagement which would be required if a change in decision is sought.

Learning Objectives

- Review of the Continental Staff System

- Review the Police Component

- Terminology

3

☞ By the end of this lecture the participant will have a reviewed the continental staff utilised by Force and Sector Headquarters in United Nations Peace Missions and will have discussed standard terminology used to describe logistics practices. This lesson will be useful throughout the course and during a deployment to a mission as it is vital that uniformed personnel understand the staff system and accurate terminology used. A Staff Officer must possess a solid understanding of the staff system and be well versed on the proper terminology used regarding logistics within a Peace Mission.

This Lesson will be conducted in 2 Stages:
Stage 1 – Review of the continental staff (categories, role, headquarters, uniformed vs. civilian Staff)
Stage 2 – Discuss United Nations terminology related to logistics practices

"The Staff"

"The general staff is intended to **convert the ideas of the commanding general into orders**, not only by conveying the former to troops, but far more by working out **all the necessary matters of detail**, thus relieving the mind of the general from a great amount of unnecessary trouble."

- General Karl Von Clausewitz

4

Stage 1

Clausewitz was a professional combat soldier who was involved in numerous military campaigns, but he is famous primarily as a military theorist interested in the examination of war, utilising the campaigns of Frederick the Great and Napoleon as frames of reference for his work.

Line and Staff Officer

- **Line** - Responsible for achieving objectives, missions or tasks

- **Staff** - Assist the Commander in exercising of command and control (C2)

- **Staff System** - Means by which information and advice are channelled for effective use

5

Stage 1

As a means of review, many militaries around the world are familiar with the term's "line" and "staff" officers.

In simple terms a **Line Officer** is tasked to achieve objectives, missions or tasks. In a United Nations Peace Mission, think of the line officers working in the various contingents such as Infantry Battalion, an Engineer unit or Level 2 Hospital. The Logistics Officers attached to these units would be considered a line officer as well most of the contingent officers.

In terms of a **Staff Officer**, these are the officers that assist a commander in exercising their command and control and are normally found in a headquarters.

The staff system is the means by which information and advice are channelled for effective use. This could be intelligence information gathered by the intelligence or U2 staff or advice from the planning and logistics staff (U5/U4) to the Force Commander for example.

Stage 1

There are several different categories of staff but the most common are:

Personal – these staff officers work directly for a Commander and are responsible for managing the hectic schedule of the commander among many tasks. Examples of personal staff are Aide de Camps and Executive Assistants (EA).

General - the General Staff are the staff officers responsible for planning, coordinating and supervising the execution of operations and training. In national Armies the General Staff is preceded by a "G" (G1, G2, G3, etc), Air Force preceded by "A" (A1, A2, A3, etc) and Navy preceded by a "N" (N1, N2, N3, etc). Within United Nations Peace Operations, the majority of the Force Headquarters utilise "U" for their staff (U1, U2, U3, etc) and the sectors use "S" (S1, S2, S3, etc).

Special – In most headquarters there are often special staff or advisors that are Subject Matter Experts (SME) in their respective fields, Common examples are medical, legal, religious and public information.

Stage 1

The roles and responsibilities of the staff are vast but regardless of the category (personal, general or special) they all provide assistance to a commander and will in some shape or form support the ongoing and future operations of subordinate commanders.

Additionally, the staff will or should provide a commander with timely and accurate information that is critical for their decision-making.

Often forgotten is that the staff has no authority and does not represent the commander in decision-making. Their role is to support and advise the commander in order for them to make an informed decision.

Headquarters (HQ)

- Location where commander exercises command

- Consists of staff officers, support personnel, vehicles, equipment, communications and facilities

- Supervision / control done in Operations Centre

8

Stage 1

In most national militaries there will be many levels of headquarters: tactical (unit level); operational (brigade / division) and strategic (corps / army / national). Within United Nations Peace Missions there are also various levels of headquarters: tactical (unit / sector); operational (mission, Force, Police) and strategic (United Nations Headquarters).

The headquarters is the physical location where a commander exercises command and can be static or mobile depending on the situation. Located in these headquarters are the various staff, support personnel, vehicles, equipment and facilities.

The overall supervision and control are carried out in an operations centre. Within a United Nations Peace Mission, within the Mission Headquarters this is found in the Joint Operational Centre (JOC) and within a Force Headquarters this is the Operations Centre managed under the U3. For logistics specific supervision and control this is exercised by the Mission   Support Centre (MSC) within the Mission Headquarters.

Stage 1

As with roles and responsibilities, there are many functions required of a staff working within a headquarters. However, in simple terms the functions are related to routine, current and future operations.

Routine - From a logistics perspective this could be the routine resupply of fuel and rations to a contingent that are conducting daily patrols.

Current - From a logistics perspective this could be providing engineer support for clearing routes along the Main Supply Route (MSR) as a result of parties to the conflict being identified as laying mines.

Future - From a logistics perspective this could be planning for the establishment of a Forward Operating Base (FOB) in 3 months' time for a tasked contingent(s).

Uniformed Staff UN Peace Missions

- Execute tactical / operational objectives

- Develop plans and operations
  - ✓ Security - Guard, Check points, Patrols, Escort
  - ✓ Evacuation
  - ✓ Offensive operations
  - ✓ Defensive operations

10

Stage 1

There are many tasks performed by uniformed personnel that ultimately support the Mission mandate. Primarily the objectives of the military and police in a United Nations Peace Mission are to establish and maintain a secure environment and promote security sector reform (largely United Nations Police).

Thus, these components will be involved with developing plans and operations designed to achieve these objectives. These come in the form of security plans (guard, check points, patrols, etc), emergency support plans (evacuation, etc) and typical plans for operational and defensive operations.

Civilian Staff UN Peace Mission

- Assist in achieving strategic political objectives

- Includes Mission End-State, priorities and support requirements

11

Stage 1

In terms of the civilian staff located in the Mission Headquarters and the various Field Offices, they too are trying to achieve the Mission mandate and will assist the Special Representative of the Secretary-General (SRSG) / Head of Mission (HOM) and senior leadership by providing plans aimed at achieving strategic objectives and priorities. From a logistics perspective this will include the necessary support arrangements utilising an integrated approach (mission support division, military and police).

The presenter can ask the audience:
Where does the Mission's organisation get its direction or what document is frequently used to help guide their priorities?

UNSC – which is vague, longue and does not prioritise any of the objectives

What "Plan" should one seek to find the Mission's priorities, sequences, and objectives and end state?
Campaign Plan.

Do Missions have such a "Plan"?
No

What are the pitfalls of the lack of prioritisation?
Each organisation working towards the UNSC without synchronising the efforts.

What is the mitigating factors or possible solution?
Civil-Mil-Police Integrated Planning in all facet of in planning while heavily utilising Liaison Officers for an all-informed network.

General Staff System

U1 - Personnel
U2 - Intelligence
U3 - Operations
U4 - Logistics
U5 - Plans
U6 - Communications
U7 - Training
U8 - Engineer
U9 - Civil-Military Cooperation (CIMIC)

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Stage 1

The general staff system utilised by the various militaries around the world do vary however, most will cover the following functions:

Personnel (1)
Intelligence (2)
Operations (3)
Logistics (4)
Plans (5)
Communications (6)
Training (7)
Engineer (8)
Civil-Military Coordination – CIMIC (9)

The presenter should highlight that the U4 predominantly will work with the U3, U5 and U8 during their coordination in planning sessions.

Force Staff System
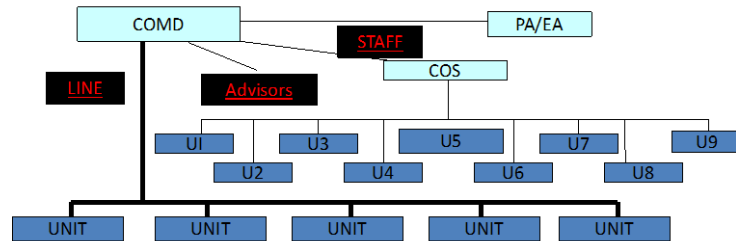
13

Stage 1

☞This simple diagram is meant to demonstrate the functionality of the line and staff concept, whereby the line officers depicted by the various units would report directly to the commander and required to execute the orders from the commander. The staff and advisors support the commander in developing their orders by providing the necessary information and plans. The staff work under the Chief of Staff (COS) who reports directly to the commander. The Advisors have a direct reporting line to the Commander. Most commanders will also have a Personal or Executive Assistant responsible for coordinating and monitoring the commander's schedule.

Chief of Staff (COS) - Responsibilities

- Coordinate / direct staff activities

- Coordinate with higher and adjacent HQ staff

- Assists Commander

- Understand Comd's intent and subordinate units' capabilities and limitations

14

Stage 1

The Chief of Staff (COS) is critical to the commander and is responsible for establishing the battle rhythm, tempo and outputs of the staff.

The COS will also coordinate with higher headquarters (Mission) or adjacent headquarters (Police) as required.

The COS will assist the Commander by providing them with detailed plans and orders based on the Commander's Intent and Direction and Guidance.

U1 - Responsibilities

- Assists Commander in personnel management
- Advises on disciplinary matters
- Staff Honours and Awards/medals
- Ensures casualty reporting through Chain of Command
- Performance evaluation management
- Postal operations

15

Stage 1

☞For the next 9 slides, the instructor should employ a participative approach with the audience, where the title appears on the screen and the participants list out the functions of the staff. Once the class has exhausted the list, the instructor can then make the slide appear.

The U1 Staff Branch deals with all matters concerning human resources, including personnel readiness / services, and HQ management. G1 responsibilities include:

- Monitor unit strength status and reporting monthly military strength to UNHQ.
- Personnel replacement management (receive, account, process, and deliver personnel, request and allocate individual replacements).
- Coordinate and integrate personnel plans and procedures for local civilian staff support to FHQ.
- Ensure casualty reporting through the chain of command and also maintain casualty data in coordination with Force Medical Officer.
- Arrange and coordinate UN Medal Awards for Force HQ staff and TCC with Protocol Section.
- Oversee Force Commander, Deputy Force Commander hand-over/take-over arrangements.
- Staff planning and supervising, this includes morale support activities, including recreational and fitness activities.
- Ensure the timely preparation and submission of performance evaluations for designated individuals in accordance with the established UN guidelines.
- Postal operations (operational and technical control).
- Responsible for conduct and discipline arrangements of all military personnel

including aspects of prevention and response to alleged misconduct.

- Management (recommending manpower allocation).
- Act as lead for implementing Screening and Human Rights Due Diligence Policy

U2 - Responsibilities

- Provides military information required for planning and conducting operations
- Prepares military information reports
- Maintains U2 information databases (Paper / Electronic)
- Establishes / maintains contacts with higher and adjacent U2 staff
- Updates operational maps

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Stage 1

The U2 Staff Branch deals with all matters concerning Military Information (MI) and military   security operations within the Force HQ. U2 Branch plans and coordinates the military information/intelligence requirements. It also provides accurate and comprehensive situational awareness to the FC on all matters, which could affect the fulfilment of the Mission/Force Objectives. U-2 Staff Branch responsibilities include:

- Support FC with short/medium/long term military intelligence for accomplishment of military objectives in the Mission.
- Analyse, define and disseminate FC's Priority Information Requirements (PIR). Align Force PIR with Mission PIR.
- Assist/support/provide military intelligence to U3/U5 for the planning and conduct of military operations in the Mission.
- Coordinate with and provide inputs to Military Operations Centre.
- Assist Joint Mission Analysis Centre (JMAC) with military information. Provide required inputs to JOC and other integrated entities/Mission Components.
- Plan and manage the information collection plan and recommend PIR.
- Coordinate ground/aerial reconnaissance and surveillance operations.
- Coordinate, collect and disseminate relevant inputs acquired through space, satellite imagery, aerial, maritime and ground-based surveillance and monitoring assets.
- Collect, process, produce and disseminate military intelligence in a timely manner.
- Preparation of monthly information summaries.
- Monitor activities, capabilities and intentions of the opposing parties and of neutral parties.
- Assess threats and risks in the mission to identify vulnerabilities in time and space and

carryout predictive analysis/prognosis of likely challenges.

- Establish regular information sharing with the human rights, JMAC and other components.
- Provide early warning through targeted information analysis.
- Maintain military information database of collected, collated and analysed information from all sources for utilisation by Mission/Force HQ, subordinate HQ and units/sub-units
- Prepare Weekly Information Summary - submitted to UNHQ /Office of Military Affairs (OMA).
- Maintain the current situation updates and the information estimates.
- Assist the U5 in planning and the U3 in information operations.
- Prepare the military intelligence training plans.
- Operate 24-hour watch officers, if required.
- Brief Mission Leadership Team on military-specific issues.

U3 - Responsibilities

- Understudies COS
- Deals with all matter concerning operations and force deployment
- Deals with routine and current operational matters
- Supervises Operations Centre
- Assists / prepares operational orders for Commander
- Oversees operational training
- Staffs routine Report & Returns

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Stage 1

The U3 Staff Branch deals with all matters concerning operations and force deployment. U3 Staff Branch responsibilities include:

- Prepare, coordinate, authenticate, publish, and distribute the Force HQ SOP, fragmentary orders, warning orders and contingency plans.
- Coordinate with the U2 on operation of the reconnaissance and surveillance assets
  and provide information requirements to the U2, if the Mission is operating these assets.
- Plan troop movements, including route selection, priority of movement, timing, providing of security, quartering, staging, and preparation of the movement orders.
- Establish a 24/7 Military Operations Centre.
- Coordinate and direct terrain management (overall ground manager).
- Recommend the general locations of command posts.
- Recommend task organisation and assign missions to subordinate military elements as per approved plans.
- Force protection.
- Information operations.
- Coordinate with the Disarmament, Demobilisation and Reintegration (DDR) team (if part of the Mission).
- Coordinate with the Human Rights component. Monitor and report Human Rights Violations.
- Operate 24-hour situation Centre or provide duty officers to Joint Operations Centre (JOC).

- Air Ops: If it is not an independent branch, synchronise Air Operations with Operations Staff Branch and Coordinate with U2 or the Information and Communication Centre to operate the reconnaissance and surveillance assets.
- Maritime Ops: If it is not an independent branch, synchronise and coordinate maritime
  operations with Operations Staff Branch.
- Coordinate with all U-Staff Branches, subordinate HQ/units, and other UN and Non-UN actors (as necessary) to plan and execute operations.

U4 - Responsibilities

- Supports planning and conduct of operations across logistics functions:
  - ✓ Supply
  - ✓ Maintenance
  - ✓ Transport/Movements

- Coordinates logistics issues with Mission Support Division

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Stage 1

The U- Staff Branch is the principal advisor to the FC on the overall logistics that affects the military operations and works closely with Service Delivery Management (SDM), Mission Support Centre (MSC), MOVCON, Supply and Support. U4 Staff Branch Staff responsibilities include:

- Plan, coordinate and facilitate logistics support in conjunction with MSC.
- Ensure close logistics support to Military Component during crisis situations.
- In close consultation with Director Mission Support / Chief Mission Support, provide logistics policy and procedural guidance for Military Component.
- Serve as the Force HQ focal point for coordination of logistics support.
- Inform the Force HQ of logistics support impacting mission accomplishment.
- Monitor and synchronise logistics support through liaison with SDM to exchange information and resolve problems at the lowest practical level.
- Act as the coordination interface between the Force HQ and the SDM/MSC.
- Monitor implementation of UN Policy on environmental matters and provide guidance as applicable.

U5 - Responsibilities

- Prepares future plans

- Leads Operational Planning Process (OPP) or
  Military Decision-making Process (MDMP)
  with COS

- Develops contingency plans

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Stage 1

The U-5 Staff Branch is responsible for conducting future planning and the provision of advice to the FC on plans and policy issues. They are guided by existing higher direction (Mandate, CONOPS, Rules of Engagement (ROE), Mission Concept, etc.), specific guidance from FC/COS, operational environment and anticipated future challenges). U5 Staff Branch responsibilities include:

- Perform long-term planning, follow-on phase planning, and contingency planning.
- Assist U3 in preparing Force HQ Operational Orders (OPORDs), Fragmentary Orders (FRAGOs), Operational Plans (OPLANs) and Contingency Plans (CONPLAN)s.
- Integrate appropriate staff/component involvement into plans and maintain oversight of the entire planning process within the Force HQ.
- Coordinate strategic and operational planning issues and guidance.
- Develop, coordinate, and implement Force HQ policy issues.
- Review FC's operational plans for adequacy and ensure compliance with Force HQ guidance and policies.
- Advise the FC on political-military aspects of operations.
- Coordinate with the Human Rights component to integrate Human Rights and International Humanitarian Law (IHL) advice and analysis into military planning. Foresee the potential Human Rights implications of an operation and plan for preventive measures.
- Act as military lead in integrated planning process
- Coordinate with Civilian Component (substantive sections) and Police Component.
- Act as lead staff branch for interaction with Office of Military Affairs (OMA).
- Act as military lead in support of Mission's Protection of Civilian implementation

plans.

U6 - Responsibilities

- Organisation and coordination of Command Information Systems
- Manages Electromagnetic Spectrum assignments:
  - ✓ Frequencies / Bands / etc
- Plans, coordinates and monitors communications security (COMSEC) procedures and assets

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Stage 1

The U6 Staff Branch is responsible for all matters concerning military communications and Information Technology (IT) related topics. U6 Staff Branch responsibilities include:

- Advise the FC/COS and other branches on current military communications and IT capabilities and status.
- Provide estimates on the ability and reliability of Communication and Information Technology Section (CITS) and military Communication systems to support planned operations
- Provide policy and procedural guidance for communications and IT support for Military
  Component deployed in the Mission.
- Liaise with the Mission CITS and serve as focal point to the subordinate HQ and Contingents.
- Integrate military CIT resources and capabilities in the overall CIT Mission support.
- Support all planning and coordination efforts in the Force HQ in close cooperation with CITS.
- Develop, update and implement all CIT-related guidelines, processes and SOPs specific to the operational needs of the Forces and aligned with the UN CIT concepts and regulations.
- Oversight and tasking of all subordinate military CIT units.
- Evaluate CIT-related training needs of subordinate military CIT units and Force HQ staff
- officers and develop required training programs.

- Act as the coordination interface between the Force HQ, Contingents, all military CIT support elements and the Mission's CITS.
- Provide policy and procedural guidance and monitor key performance indicators for all military communications and IT operations in the Mission, while also coordinating with other branches and Mission's integrated entities in communications-related activities.
- Maintain situational awareness regarding the support and operational impact of CIT.
- Ensure data, information and communications security (COMSEC) for Force HQ and subordinate elements.
- Develop rules and procedures to define and regulate Force's information security.
- Grant Staff members' information access clearance.

U7 - Responsibilities

- Facilitates training based on doctrine / policy

- Conducts exercise planning

- Conducts training evaluation

- Determines the requirements for and allocation of training resources

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Stage 1

The U7 is responsible for military induction training, in-mission training, establishing the training needs of military contingents and supporting the Integrated Mission Training Centre (IMTC) in the delivery of training to the Military Component. U7 Staff Branch responsibilities include:

- Implement and monitor Force annual training programme.
- Plan, coordinate, and where appropriate supervise troop exercises.
- Prepare training guidance for the FC approval.
- Identify training requirements, based on the Mandate, situation and training status.
- Ensure that training requirements reflect the conditions and standards of UN guidance.
- Determine the requirements for and allocation of training resources.
- Plan and conduct operational readiness confirmations and evaluations required.
- Compile training records and reports as appropriate.
- Promote knowledge sharing within all operational areas of the military in coordination with the Mission/Military Best Practices Officers (BPOs).
- Ensure that best practices are collected and shared in all areas of the work and train military
staff on the use of the tools (Best Practices Toolbox reports), promoting and facilitating the production and sharing of reports.
- Ensure planning and coordinate conduct of periodic training for Sector Commanders and/or Battalion Commanders/selected officers with emphasis on following aspects: -

- Mission mandate(s)
- Rules of Engagement (ROEs)
- Concept of Operations (CONOPS)
- Human Rights aspects

U8 - Responsibilities

- Plan, coordinate and implement assigned engineer tasks

- Tasks include advising on military engineering capabilities and developing support plans

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Stage 1

The primary responsibility of U8 Branch is to plan, coordinate and implement the assigned engineer tasks (field/combat and construction) in accordance with mission priorities. In a peacekeeping operation, engineers may be engaged for humanitarian and non-military activities.

Often, peacekeeping engineer units are required to support rebuilding infrastructure of host countries. This entails supporting civilian construction projects that are deemed crucial to implement the UN mandate. This cell may be attached to U3 depending on the operational requirement.

- Advise FC, Force HQ Staff, Chief Service Delivery Management and the Chief Engineer on military engineering resources, capabilities and employment.
- Develop Force Engineer support plans and programmes.
- Assess mine, Improvised Explosive Device (IED) and Explosive Remnants of War (ERW) threats and develop counter Mine/IED SOPs and measures
- Plan, coordinate, implement and monitor counter IED, de-mining and EOD tasks.
- Coordinate, liaise and assist mission EOD/de-mining resources and other UN partners in the planning of EOD and de-mining operations.
- Provide CBRN advice if necessary, to the Force Commander.
- Maintain close liaison with Mission Engineer Section and other relevant offices for daily operation and management of engineering works/projects.
- Monitor and supervise the utilisation of Military Engineering resources.
- Vet all engineering task orders for accuracy, relevance, and correctness.
- Ensure timely, accountable and cost-effective delivery of engineering support.
- Identify military engineering shortfalls and advise Force leadership on solutions.

- Coordinate humanitarian and non-military activities assigned to military engineers.
- Assess and assist Mission response to severe weather and natural/manmade disasters.
- Assist environmental protection programme managers to ensure that all projects are carried out in accordance with UN environmental policies and guidance.
- Prepare project concepts including design specifications, engineering plan and estimation of all construction and maintenance projects under Military Engineers domain.
- Prepare and submit Project Status Reports periodically.
- Develop, implement and maintain a comprehensive Quality Control Program.
- Coordinate IED awareness training of Military Component and local population.

U9 - Responsibilities

- Facilitates interface between the Military Component and other entities in Mission

- Coordinates the military UN-CIMIC operations with other UN agencies

- Act as the Force's focal point for Quick Impact Projects

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Stage 1

The U9 facilitates interface between the Military Component and other entities in the Mission area, such as humanitarian and developmental actors, Host civilian authorities and population, women's groups, International Organisations (IOs) / Regional Organisations (ROs) / Non- Government Organisations (NGOs), etc.

- Coordinate the military UN-CIMIC operations with other UN agencies; and non-governmental, private voluntary, and international organisations in the area of operations.
- Plan positive and continuous community relations programs to gain and maintain host nation support and goodwill, and to support military operations.
- Provide the U2 operational information gained from civilians in the area of operations
- Coordinate with the U3 on trends in public opinion.
- Coordinate with the Military Public Information and the U3 to ensure that the disseminated information is not contradictory.
- Provide guidance to Troop Contributing Country (TCC) units in identifying, planning, and implementing programs to support the civilian populations and strengthen the Host nation development.
- Assist the U3 with information operations
- Coordinate with humanitarian civil assistance and disaster relief (emergency food, shelter, clothing, and fuel for local civilians).
- Coordinate with Mission civil affairs office.
- Represent the Mission/Force in United Nations High Commissioner for Refugees (UNHCR) National Protection Cluster.

- Update Humanitarian Advocacy Group on Military Component activities as required.
- Act as the Force's focal point for Quick Impact Projects (QIPs).

Specialist Advisors

- Advise Comd and staff on specific military functions

- Includes but not limited to Legal, Medical, Public Information, Provost and Gender

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Stage 1

Military Legal Adviser (MLA). The MLA provides legal advice to the FC, Sector Commanders and military units, and maintains oversight on legal issues regarding the military component. The MLA provides clarity on Mission Legal Framework and the implication and military application of various legal instruments and guidance materials.

Force Medical Officer (FMO). The FMO provides advice to the FC on health-related issues and coordinates additional health service support for contingents.

Military Public Information Office (MPIO). The MPIO is responsible for overseeing the Force's external communications.

Provost Marshal (PM). The PM is responsible for supervision of applicable law enforcement issues for the Military Component. The PM coordinates with the Host nation military and civilian police and assists with the handling of detainees, force protection and physical security policies. The PM is also responsible of developing and issuing policies, programs, and guidance for the planning and conduct of military police operation.

Gender Adviser. According to the UN guidance, a military gender officer should be appointed in FHQ to support mission-wide efforts to implement mandates on women, peace and security and other related matters. The focal point can also support liaison with the   Mission gender unit and local women's organisations on UN civil-military coordination (UN- CIMIC) activities. This officer should be in the FHQ with

direct reporting line to FC. Sector(s) HQ should also nominate Gender focal points that should coordinate efforts with the military gender adviser/focal point at FHQ.

Liaison Officers

- Relays plans of own unit to neighbouring Sectors, subordinate units and higher HQ
- Advises own unit on liaised unit plans
- Facilitates co-operation amongst units
- Enhances communication between units (language issues, comms equipment)

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Stage 1

Liaison Officers play a significant role performing the following tasks:

- Relays plans of own unit to neighbouring Sectors, subordinate units and higher HQ
- Advises own unit on liaised unit plans
- Facilitates co-operation amongst units
- Enhances communication between units (language issues, comms equipment)

Principles of Liaison

- Reciprocal and supports Command relationships
- Required among participating countries
- LEFT-RIGHT / REAR-FRONT / HIGHER-LOWER HQ
- UN civilian organisations within own Sector HQ
- Local military authorities

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Stage 1

The principles of liaison include:
- Reciprocal and supports Command relationships (operational command, tactical control, etc)
- Required among participating countries
- LEFT-RIGHT / REAR-FRONT / HIGHER-LOWER HQ
- UN civilian organisations within own Sector HQ
- Local military authorities

Confirmation Activity

Position	Responsibility
U9	**A.** Understudy COS. Coordinate all current ops staff work. Deals with routine matters. Assist/Prepare OpO, WngO. Routine Report & Returns
U8	**B.** Assist Commander in personnel management. Manage reports of Sexual Exploitation and Abuse – (SEA)
U7	**C.** Advises Comd and staff on all CIMIC matters
U6	**D.** Coordinate/direct staff activities. Coordinate with higher and adjacent HQ staff Assist Commander. Understand Comd intent and subordinate units' capabilities and limitations.
U5	**E.** Logistics. Supply. Maintenance. Transport. Coordination with UN civilian staff
U4	**F.** Engineering planning
U3	**G.** Organization and Coordination of Command and Information Systems Manage Electromagnetic Spectrum assignments
U2	**H.** Training Doctrine and Evaluation. Exercise Planning
U1	**J.** Future plans
COS	**K.** Provide Commander with intelligence required for planning and conducting operations

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Stage 1 – Confirmatory Activity.

Flash the slide and allow the participants a couple of minutes to match-up the staff position with the applicable responsibility. Go over correct answers as a group.

A. U3
B. U1
C. U9
D. COS
E. U4
F. U8
G. U6
H. U7
I. U5
J. U2

Police Component

- Assistance to Host-state police

- Provide interim law enforcement

- Protect UN personnel and material

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Stage 1

United Nations Police are deployed in most peacekeeping operations and are deployed as advisers in a number of United Nations Special Political Missions. The mandates of the missions define the functions of United Nations Police, which range from interim policing, provision of operational support to advisory functions. United Nations Police consists of national police officers that are serving with the United Nations for a limited period of time. They aim to reinforce or re-establish domestic police services to create the conditions for sustainable peace and development. United Nations Police for example support host-State counterparts to develop community-oriented policing, mentors, and in some cases trains host-State police officers or provides specialisation in different types of investigations. In a number of countries United Nations Police help host-state police and other law enforcement agents to address serious and organised crime.

Assistance to host-state police and other law enforcement agencies
United Nations Police Officers support the reform, restructuring and rebuilding of domestic police and other law enforcement agencies through training and advising. Financial assistance is also provided, often through trust funds, for the refurbishment of facilities and the procurement of vehicles, communication equipment and other law enforcement.

Interim law enforcement
In some missions, United Nations Police Officers are directly responsible for all policing and other law enforcement functions and have a clear authority and responsibility for the maintenance of law and order. They are, among other things, entrusted with powers to arrest, detain and search.

Protecting United Nations personnel and material
United Nations Police Officers, particularly members of Formed Police Units,

support host-state police and law enforcement agencies in the execution of their functions. United Nations Police are not, however, considered as law enforcement officers under the legislation of the host country and their prerogatives are consequently limited: they may, however, stop, detain and search individuals in accordance with the mandate of the mission and specific directives issued by the Department of Peace Operations.
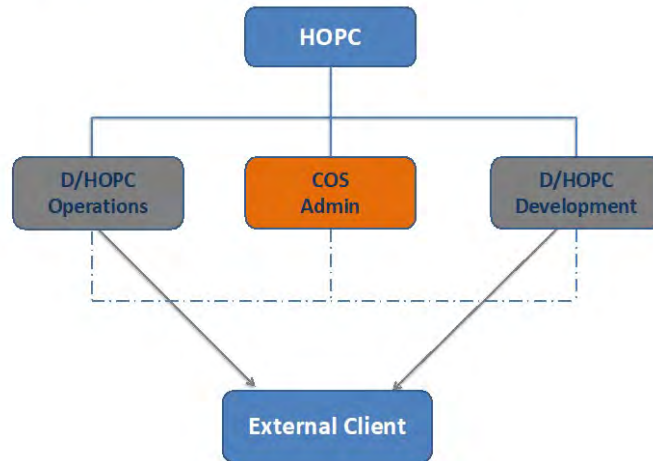
This is a sample of a generic UN Police Component Organisation Chart
HOPC = Head of Police Component
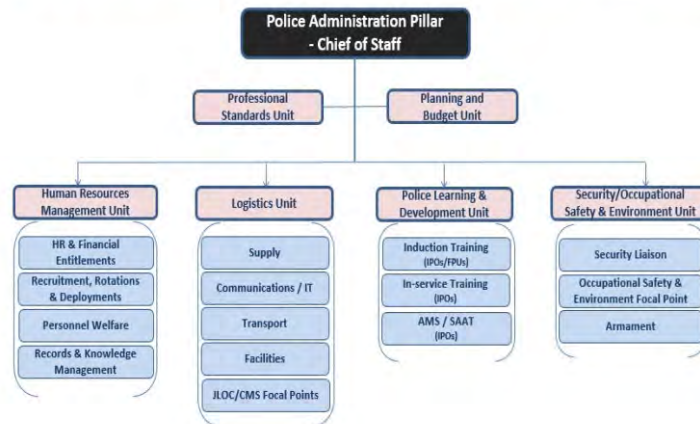
This is a sample of an organisation chart for the administrative pillar within and would carry out the functions similar to a U1 (Administration); U4 (Logistics) and U7 (Training) within the Force HQ.

Role of UNPOL Chief of Staff (COS)

• Oversees UNPOL's Admin Pillar • Principal adviser to HOPC concerning all admin matters	**Principal**

• Establishment of a Women's Police Network • Represent HOPC at mission- and HQ-level meetings	**Additional**

• Others - TBD by HOPC	**Additional**

Key Documents for UN Police

The following documents are the primary sources of information used within the Police Component.

Terminology (1)

- Memorandum of Understanding

- Statement of Unit Requirements

- Letter of Assist

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Stage 2

☞ In this stage select United Nations terminology specific to logistics will be discussed in general as a means to review pre-course study and set the stage for subsequent lessons and activities. This is very much a review. Solicit the participants to explain each term in their own words. The "So What?" or importance of these definitions and terms will come from the Activity that follows this lesson.

Memorandum of Understanding (MOU): an agreement between the UN and each Troop Contributing Country (TCC) and is a key document that defines what capacity / effect the TCC should bring to the Mission and how the sustainment of this force will be conducted and defines responsibilities of support by the UN or TCC and the method or reimbursement.

Statement of Unit Requirement (SUR): a document that enumerates the capabilities that are required by a mission for optimising a unit's effectiveness in the conduct of mandated operations. While it is the statement of requirement, the final agreement is recorded in an MOU or LOA.

Letter of Assist (LOA): a contractual document that the United Nations signs with Member States, authorising the latter to provide specific goods and/or services to the United Nations.
LOAs are usually used when the goods or services are unique or specialised when they are not listed in the COE manual. Thus, an agreement must be reached eg.: compensation. Examples are riverine boats/ships, special aircrafts, UAVs, etc.

Terminology (2)

- Contingent Owned Equipment

- United Nations Owned Equipment

- Loaned Equipment

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Stage 2

Contingent Owned Equipment (COE): Major equipment, minor equipment and consumables deployed and operated by a contingent in the performance of peacekeeping operations. This also includes Self-Sustainment or how a contingent survives in the field mission (communications, catering, medical, etc.)

United Nations Owned Equipment (UNOE): Major equipment, minor equipment and consumables deployed and operated by permanent staff, Military Experts on Mission and select contingents in the performance of peacekeeping operations

Loaned Equipment: Third-party contingent-owned equipment offered to a troop/police contributor for exclusive use by that country in a particular United Nations mission, which will revert to the original owner upon mission termination or earlier departure by the troop/police contributor.

Questions

In this lecture, some key concepts from the United Nations Staff Officer Course (UNSOC) were reviewed, notably the staff system as well as some key definitions from a logistics perspective.

Stage 2 – Confirmation

In your own words describe Contingent Owned Equipment
COE is Major equipment, minor equipment and consumables deployed and operated by a contingent in the performance of peacekeeping operations.

What is the main difference between a wet and dry lease?
Under a wet lease arrangement, the contingent provides the major equipment, associated minor equipment and spare parts and the maintenance support whereas under a dry lease arrangement the UN is responsible provides or arranges the maintenance and the contingent provides the equipment. They are both reimbursement systems within the Contingent Owned Equipment framework.

Accurately Apply UN Terminology

Aim	Deliverable(s)
• Discuss key UN terminology	• Force HQ vs national structures • Discuss key UN terminology • National practice • Risks • Presentation*

Time Allocation	Notes
Discussion: (Syndicate) 120 mins **Presentation:** (Plenary) 30 mins **Total:** 150 minutes	**Given:** • Activity 2.2 Handout

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Learning Activity
2.2 - Accurately Apply UN Terminology

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard

TIME
Suggested time 150 minutes:
120 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
At the end of the lesson participants will assemble in their assigned syndicate rooms.

You are the U4 / Formed Police Unit Coordinator and are preparing a Logistics Handbook for incoming logistics planners and staff.

Prepare an information brief for your peer and colleague, the Deputy Chief Mission Support Centre answering the following deliverables: **The presentation will be developed and presented in plenary in a professional manner that incorporates the lessons from Module 1.1 -Employ Presentation Techniques. Deliverables 1-5 will be presented.**

☞ **NOTES TO INSTRUCTORS:**

This activity in concert with the lesson reviews the United Nations Staff Officer course and Pre-course learning. The intent is to permit the syndicates to form working relationships and progressively develop assigned presentations and associated skills. The facilitators will provide copies of a draft Statement of Unit Requirements, Memorandum of Understanding (MOU) Annexes A-C (Personnel, Major Equipment and Self-Sustainment) and a Letter of Assist (LOA) to the participants and spend some time exploring the linkages and importance of these critical documents.

DELIVERABLES:
1. In lesson 2.2, the role of the staff in a Force or Police Component headquarters was discussed. How do these respective organisations compare to your own national structures? What are the similarities? What are the major differences?

2. In your own words describe a Memorandum of Understanding (MOU), Statement of

Unit Requirements (SUR), Major Equipment (ME) and Self-sustainment (SS). What is the overall significance of each within your current UN mission?

3. How do MOU, SUR, ME and SS compare to like terms and practices that is utilised by your own national military or police?

4. What are the risk(s) of not adapting proper terminology to the mission environment?

5. How do national and service backgrounds affect terminology choices and communication?

Lesson 2.3 Apply Principles of Logistics

COURSE: Operational Logistics
MODULE: 2.3 - Apply Principles of Logistics
DURATION: 50 MINS
LEARNING OBJECTIVES:
1) Describe the UN Principles of Logistics
2) Outline how UN budgetary and procurement processes drive some logistics functions and principles

METHOD/APPROACH: Interactive Lecture
REFERENCE: Operational Logistics Training Guide
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Theory

☞ By the end of this lecture the participant should possess a good understanding of the United Nations Logistics Principles of Logistics and the UN Budgetary and Procurement processes and how they impact command and staff alike. The Principles of Logistics will be useful for later activities and lessons, particularly Module 3.2 – Describe a Logistics Estimate.

Review Module 2.2

What are some of the tasked performed by Liaison Officers?

Liaison Officers play a significant role performing the following tasks:
- Relays plans of own unit to neighbouring Sectors, subordinate units and higher HQ
- Advises own unit on liaised unit plans
- Facilitates co-operation amongst units
- Enhances communication between units (language issues, comms equipment)

Learning Objectives

• UN Principles of Logistics

• UN budgetary and procurement processes

3

☞This lesson will be useful during a deployment to a mission and will be used for Activity 3 – Analyse Principles of Logistics. The United Nations Principles of Logistics are important to comprehend as they normally differ significantly from national, uniformed practice. Understanding these differences will be useful to a staff officer and planner particularly when in the context of the UN budgetary and procurement processes.

This Lesson will be conducted in 2 Stages:
Stage 1 – Describe the UN Principles of Logistics
Stage 2 – Outline the UN Budgetary and Procurement processes

UN Principle of Logistics

- Overview

- UN vs. National

- 10 x Principles

4

Stage 1

Overview - While the delivery of logistical support to a force has modernised due to advancements in technology, the underlying principles of logistics have given logistics planners the ability to support the operational plan by measuring advantages and disadvantages of a potential course of action against these principles.

UN vs. National - Many nations have Principles of Logistics doctrine. These are principles, which must be considered during planning in order to assess the strengths and weaknesses of logistic support options. They are often used during Course of Action Analysis as one means of evaluating a support option.

The UN has its own set of Principles of Logistics. While similar to those of many nations, they vary because of the unique nature of the United Nations, including the required flexibility, mobility and multinational construct of UN Logistics, and, importantly, that the UN is, at all times, acting at the behest of the Member States, and must demonstrate to the Member States that funding and direction is being correctly followed.

The ten UN Principles of Logistics are: Responsibility, Foresight, Flexibility, Economy, Simplicity, Cooperation, Sufficiency, Accountability, Visibility and Interoperability* (effective 2021*).

Responsibility

- Support to a mission is task-tailored

- UN and Member State collective responsibility

- A planner needs to understand applicable policy / manual

Which policy / manual is key for a Logistic Planner?   5

Stage 1

Responsibility. The support to a field mission is task-tailored with each mission; therefore, articulating responsibility is crucial. The contributing Member States and the UN have a collective responsibility to ensure that forces deployed on any UN peace operation are fully equipped and supported. This may be achieved either through national or cooperative arrangements, but they must be clearly agreed upon prior to deployment. Member States and the UN have a collective responsibility for the care, custody, and safeguarding of UN assets.

There are many policies, manuals and guidance, which outline the respective responsibilities of the UN, T/PCCs and individual organisations within the mission. A UN logistics planner will need to understand exactly how this translates within the mission to the specific task at hand. The overarching policy guidance comes from 2019 Authority Command and Control Policy (AC2) and the COE Manual.

Which policy / manual is key for a Logistic Planner? SUR & MOU!!!

Foresight

- Identify available resources early and often

- Anticipate changes (ie. delivery)

- Close cooperation with Mission Support

How does climate / environment impact a Units?

6

Stage 1

Foresight. The administrative and logistical planning for any mission begins well before the commencement of any peace operation. This includes first identifying resources within or   close to the deployment area and obtaining information regarding the infrastructure of the site. Consideration should be given to any special on-site requirements such as clothing, munitions, accommodation, and mobility. Contingency planning for strategic movement should begin at the earliest opportunity. During the mission implementation phase, foresight is required to anticipate changes in the mission area that will affect logistics delivery. Planners must prepare for mission closeout and understand what will be required to transition out of a mission area.

Foresight is a principle common to many nations, however it requires additional thought in a UN mission, because often, the key advisors that a commander would rely on to instinctively anticipate Force/Police activity are not located within the Force/Police component and are in fact in Mission Support. Within a UN mission, foresight requires close cooperation between the uniformed component (Military or Police) and Mission Support Division. Aside from the technical expertise that Mission Support Division provides in managing logistic support; the civilian staff in that division have extensive experience, often in multiple UN missions, and (with good engagement) will be able to advise uniformed planners about support requirements (or potential problems), and the appropriate timelines needed to prepare (or resolve).

How does climate / environment impact a Units? Increase of spare parts, clothing, etc…

Flexibility

- Conform operational plans to changes environment

- Develop and rehearse Contingency Plans

- Clear lines of command and control

What source documents are needed to review before Task Orders are issued to Units?

7

Stage 1

Flexibility. Flexibility in the field of logistics means the ability to conform to operational plans that will almost inevitably be subject to frequent change, particularly in the early stages of any peace operation. In conditions where lines of communication are liable to be disrupted, it may be necessary to deviate from pre-set procedures and to modify standard methods of operation   to meet unexpected events.

Flexibility requires foresight. It involves ensuring that contingency planning has been considered, and, if possible, rehearsed. Flexibility also involves having clear lines of command and control, so that changes can be rapidly executed. Flexibility is aided by understanding not only the commander's direct orders, but also his or her underlying intent.

What source document is needed to review before Task Orders are issued to Units? SUR/MOU

Economy

- Scare resources
- Integration of resources
- Does not = cheapest $
- Effective support using the least amount of resources

What challenges does T/PCCs have when equipment tables are established? 8

Stage 1

Economy. On 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 the main goal. When possible, this integration should be planned prior to deployment to avoid duplication of resources at the mission site.

Notwithstanding a desire to rationalise logistics assets at the earliest opportunity, there is likely to be a surge of operational requirements to assist with the initial deployment of any UN force, and this may, in the short term, create duplication of some resources.

Economy is not simply the cheapest/lowest resource option. Rather, economy achieved when effective support is provided using the least amount of resources necessary at the least cost, within an acceptable level of risk.

What challenges does T/PCCs have when equipment tables are established? They are based on SUR/MOU and the Unit Comd has no flexibility to surge resources without taking it from another sub-unit.

Simplicity

- Complicated procedures can hamper operations
- Aids flexibility and cooperation
- Standardised procedures
- Templates and standard messages

What activity can one take to increase simplicity within a multinational organization?

9

Stage 1

Simplicity: Complicated procedures can slow down or completely fail the mission. The simpler the logistics plan, the easier it is to understand. The greater the understanding of the plan, the more effective the cooperation between contributing countries and the speed an original plan can be adapted to meet changing circumstances will be.

Simplicity therefore aids flexibility and cooperation. Standardised procedures are a valuable tool in creating simplicity – and ensures that staff effort is focused on the most important part of the problem. For this reason, Force and Police HQ are strongly encouraged to (in consultation with Mission Support) develop robust Standard Operating Procedures, which are used and kept up to date. Similarly, templates for standard messages, requests etc are valuable if they improve understanding and reduce the time taken to perform routine (or urgent) tasks. An example of this is the "Alert" format used to advise of a casualty.

What activity can one take to increase simplicity within a multinational organisation? Coordination meeting to ensure that processes are understood

Cooperation

- Key to a workable logistics structure
- Levels and standards of support differ by country
- Often taken for granted
- Source of friction

What must a Logistician do with his Commander upon arrival into the mission.

10

Stage 1

Cooperation. Cooperation will always be the key to producing a workable logistics structure for a UN mission. Levels and standards of support differ by country. There are often a variety of nationalities with different languages, cultural requirements, and capabilities. In order to achieve a workable logistics product, cooperation is necessary. A high level of mission headquarters (MHQ) cooperation with the UN force logistics headquarters is required.

For many national contingents, cooperation is taken for granted, as contingents are used to working with their own forces (or with allies that they work with regularly). The friction that arises from working in a multinational UN mission should not be underestimated. It takes an effort and leadership to overcome the natural desire to expect that "tasks should be performed the way my nation prefers" and focus on a solution which meets the ultimate goal of achieving the mission's mandate.

What must a Logistician do with his Commander upon arrival into the mission? Brief the Commander on the sustainment process verse national responsibility.

Sufficiency

- Resources must meet sustainability needs

- Planners must consider stock provisioning and maintenance

- Unit planning aligns with Component HQ

Why do T/PCCs commonly ask MSD for resources?

11

Stage 1

Sufficiency. The levels and distribution of logistics resources must be enough to meet the sustainability and mobility needs of the operational plan. Stock levels should consider the expected nature and duration of the mission and consumption pattern. Peacetime stock levels tend to be inappropriate for most UN peace operations.

Sufficiency requires that contingents and HQ planners pay close attention to not only stock provisioning (that is, ensuring that stock holdings are well planned, having regard for both normal and high tempo rates of usage, and allow for potential disruptions in supply), but also for equipment maintenance planning, to ensure that vital equipment will be available for support at the right times. While the UN does not direct specific internal practices of a unit, it does expect that the ultimate capability/performance is met, and it is not only reasonable but desirable if HQ logistic staff engage to ensure that unit planning in these matters aligns with Force/Police HQ planning and is appropriate having regard for the ability of Mission Support capabilities.

Why do T/PCCs commonly ask MSD for resources? They rather utilise UN resources prior to their own. They tend to utilise their integral resources for real life support activities vice operations.

Stage 1

Accountability. The full accounting for assets is essential. The UN and contingents in the mission area must know what they have available and what is and is not serviceable. Accountability also means who is accountable to initiate, carry out, and audit logistical functions. 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 COE.

Accountability comes from a recognition that UN funding is always constrained, and that even small shortfalls or losses can have a disproportionate effect. There are many case studies of UN missions which are unable to achieve the expected operational effect because equipment could not be correctly identified and thus used; or had been consumed for incorrect purposes and thus was not available for the mission. Member States expect their funds and assets to be used wisely, and actively seek regular assurance that missions genuinely need the funds and equipment provided and will withdraw support if not assured. Delegation of Authority and AC2 Policy are designed around the unique challenges that the UN face in being required to account for funding and resources consumed. This principle underpins why the DMS controls and prioritises scarce resource assets.

Visibility

- Full audit trail

- Planners require access to accurate information

- Consider visibility of the mission and it practices

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Stage 1

Visibility. Logistics assets are vital to an operation and represent large amounts of money. It is important that a full audit trail is available for all assets dispatched to, in, and from the mission site. This can be achieved using several methods ranging from barcodes, satellite tracking, or basic card systems. The force headquarters must always have access to inventoried   information. This includes information regarding the numbers of men, quantities and types of materials and supplies held, usage rates, pipeline times for resupply, and future requirements of any portion of the mission. Prior to deployment, the logistics staffs of Member States must have a clear plan regarding how they will keep and supply such information on-demand or by timed return. The Force Commander should develop on- site SOPs outlining required information maintenance.

When considering visibility, a planner should also consider the visibility of the mission and its practices to the wider world. Visibility can encompass how Member States perceive a mission, how T/PCCs perceive the mission (and the value of their contributions), how the host nation perceives the UN, and how the community perceives the mission.

Interoperability

- Ability to provide and accept logistics services

- Shared Responsibility

- Planners need to know who is providing what service

What document should a Logistician seek when arriving into the mission?

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Stage 1

Interoperability. Logistics interoperability comprises the ability to provide and accept logistics services, that is fuel, spare parts, ammunition, provisions, medical services and transport. In contemporary operations, Logistics cannot generally be permanently deployed in theatre and deployment distances are great. Thus, there has developed a shared responsibility for logistics (TCC/PCC, Mission Support, etc).

For planners it is extremely important to identify and understand who is providing the logistics service or capability and method of replenishment.

What document should a Logistician seek when arriving at the mission? SUR/MOU and the mission's logistic support dependency matrix
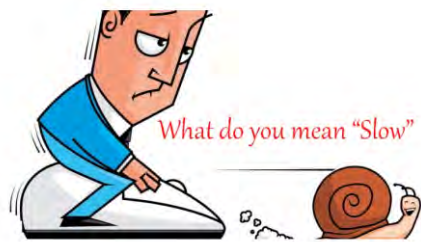
NOT a Principle of Logistics

- Surprise

Stage 1

Unlike the principles of war, surprise is not a principle of logistics.

Impact of the Principles

- Accountability and Visibility unique within a UN Mission

- Responsiveness / Survivability

- So What?

What do you mean "Slow"

16

Stage 1

☞ The UN Logistic Principles have existed in their current form for over twenty years. Accountability and Visibility are two principles, which fundamentally change the nature of logistic support in UN missions versus the principles of national uniformed (particularly a military) doctrine. The need to account to the Member States for resource usage drives many practices and procedures in a way, which may constrain flexibility and simplicity.

Military logistic principles often include concepts such as Responsiveness, Survivability, and similar. Not merely words, they reflect those uniformed commanders expect their logistic system to be robust, and capable of supporting a wide range of operational concepts, and to be able to rapidly adapt to changing circumstances. These principles give rise to a common joke/compliment: "Logistics Just Happens". This refers to the seemingly supernatural way in which uniformed logistics personnel take the commander's intent and use all the resources at their disposal to make sure that the mission is achieved.

So what? The absence of such principles in the UN Principles of Logistics is not simply semantic oversight. They require uniformed commanders and planners to understand, *and accept*, the realities of the UN logistic / mission support system. Constrained resources mean that UN logistic systems are considerably less responsive, require considerably more lead time, and often rely on civilian support systems to deliver support further forward into the operational space. Civilian labour or contracts are more economical but are not trained or equipped for high-risk environments, nor can they expected to be responsive after hours, or in patterns not

in the employment agreement/contract. A threat which may not have stopped military logistic support may prevent civilian support arrangements from continuing. Accordingly, contingents must be more self-sufficient, and consider reserve stockholding carefully.

Questions

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Stage 1 Confirmation:

1: Name the 10 UN principles of logistics.

Responsibility, Foresight, Flexibility, Economy, Simplicity, Cooperation, Sufficiency, Accountability, Visibility and Interoperability

2: In your own words describe the principle of simplicity.

Complicated procedures can slow down or completely fail the mission. The simpler the logistics plan, the easier it is to understand. The greater the understanding of the plan, the more effective the cooperation between contributing countries and the speed an original plan can be adapted to meet changing circumstances will be.

Simplicity therefore aids flexibility and cooperation. Standardised procedures are a valuable tool in creating simplicity – and ensures that staff effort is focused on the most important part of the problem. For this reason, Force and Police HQ are strongly encouraged to (in consultation with Mission Support) develop robust Standard Operating Procedures which are used and kept up to date. Similarly, templates for standard messages, requests etc are valuable if they improve understanding and reduce the time taken to perform routine (or urgent) tasks.

UN Missions - Budgets

- Negotiated in 5th Committee / agreed in GA

- Mandates issued based on Mission Support (funding and troops)

- Face constant scrutiny

- Mission is constrained in managing budgets

18

Stage 2

☞ As discussed in Module 2.2, UN Peacekeeping Mission budgets are negotiated through the Fifth Committee and agreed at the General Assembly. Mission budgets are approved   separately from the UN's Regular Budget. A key factor in a Security Council decision to issue a mandate is ensuring that there is sufficient support from member states to both fund the mission, and to provide the necessary troop and police support.

Mission budgets are heavily debated, having regard for the mandate issued by the Security Council, the capability required to achieve the mandate and, above all, the limits to which Member States are willing to pay.

These budgets face constant detailed scrutiny at highest levels of international diplomacy, and individual Member States (or blocs of Member States) will debate the fine detail of individual requirements. While responsibility for managing this budget is delegated into the mission, the mission is constrained by the overall funding allocated by the General Assembly. Further, the mission is not empowered to change reimbursement rates or rules for COE or personnel and must work within that framework. For this reason, operational tempo may be constrained by budget.

UN Missions - Procurement

- Avoid "ad hoc" procurement as it is consuming

- Innovation vs Reality

- Deliberate and long term approach

- Marathon not a sprint

What happens when the Operational Environment changes?

19

Stage 2

☞ Ad hoc procurement regularly consumes the attention and time of both commanders and planners. It is not uncommon for new commanders and/or officers to identify innovative ideas they would like to implement for the benefit of the mission which depend on procurement of equipment by the UN. Recent examples include identifying opportunities to use drones to enhance security.

Incoming commanders and planners may be surprised to learn that missions are not funded for ad hoc procurement within the funding cycle, and that a procurement process must be handled with a deliberate, long-term approach.

Unless in an emergency, a successful procurement process will likely yield results several rotations after the initiator has left. This is not a function of in-mission resistance, but a necessary result of a funding cycle which requires GA approval through the Fifth Committee. Mission funding is determined by the Member States, and additional funding is not readily available.

What happens when the Operational Environment changes? Procurement needs to be budgeted and then wait for the procurement process.

Emergency Procurement

- Procurement activities may be modified
- COVID-19 PPE
- Short term support
- Time and Effort+
- Force/Police vs MSD

20

Stage 2

☞ In the case of emergencies, such as natural disasters or other situations where there is a risk of injury or loss of life, the timing and sequencing of procurement activities may be modified in order to deal with the emergency; however, as the current COVID-19 pandemic has shown, the timely and effective acquisition of personal protective equipment has been challenging across many field missions. In other words, expectations must be tempered, as procurement within field missions is often a relatively long process.

Even where such an emergency exists, the suspension of due process can only be supported for the shortest possible time required until the crisis has somewhat stabilised. The processes then must be fulfilled for the crisis period – and will be subject to significant scrutiny. Thus, emergency procurement will overall take more time and effort overall from the mission than planned acquisition.

Conflict may arise where a Commander considers a procurement to be vital or urgent to the mission, but Mission Support advises that the matter does not meet the criteria for emergency/crisis procurement. This is because specific policy defines Emergency Delegation of Procurement Policy.

Emergency Situation

- Threatens human life disruption on exceptional scale
- Sudden calamities (flood)
- Human-made (refugees)
- Drought, pests and disease
- Sudden economic shock
- Complex emergency
- Other*

21

Stage 2

An emergency situation for the purposes of procurement is:

"Urgent situations in which there is clear evidence that an event or a series of events has occurred which imminently threatens human life/lives or livelihoods, and where the event or a series of events produces disruption in the life of a community on an exceptional scale." The event or a series of events can comprise any of the following:

a. Sudden calamities such as earthquakes, floods, locust infestations, and similar unforeseen disasters.

b. Human-made emergencies resulting in an influx of refugees or the internal displacement of populations, or in the suffering of otherwise affected populations.

c. Drought, crop failures, pests, and diseases that result in an erosion of communities and vulnerable populations' capacity to meet their basic needs.

d. Sudden economic shocks, market failures, or economic collapse resulting in an erosion of communities' and vulnerable populations' capacity to meet their basic needs.

e. A complex emergency for which the government of the affected country or the Head of
Agency of a UN organisation has requested the support of the UN.

f. Other event(s) that, in the opinion of the ASG, OSCM or USG, DOS, would fall under the definition of a genuine emergency situation

☞*Note the level at which a decision is made for 'other events.

Note also that the definition of Emergency Situations does not include pre-emptive situations: it is limited to events, which have occurred.

Procurement – Mission Specific

- Every mission is different
- Regular meetings
- Force and Police contribute
- Very deliberate and limited by funding cycle
- 1-2 years for acquisitions

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Stage 2

☞ Field missions will have their own procurement planning processes and procedures, and therefore this reference cannot detail the specific processes. In general terms applicable MSD staff shall meet regularly to review acquisition plans for the forthcoming budgetary period(s) and typically update the acquisition plans on a as required. Both the Force and Police Components will be solicited throughout the procurement cycle for input on future acquisitions.

The procurement cycle is very deliberate and is limited by the mission funding cycle. Acquisitions must normally be considered 1-2 years out. Thus, component and contingent commanders must be cognisant that desired equipment or projects most likely will not be realised during their tenure in a field mission.

Questions

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In this lecture the UN Principles of Logistics as well as the budgetary and procurement processes and their associated impacts were discussed in detail. Planners and commanders working within a UN Field Mission must adapt to the Mission's budgetary / financial cycle and temper expectations.

Confirmation Stage 2

Describe some of the situations where emergency procurement might occur within a Field Mission.
a. Sudden calamities such as earthquakes, floods, locust infestations, and similar unforeseen disasters.
b. Human-made emergencies resulting in an influx of refugees or the internal displacement of populations, or in the suffering of otherwise affected populations.
c. Drought, crop failures, pests, and diseases that result in an erosion of communities and vulnerable populations' capacity to meet their basic needs.
d. Sudden economic shocks, market failures, or economic collapse resulting in an erosion of communities' and vulnerable populations' capacity to meet their basic needs.
e. A complex emergency for which the government of the affected country or the Head of Agency of a UN organisation has requested the support of the UN; and
f. Other event(s) that, in the opinion of the ASG, OSCM or USG, DOS, would fall under the definition of a genuine emergency situation.

Analyse Principles of Logistics

Aim	Deliverable(s)
• Discuss and debate principles of logistics	• How UN Principles shape logistics • UN vs National Practice • Budget constraints • Consultation and risks • Responsibilities
Time Allocation **Discussion:** (Syndicate) 70 mins **Presentation:** (Plenary) 30 mins **Total:** 100 minutes	**Notes** **Given:** • Activity 2.3 Handout

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Learning Activity
2.3 – Analyse Principles of Logistics

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard

TIME
Suggested time 100 minutes:
70 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
At the end of the lesson participants will assemble in their assigned syndicate rooms and prepare a presentation based on the questions below to be delivered in plenary after 70 minutes.

☞ NOTES TO INSTRUCTORS:

The United Nations Principles of Logistics are important to comprehend as they normally differ significantly from national, uniformed practice. Understanding these differences will be useful to a staff officer and planner particularly when in the context of the UN budgetary and procurement processes. This activity in concert with the lesson will enhance the knowledge, skills and attitudes of the participant. Once again, instructors must be mindful that different presenters are being used and that preparation includes time for presentation rehearsal, staging and amendments. **A formal PowerPoint Presentation (PPP) is required based on the lesson in Module 1.1 – Employ Presentation Techniques.** Facilitators must introduce the activity and remain in syndicate to provide the necessary direction and guidance to steer the discussion. The required PPP assists in promoting the overarching communication package for the OPLOG course; however, the syndicate discussion is deemed the most important for this Activity.

You are the U4 working within the Force HQ and are in the process of developing a training package for the Sector G4's on UN logistics versus national logistics processes. You will need to provide a Staff Brief to the COS answering the following deliverables:

DELIVERABLES:
1) How do UN Principles of Logistics shape UN logistic practices?

2) How does UN logistic practices vary from national practices? **(2-3 examples only)**

3) How does UN budget constraints shape logistics principles and decision-making?

4) Compare and contrast UN logistics framework to own logistic planning processes. **(2-3 examples only)**

5) When in the logistic process should consultation with Mission Support Division be required?

6) What are the risk(s) to contingent operational effectiveness of not adapting Component HQ processes to mission environment?

7) How might different UN logistic practices change uniformed responsibilities during planning and logistic support?

Lesson 2.4 Describe Authority, Command & Control

1

COURSE: Operational Logistics
MODULE: 2.4 - Describe Authority, Command and Control
DURATION: 50 MINS
LEARNING OBJECTIVES:
1) Describe the Authority, Command and Control (AC2) structure within UN and how it applies in UN missions
2) Describe various organisational and other cultures in UN missions (civilian, military, police)

METHOD/APPROACH: Interactive Lecture
REFERENCE: Operational Logistics Training Guide
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Theory
END OF LESSON TEST: N/A

☞ By the end of this lecture the concept of Authority, Command and Control (AC2) and the organisational cultures typical to a United Nations Field Mission will be discussed in detail.

Review Module 2.3

Name the 10 UN principles of logistics.

Responsibility
Foresight
Flexibility
Economy
Simplicity
Cooperation
Sufficiency
Accountability
Visibility
Interoperability

☞This lesson will be useful during a deployment to a mission and will be used for Activity 4 – Analyse AC2. AC2 within a UN construct varies greatly from national practice and can be a major form of angst for both commanders and staff if not widely understood and appreciated.

Additionally, uniformed officers deploying on their 1st mission, will in particular, find that the cultural differences that exist among the major components (civilian, military and police) are substantial. Understanding these differences will be useful with the ultimate aim of fostering professional relationships among the organisations.

This Lesson will be conducted in 2 Stages:
1) Describe the Authority, Command and Control (AC2) structure within UN and how it applies in UN missions
2) Describe various organisational and other cultures in UN missions (civilian, military, police)

Stage 1

AC2 Terms

☞ The following important terms are defined in AC2 policy in Section E and have been included in the Training Guide Glossary. These are important to understand because they differ from the command and controls concepts of many countries. Casual users of these terms will make incorrect assumptions. Each term will be discussed individually over the next several slides.

The important terms are:
United Nations Operational Authority
United Nations Operational Command and Control United Nations Tactical Command and Control Administrative Control
Tasking Authority
Technical Reporting

Stage 1

United Nations Operational Authority

The authority transferred by the Member States to the United Nations to use the operational capabilities of their national military contingents, units, FPUs and individual military and police personnel to undertake mandated missions and tasks. United Nations Operational Authority over such forces and personnel is vested in the Secretary-General and through him in the head of a specific mission, under the authority of the Security Council. The Secretary-General exercises that authority under the overall authority of the Security Council. United Nations Operational Authority involves the full authority to issue operational directives within the limits.

Stage 1

United Nations Operational Command and Control

The authority delegated to a Military or Police Commander for the direction, coordination and control of uniform personnel under his or her command. Operational command and control include the authority to assign tasks, designate objectives and give direction to individual uniformed personnel, units and sub-units necessary to accomplish the mission.

UN Tactical Command and Control

- Delegated to Military or Police Commander
- Assign specific tasks to forces under command
- Assigned by Higher Authority
- Limited in scope
- Can be further delegated

7

Stage 1

United Nations Tactical Command and Control

The authority delegated to a Military or Police Commander to assign specific tasks to forces under his or her command for the accomplishment of the mission assigned by a higher authority. Tactical control is limited to the detailed and usually local direction and control of movements and activities necessary to accomplish the assigned tasks. It may be delegated to and exercised at the level of subordinate sector and/or unit commanders.

Administrative Control

- Authority over subordinates and organisations
- National Contingents
- Administrative matters (personnel management, supply and services)
- National responsibility

8

Stage 1

Administrative Control

The authority over subordinate or other organisations within national contingents for administrative matters such as personnel management, supply, services and other non-operational missions of the subordinate or other organisations. Administrative Control is a national responsibility given to the National Command Centre (NCC) in a peacekeeping mission.

Important to point out that this should not adversely influence management and conduct of UN operations

Stage 1

Tasking Authority

The authority vested in specified senior mission leaders (FC, PC, or DMS) to assign tasks to mission enabling assets and deploy, redeploy and employ all or part of an enabling asset to achieve the mission's mandate.

Technical Reporting
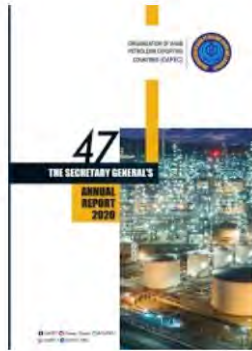
- Secondary reporting line for info / technical purposes
- Not related to C2 of operations or national admin control
- Should not circumvent primary reporting line
- Transparent & formalised

10

Stage 1

Technical Reporting

A secondary reporting line for informational and technical purposes on matters not relating to the command and control of operations, or to national administrative control. It is an informational and technical advisory communication link that should in no case circumvent the primary reporting line and command/supervisory relationships, through which formal direction and tasking is issued. Technical reporting lines must be transparent and formalised in approved documentation (e.g. Secretary-General's Bulletins, Inter-organisational agreements, etc.).

Stage 1

UN Operational Authority in the Mission

☞ Commanders and planners are strongly encouraged to review Section D of AC2 Policy in detail, as it contains specific direction on authority, structures, and chain of command of each component.

These next several slides draw out certain key aspects, which have specific impact on planning for logistic support to operations.

United Nations Operational Authority

The HOM / SRSG has authority over all United Nations personnel deployed in a mission including the authority transferred by Member States to the United Nations to use the operational capabilities of their national military contingents, FPUs, and military and police personnel to undertake mandated tasks. This is "UN operational authority" The HOM exercises authority over uniformed components through the heads of those components.

The FC and PC are accountable to the HOM for the management of the Military/Police (respectively) Component with responsibility to ensure effective mandate implementation consistent with the Mission Plan and in compliance with United Nations policies and procedures. Decisions on major military operations, or redeployment of troops within the mission area of operations, should result from consultations between the HOM, COS, PC and the D/CMS and must have the HOM's concurrence.

Operational Authority - Consequence

- Op plans and logistics support must not be made in isolation

- AC2 policy requires HOM occurrence for major ops

- Concurrence requires support to be well researched and close coord with MSD

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Stage 1

Operational Authority - Consequences

Operational plans (and associated logistic support needs) must not be made in isolation of the mission.

AC2 policy requires that major operations must have HOM concurrence.

☞ To have this concurrence, support requirements must have been well researched, which requires engagement with Mission Support Division early and often to confirm any risks to support.

UN Operational C2 in the Mission

- FC / PC have Op C2 over their troops, units and pers

- Joint ops require HOM to establish C2 structures

- These structures must be exercised and tested

13

Stage 1

UN Operational Command and Control

The heads of the uniformed components have "UN operational command and control" over their troops/uniformed units/personnel. Where joint military/police/civilian operations are undertaken the HOM will ensure that command and control structures are established, and regular exercises conducted to test those structures.

UN Operational C2 - Consequences

- FC / PC Op C2 limited to resourcing and capability agreed in MOU

- Mission Support Division can provide advice on MOU/COE framework for all units

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Stage 1

UN Operational Command and Control Consequences

☞ While FC / PC has UN operational command and control, this is limited to the resourcing and capability agreed in the MOUs agreed for each unit. Mission Support Division is able to provide advice on the MOU/COE framework for each unit, which provides the basis for understanding each unit's capability.

Administrative Control in the Mission

- National Contingent Commanders (NCC) retain admin control over non-operational issues

- PC / FC shall establish a coord chain with the NCCs

- UN Op Control vs. National Op Control

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Stage 1

Administrative Control

The Contributing Member State (T/PCC) retains "administrative control" over non-operational administrative issues (such as benefits, salaries, and leave) of deployed uniformed contingent personnel and units.

Administrative control over uniformed contingents and units is exercised by a National Command Centre deployed within the mission area. This authority is limited to administrative matters and must not adversely influence the management and conduct of United Nations operations within a mission area.

☞Outside the operational chain of command, the PC / FC shall establish a coordination chain with the T/PCC-designated NCC. Uniformed personnel assigned to serve under "UN operational command and control" must not act on national direction or instruction. As such, they are not under national operational control. If uniformed personnel receive instructions from national authorities, they must immediately inform their United Nations chain of command.

If such instructions are contrary to United Nations orders, instructions, directions or policies, the mission will report them immediately to UNHQ who will take the issue up, as required, with the contributing Member State. See 2019.23 Policy on Authority, Command and Control section D for further information on how to resolve issues of military or police employment between Member States and the Mission.

Administrative Control - Consequences

- Units provided to the UN under a MOU
- Issues can arise if a unit or pers used to different to national doctrine
- Includes tasks, disposition and Rules of Engagement

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Stage 1

Administrative Control - Consequences

☞ Units have been provided to the UN under a Memorandum of Understanding, which defines the capabilities, equipment, and personnel that will be provided.

A military employment issue may arise as a result of differences in the way a military unit, or personnel, is utilised by the United Nations relative to how national military doctrine (or guidance) would dictate. This may concern, for example, tasks to be performed, disposition of military unit or personnel, or conflict with rules of engagement.

Tasking Authority – Enabling Units

- DMS is responsible for tasking all UN commercial and military enabling units
- Construction engineers, UAV, medical, aircraft and logistics
- Listed in SUR
- MSC is the control mechanism

17

Stage 1

Enabling Units - Tasking Authority

☞ The D/CMS (and/or his/her duly designated subordinates as daily tasking priorities are routinely determined by the Chief of Service Delivery under the delegated tasking authority of the DMS/CMS), as delegated by the HOM, is responsible and accountable for the effective utilisation and tasking of all United Nations commercial/military mission enabling assets Enabling assets (sometimes called Enabling Units) consist of construction engineer units, Unmanned Aerial Systems, manned airborne ISR aircraft, enabling assets with composite engineer units, medical, utility and cargo military aircraft, logistics units, signal, transportation and movement units and supply. The classification of these units is agreed in the Statement of Unit Requirement (SUR), MOU/Letter of Assist (LOA) prior to deployment.

The MSC (or equivalent section/office in MSD) is the mission integration and control mechanism responsible for ensuring the coordinated implementation of mission priority tasks, including the necessary resources.

Stage 1

Enabling Units - Tasking Authority Consequences

☞This command arrangement can be challenging to commanders who are used to such units being in close support to their organisation.

Support which ordinarily would automatically be planned and continuously provided as a normal function of the chain of command may now need to be explicitly requested, and/or may only be intermittently available, subject to the needs of other pillars.

Stage 1

AC2 – Implications

☞ DMS tasking of enabling units despite UN operational command control by FC Military and Police are supporting efforts to a civilian led mission. Military and Police components are designed to create the conditions for civilian pillars to operate (such as DDR, Security Sector Reform, Protection of Civilians, Women, Peace and Security outcomes, Elections etc) to achieve the mission mandate, and will receive support from MSD in accordance with mission priorities.

Financial and resource delegations remain with MSD due to the consequences of Delegations of Authority structure, and the fact that the resources must be prioritised across Military, Police, Diplomatic and Humanitarian functions. This concept routinely challenges military and police expectations, nevertheless, this has been determined at the USG DPO level, and debate with civilian staff at a mission level will not be productive.

Many resources that a Force or Police component expect to be available on command will instead require discussion with Mission Support to address issues of prioritisation and resource consumption. Operational planning must incorporate the relevant Mission Support decision makers early and often.

Questions

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1. What are the AC2 terms that need to be considered within a UN Mission and describe them in your own words? The important terms are:

United Nations Operational Authority. The authority transferred by the Member States to the United Nations to use the operational capabilities of their national military contingents, units, FPUs and individual military and police personnel to undertake mandated missions and tasks. United Nations Operational Authority over such forces and personnel is vested in the Secretary-General and through him in the head of a specific mission, under the authority of the Security Council. The Secretary-General exercises that authority under the overall authority of the Security Council. United Nations Operational Authority involves the full authority to issue operational directives within the limits.

United Nations Operational Command and Control. The authority delegated to a Military or Police Commander for the direction, coordination and control of uniform personnel under his or her command. Operational command and control include the authority to assign tasks, designate objectives and give direction to individual uniformed personnel, units and sub-units necessary to accomplish the mission.

United Nations Tactical Command and Control. The authority delegated to a Military or Police Commander to assign specific tasks to forces under his or her command for the accomplishment of the mission assigned by a higher authority. Tactical control is limited to the detailed and usually local direction and control of movements and activities necessary to accomplish the assigned tasks. It may be delegated to and exercised at the level of subordinate sector and/or unit commanders.

Administrative Control. The authority over subordinate or other organisations within national contingents for administrative matters such as personnel management, supply, services and other non-operational missions of the subordinate or other organisations. Administrative Control is a national responsibility given to the NCC in a peacekeeping

mission.

Tasking Authority. The authority vested in specified senior mission leaders (HOMC, HOPC, or D/CMS) to assign tasks to mission enabling assets and deploy, redeploy and employ all or part of an enabling asset to achieve the mission's mandate.

Technical Reporting. A secondary reporting line for informational and technical purposes on matters not relating to the command and control of operations, or to national administrative control. It is an informational and technical advisory communication link that should in no case circumvent the primary reporting line and command/supervisory relationships, through which formal direction and tasking is issued. Technical reporting lines must be transparent and formalised in approved documentation (e.g. Secretary-General's Bulletins, Inter-organisational agreements, etc.).

Analyse Authority, Comd and Control

Aim	Deliverable(s)
• Discuss and debate concept of authority, command and control within a UN mission construct	• Compare National vs UN practice • AC2 impact on decision-making • Debate working methods and friction points • Determine critical information
Time Allocation **Discussion:** (Syndicate) 120 mins **Presentation:** (Plenary) 30 mins **Total:** 150 minutes	**Notes** **Given:** • Activity 2.4 Handout • Carana Map – 500K

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RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
Carana Map 500K

TIME
Suggested time 120 minutes:
120 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
At the end of the lesson participants will assemble in their assigned syndicate rooms and prepare a presentation based on the questions below to be delivered in plenary after 120 minutes.

☞ **NOTES TO INSTRUCTORS:**

AC2 within a UN construct varies greatly from national practice and can be a major form of angst for both commanders and staff if not widely understood and appreciated. Additionally, uniformed officers deploying on their 1st mission, will in particular, find that the cultural differences that exist among the major components (civilian, military and police) are substantial. Understanding these differences will be useful with the ultimate aim of fostering professional relationships among the organisations. This activity in concert with the lesson will enhance the knowledge, skills and attitudes of the participant. Once again facilitators must be mindful to introduce the activity, provide direction and guidance, establish a suggested timeline, monitor and receive a rehearsal. The ultimate deliverable is a PowerPoint Presentation in plenary based on Module 1.1 – Employ Presentation Techniques in 120 minutes time. Although CARANA is used as a scenario backdrop only the Carana Map – 500k is required at this time.

SCENARIO
Current planning is calling for a move of 1 x Infantry Company that are located in Alur to Buboul located Northwest of Alur. The move will need to take place 6 months from now, but the primary road from Alur to Buboul will not be passable as a result of the rainy season. In accordance with Mission Standing Operating Procedures the former compound in Alur must be properly closed and the new compound in Buboul must be established. Mission engineering and aviation resources will be required for these tasks

and planning needs to begin immediately. Of note the Sector Commander, has had a rocky relationship with the Regional Administrative Officer (RAO) and has had a difficult time accepting that a civilian is responsible for tasking and establishing priorities for aviation and engineering resources.

You are a uniformed planner working with the Mission Support Centre.

Deliverables:
Each syndicate must produce a backbrief to the Chief MSC in plenary on correct process/support solutions using a PowerPoint Presentation based on Module 1.1 – Employ Presentation Techniques.

1) How does AC2 within a UN mission differ from national practices? (No more than 2-3 examples)

2) How does AC2 change or impact decision-making processes (including logistic planning and resource allocation)?

3) How must working methods (such as orders groups, consultation processes) be changed in order to adapt to include civilian, military and police?

4) How must the logistic planning process change in order to incorporate AC2 (incorporating correct personnel and adjusted timelines)?

5) Where are points of friction most likely to occur within the planning process? What are some suggested skills and methods that can be utilised to resolve these frictions?

6) What critical information is required in order to effectively make use of aviation assets?

7) In some missions contractors are used as Enabling Units rather than military resources. What issues or areas of concern would you have with contracted support? What issues or areas of concern would you have with military support?

Lesson 2.5 Describe Mission Support Division (MSD)

COURSE: Operational Logistics

MODULE: 2.5 - Describe Mission Support Division

DURATION: 100 MINS

LEARNING OBJECTIVES:

1. Describe specific examples of a Mission Support Division including detailed integrated sections and key Points of Contact (POC)
2. Describe the MSC and its role as central coordination function
3. List typical routine and non-routine tasks that may involve MSD engagement
4. Describe the logistics sources of a UN Peace Support Mission

METHOD/APPROACH: Interactive Lecture

REFERENCE: Operational Logistics Training Guide

TRAINING AIDS: Laptop, LCD Projector and Screen

TYPE OF LESSON: Theory

By the end of this lecture the participants will possess a good understanding of the Mission Support Division (MSD), which is extremely important to logistics planners and commanders in the provision of support across the Mission. The various sections of a typical MSD will be explored with emphasis on the Joint Mission Support Centre, which acts as point of entry for Mission clients regarding logistics support and planning. The various sections where uniformed personnel could be employed as part of an overall integrated approach will be highlighted as well as typical routine and non-routine request that will involve MSD engagement by the components (Military and Police). Last, the sources for logistics supporting a UN Mission will be discussed.

Review Module 2.4

1. What are the AC2 terms that need to be considered within a UN Mission and describe them in your own words?

United Nations Operational Authority. The authority transferred by the Member States to the United Nations to use the operational capabilities of their national military contingents, units, FPUs and individual military and police personnel to undertake mandated missions and tasks.

United Nations Operational Command and Control. The authority delegated to a Military or Police Commander for the direction, coordination and control of uniform personnel under his or her command.

United Nations Tactical Command and Control. The authority delegated to a Military or Police Commander to assign specific tasks to forces under his or her command for the accomplishment of the mission assigned by a higher authority. Tactical control is limited to the detailed and usually local direction and control of movements and activities necessary to accomplish the assigned tasks. It may be delegated to and exercised at the level of subordinate sector and/or unit commanders.

Administrative Control. The authority over subordinate or other organisations within national contingents for administrative matters such as personnel management, supply, services and other non-operational missions of the subordinate or other organisations. Administrative Control is a national responsibility given to the NCC in a peacekeeping mission.

Tasking Authority. The authority vested in specified senior mission leaders (FC, PC, or D/CMS) to assign tasks to mission enabling assets and deploy, redeploy and employ

all or part of an enabling asset to achieve the mission's mandate.

Technical Reporting. A secondary reporting line for informational and technical purposes on

matters not relating to the command and control of operations, or to national administrative control. It is an informational and technical advisory communication link that should in no case circumvent the primary reporting line and command/supervisory relationships, through which formal direction and tasking is issued.

Learning Objectives

- MSD structure
- Mission Support Centre
- Routine and non-routine tasks
- Logistics Sources

☞ This lesson will be useful during a deployment to a mission and will be used for Activity 5 – Engage with Mission Support. It is essential for incoming uniformed commanders and planners to understand the structure of Mission Support Division of the mission in question. The material in this lesson describes Mission Support structures and responsibilities in principle to aid a uniformed planner in identifying the right points of contact in mission. While this description is general and based on a composite of responses from various missions, it is essential that uniformed commanders and planners seek out and confirm the correct points of contact on arrival in a specific mission. Structure, and sometimes even position names, may vary according to local conditions.

This Lesson will be conducted in 4 Stages:
1. Describe specific examples of a Mission Support Division including detailed integrated sections and key Points of Contact (POC)
2. Describe the MSC and its role as central coordination function
3. List typical routine and non-routine tasks that may involve MSD engagement
4. Describe the logistics sources of a UN Peace Support Mission

MINUSMA MSD Structure
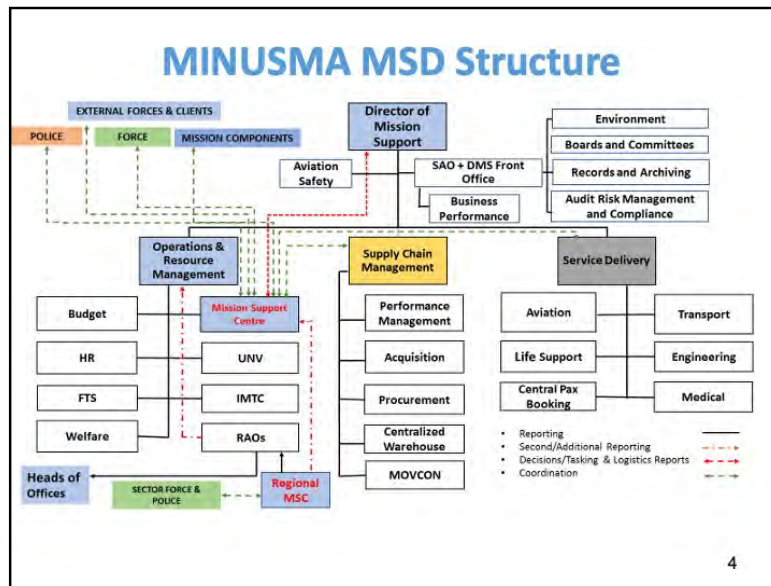
Stage 1

MSD Structure - MINUSMA

☞ The next 2 slides are aimed at presenting two examples of Mission Support Division structures in MINUSMA and MONUSCO. The idea is to demonstrate that the Missions are ultimately responsible for the design of their organisation including the support structures. Despite this, both missions have similar support structures and services.

In MINUSMA, note that the Mission Support Centre and the Regional Mission Support Centres are highlighted in red indicating these sections are responsible for logistics decisions, tasking and planning and are the primary source of coordination with the Police, Force and Mission Components.

The pillars and most sections will be covered later in this lesson.
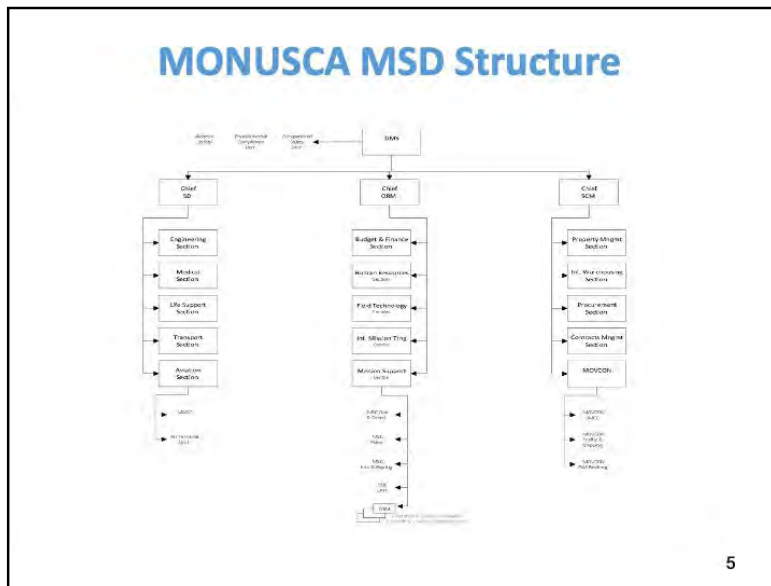
Stage 1

MSD Structure - MONUSCO

The following diagram depicts how MSD is structured in MONUSCO.

☞ Note that the major sections (Engineering, Medical, Life Support, Transport and Aviation) under Service Delivery Management pillar are the same. The same holds true for the other pillars Supply Chain Management and Operations and Resource Management.

The diagram also displays the interface of the Mission Support Centre, MOVCON and the Mission Aviation Operations Centre.

Director Mission Support

- Responsible and accountable to HOM

- Manages mission human, financial and physical resources

- Supported by 3 Pillars

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Stage 1

Director of Mission Support

The Director of Mission Support (DMS) or Chief of Mission Support in smaller missions was introduced in Module 2.2. However, it is important to discuss this position here in more detail.

The Director of Mission Support (DMS) is responsible and accountable to the HOM for the effective general management of the human, financial and physical resources allocated to a mission. To this end, the ability of the DMS to engage, advise on and help shape the plans of programmatic components is critical to ensure that support components can deliver client- focused and timely end-to-end support services against (competing) priorities.

In this endeavour, the DMS is supported by the chiefs of three pillars, namely the Chief for Operations and Resource Management (CORM), the Chief for Service Delivery Management (CSDM) and the Chief for Supply Chain Management (CSCM). Any of these three chiefs can deputise for the DMS in her/his absence.

Operations & Resource Management

- Reports directly to DMS
- Forecasting, performance monitoring, planning and coordination
- Sections include: Human Resources, Finance, Field Technology, MSC, Mission Training Centre, Welfare and Regional Field Office

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Stage 1

Operations and Resource Management

Operations and Resource Management coordinates mission support functions with a view to ensuring coherence in forecasting, performance monitoring, planning, and coordination related to operational and resourcing activities. Reporting directly to the DMS, the CORM oversees, manages and directs the following strategic operations and resourcing functions of mission support components:

Human Resources Section (HRS)
Financial Resourcing and Performance Section (FRRS)
Field Technology Section (FTS) [former Geospatial, Information Technology and Telecommunications Services (GITTS)]
Mission Support Centre (MSC) – the MSC will be discussed in more detail in this lesson
Integrated Mission Training Centre (IMTC) UN Volunteers (UNV) Office
Welfare Unit
Coordination of Sector/ Regional Offices

The MSC is integrated and will generally have civilian, military and police staff. Additionally, the IMTC and FTS will most often be integrated.

Field Technology Section (FTS)

Responsible for:
- ✓ Delivery of quality, robust and reliable solutions and services
- ✓ Providing and maintaining the infrastructure and service management frameworks
- ✓ POC – Chief FTS

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Stage 1

Field Technology Section

The local Field Technology Sections in the field missions are currently mandated to deliver quality, robust and reliable solutions and services in support of mission mandate implementation, providing and maintaining the infrastructure and service management frameworks on which these solutions and services are delivered. UN Field Support builds and maintains supporting networks and delivers a broad range of technologies and enabled mission capacities: from Command and Control radio-based systems in support of safety and security and uniformed personnel; to regular voice, video and business applications, and new tools and automated processes that facilitate and inform key decision-making. Managing and delivering these operations is resource intensive but presents opportunities for both optimising and modernising field missions.

☞ In most missions the FTS is integrated. During a handover or orientation, it is highly advisable that staff and contingent logistics and signals officer make contact and establish relationships with the Chief FTS.

Service Delivery Management

- Reports directly to DMS
- Provides key logistics support services
- Sections include: Aviation, Engineering, Medical, Transport, Life Support
- Deputy SDM is a military P4 or P5

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Stage 1

Service Delivery Management

Service Delivery Management (SDM) is responsible for the provision of key logistics support services to all mission components and other clients of the Mission Support organisation through technical sections to include Aviation Section, Transport Section, Engineering and Facilities Maintenance Section, Medical Services Section, Life Support Section. Reporting directly to the DMS, the CSDM is responsible for overall delivery of these services through innovative and standardised procedures through following sections:

Aviation
Engineering and Facilities Maintenance Medical Services
Transport Life Support
Passenger Booking Service (this function may alternatively be performed within the MSC)

☞n many missions, the Deputy Chief of SDM is a military appointment (P4 or P5) designed to improve integration between the Force and Mission Support. It is preferred that this appointment is filled by a logistic officer, however this varies from mission to mission. The various sections within SDM are integrated and will include uniformed personnel (primarily military). It is imperative that skilled personnel be selected for these sections as technical experience is a must.

Stage 1

Aviation Section

The Aviation Section will most certainly be integrated and will have civilian and military personnel. In some missions such as MINUSMA the Airfield Unit is managed by a Contingent.

Aviation increases connectivity between decision makers and the personnel carrying out the UN mission. Connectivity is driven by telecommunications, information technology, and transportation of goods and people. In dealing with today's complex crises, the civilian aviation industry and military aviation assets are a key enabler required by each HOM to affect his mission.

Aviation support is critical for logistics planners and is involved in the gamut of operations including sustainment to remote or impassable (rainy season) areas, sustainment of the mission from international supply lines, sustainment of contingents from national supply lines or other, rotations, deployment and rotations of contingents and personnel.

☞ During a handover or orientation, it is highly advisable that staff and contingent logistics officers make contact and establish relationships with the Chief MAOC and Chief Airfield Unit.

Engineering

- UN considers engineering a logistics function
- Integrated
- Infrastructure, Support Systems, Utilities and Fire Prevention
- Enabling Unit
- POCs – Chief Engineer, OC Engineer Unit

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Stage 1

Engineering Section

The UN considers engineering a logistic function, and in one term encompasses all aspects of infrastructure construction and day-to-day maintenance through to combat engineer tasks.

Engineering Support in field missions is provided through an Integrated Military and Civilian Support Structure located within the Service Delivery Management (SDM) Pillar of the MSD. Mission Engineering personnel coordinate, design, construct, install and maintain infrastructure, maintain and operate support systems, utility services and provide fire prevention and fire protection services, in support of the operational commitments, and towards the sustainment of the mission.

☞Normally a field mission will have a Military Engineer Unit (considered an enabling unit and thus tasked by MSD and responsive to the SDM). This unit is a military unit that is provided by a TCC under a MOU and primarily tasked to conduct combat engineering tasks to include but not limited to counter-mine/counter-IED, Explosive Ordnance and IED Disposal, obstacle crossing, emplace field defences and repairs to roads, airfields and LZ. The taskings, areas of responsibilities, technical policies and the engineering operating procedure will be established by the SDM, in line with the mission's tasks, objectives, logistic directives and mandate.

The Force Engineer will need to meet often and regularly with the Chief Engineer and will know and work with the Officer Commanding the Engineering Enabling Unit, notwithstanding the tasking procedures within the mission.

Major vs Minor Engineering

- UN missions - considerable misunderstanding
- Contingents generally self-sustained regarding minor
- Mission responsible for major
- Issues - contingents ask for mission resources when it is their responsibility

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Stage 1

Major and Minor Engineering responsibilities

Understanding the UN concepts of Major and Minor Engineering is essential when deconflicting between unit responsibilities and whether support is available from Mission Support.

☞ Within the missions, there is often considerable misunderstanding regarding tasks and responsibilities that fall under minor engineering and major engineering. The COE Manual attempts to delineate between minor and major as follows: Military and formed police units deployed to UN peacekeeping field missions are generally self-sustained with regard to **minor engineering**. TCC/PCCs are reimbursed if services provided are satisfactory according to the standards set out in the present manual. This arrangement is reflected in the MOU between the UN and the Government contributing resources to the field mission. While minor engineering work is the responsibility of each formed unit, **major engineering** work is the responsibility of the field mission. For this purpose, field missions manage all UN assets, formed military engineering units and/or contractors. In most instances, contingents will agree to provide a minor engineering capability within their unit structure (regardless of whether the TCC would include this in that unit type), and this will be reflected in a signed MOU with the UN.
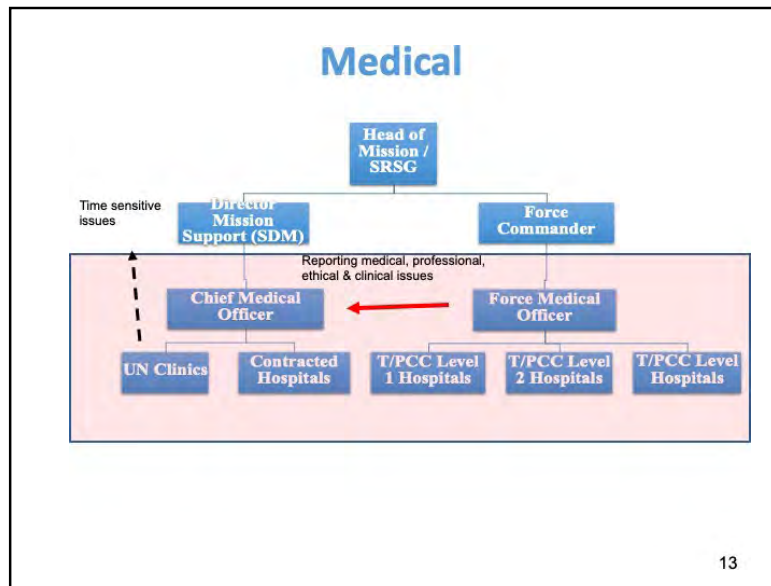
Stage 1

Medical Section

The diagram aptly describes the medical support concept within a mission. The Force Medical Officer and the Mission Chief Medical Officer will need to closely coordinate the overall medical support for the mission and will collaborate often.

☞ The UN medical organisation within a UN peacekeeping mission is vital to the overall health and well-being of all mission personnel. It is imperative that mission personnel receive prompt and skilled medical care. There are many differences between the medical support arrangements of a UN Field Mission versus those of a national military or police deployment. This is an area where national expectations may vary greatly, and it is important to review the respective UN policy documents to understand key differences, including how medical   facilities are controlled, their span of responsibility, and differences in management of essential life support functions, including CASEVAC. The scarcity of aviation support and the complexity of the command and control structure for aeromedical evacuation cannot be understated.

Medical support in a UN mission is governed by several key references including UN Medical Support Manual, COE Manual (which describes standards of various medical facilities), and 2020 CASEVAC Policy

Transport
- Movement of goods from rear to forward areas
- Regular (scheduled) and operational
- MSD required when unit and Component capacity exceeded
- POC – Chief Transport Officer

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Stage 1

Transport Section

☞ Within the mission area there is a constant requirement for the movement of equipment, materiel and personnel. Primarily, this is concerned with the transportation of goods from rear operating areas to forward operating areas. These movements are usually covered by regular, scheduled transport detail runs. Depending on the nature of the run, it may be coordinated by U4 staff or through normal transportation procedures through the MCU. Individual units are responsible for bringing transport assets (and associated drivers/operators) in accordance with their MOU. However, an operational planner at Force or Police HQ is likely to be requesting movement support from MSD to meet a need beyond the capability of an individual unit, or when coordinating a movement support function between two or more units.

Decisions to move a unit to a forward or temporary operating base generate additional transport support requirements, depending on a unit's self-lift capability, and depending on how this changes sustainment support.

Within the mission, a planner (such as U4 staff) may find themselves engaging with several different organisations when considering transport support.

POC - The Chief Transportation Officer (CTO) within the SDM Pillar is responsible for the coordination, allocation, distribution, accounting and maintenance of UN owned vehicles. The CTO may also run a motor pool of UN-owned and rental

vehicles. The CTO is a UN contracted civilian and will cooperate closely with the MSC for tasks. The Transport Section is responsible for managing the UN's civilian transport fleet.

Stage 1

Life Support Section (Fuel)

Life Support Section executes the following details:
- Contract management – raising, monitoring, paying bills
- Controlling of delivery (volume and quality)
- Fuel delivery – transportation (air & ground) to team sites without fuel site
- Wet season/ contingency planning (3-4 months ahead)

Contingents are responsible for the storage and internal distribution of fuel within the unit.

Stage 1

Life Support Section (Rations and Water)

It is an UN Responsibility to arrange commercial contract for fresh, frozen and dry rations and raw water.

It is a Contingent responsibility to purify (water), the storage and internal distribution within the unit

Supply Chain Management

- Oversees end-to-end supply chain processes: plan, source, deliver, return and disposal

- Sections include: Acquisition Management, Procurement, Warehousing, MOVCON and Property Management

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Stage 1

Supply Chain Management

Supply Chain Management is responsible for planning and execution, monitoring and control, guidance and coordination of all supply chain areas that are integrated on the basis of end-to- end processes, namely, Plan, Source, Deliver, Return and Disposal and cover activities related to demand planning, acquisitions, procurement, warehousing, asset and inventory management, transportation and freight planning (air, land, sea), expediting movement and tracking distribution, business intelligence and performance management. The Chief Supply Chain Management reports directly to the DMS. Supply Chain Management pillar will consist of the following Sections/Units:

Acquisition Management Section Procurement Section
Centralised Warehousing Section
Movement Control Section (MOVCON)
Property Management.

☞ In an integrated mission, MOVCON will ideally have expert military personnel integrated into the section to assist in the specialist issues of military movement (such as dangerous goods, specialised military equipment, and integration with military strategic lift). If this is not the case, Police and Force may need to take additional effort to ensure MOVCON understands any specialist considerations.

Stage 1

MOVCON Section

The function of MOVCON is to:

- Provide multi-modal (road, air, sea, rail) transportation operations for delivery and distribution of goods
- Administration and control of all MOVCON activity in the mission
- Develop systems/infrastructure to facilitate the movement of UNOE/COE and all personnel
- Maintain a structure capable of multi-modal transportation means for cost effectiveness and efficient utilisation of transport resources

MOVCON will normally be situated with the Chief Supply Chain Management to enable effective coordination.

MOVCON is normally integrated, thus ensuring is effective movement of military and police forces and equipment.

MOVCON normally has a number of detachments operating at airports, seaports, and railheads.

Stage 1 Confirmation:

1. What commodities does Life Support provide to contingents?

Fuel, rations and raw water

2. What are the 3 pillars operating under the Director Mission Support?

Operations and Resource Management, Service Delivery Management and Supply Chain Management

MSC – General

- Integrated

- Reports to DMS through Chief Operation and Resource Management

- AC2 for the provision of logistics support

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Stage 2

Mission Support Section - General

☞MSC, usually an integrated civilian-military-police section, is one of the three major joint and integrated sections at operational level, in a mission. The other two as described in Module 2.2 are the Joint Operations Centre (JOC) and the Joint Mission Analysis Centre (JMAC), which due to the nature of their tasks and functions, report to Mission Chief of Staff.

However, the MSC being purely meant for mission logistics support activities, reports to the Director of Mission Support through Chief Operations and Resource Management (CORM. It was cited on several recent mission interviews that the Chief MSC would prefer to report directly to the DMS effectively becoming a 4th pillar.

MSC delivers integration of command, control and accountability for the provision of the support.

Stage 2

MSC Functions

1. Integrated planning, prioritisation, coordination, tasking, monitoring and reporting of all logistics functions and harmonise employment and tasking of the logistics resources of all Mission components.

2. Review and prioritises all requests for logistics support from all mission components as well external partners and international/regional/national entities, in accordance with the Mission's aims and objectives, and allocates the most suitable approved civilian, commercial or military support resource to meet the requirements in the most effective and economic manner. This does not include standard and regular life support sustainment for uniformed component and FTS and General Supply items for all mission offices/staff, which are dealt in routine by concerned MSD sections.

3. Ensure that budgetary and human resources are identified and allocated for approved operations and projects.

4. Plan, prioritise, integrate, coordinate and task logistics resources on behalf of DMS/Chief ORM.

MSC- Functions (2)

- Coordinate tasking of all Mission level air, land and maritime transport
- Work closely with Regional Administrative Officers
- Mission's Single Point of Contact - non-mission actors
- Provide overview of MSD projects and realigns as required

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Stage 2

MSC Functions continued

5. Coordinate tasking of all Mission Level air, land and maritime transport assets for all movements by air, water or surface in consultation with Mission Air Operations Centre (MAOC) and Joint Movement Coordination Centre (JMCC).

6. Work in close coordination with the Regional Administrative Officers (RAOs) to ensure that all logistics support issues raised by RAOs at Mission are timely and efficiently addressed by MSD Sections at Mission level.

7. Serve as the Mission's single point of contact at all levels for the coordination of logistics issues with approved non-Mission actors and potential clients/users, such as Government and Non-Government Organisations (NGO's), UN agencies and Regional entities.

8. MSC provides an overview of Mission Support Division priority projects and realign them to changing mission priorities.

Stage 2

MSC Functions continued

9. Update DMS and Mission Support Division senior management with reference to ongoing troop/police deployments, rotations, operations and impact on Mission resources and capabilities.

10. Provide Mission Support Division key operational priorities and inputs into mission strategic documents and prepares annual **Mission Support Division Plan**. This requires close collaboration and coordination with key mission partners such as the strategic planners, uniformed components and substantive pillars is essential to ensure integrated planning, unity of effort and adaptation to changing mission environments.

11. Monitor and report all logistics functions for the efficient use of mission logistics resources using an information management system (such as UMOJA).

12. Manage the Contingent Owned Equipment (COE) Unit. The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the Memorandum of Understanding (MOU) and the Contingent Owned Equipment (COE).
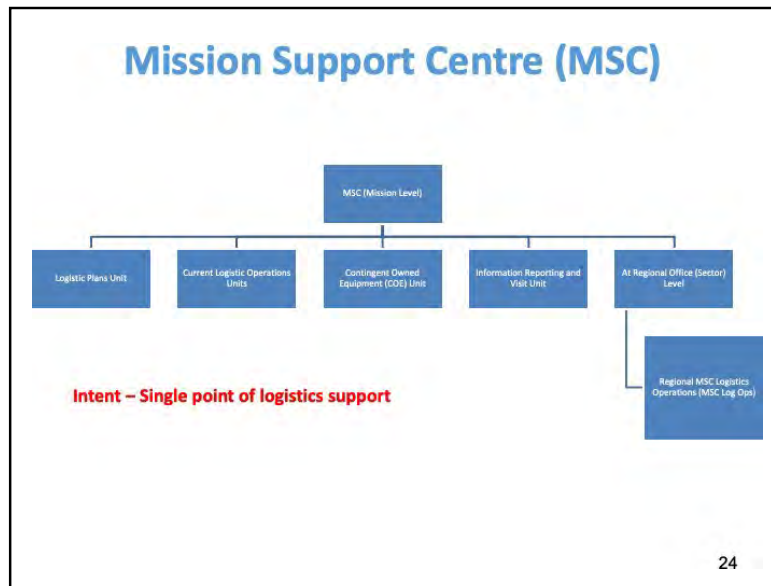
Stage 2

Mission Support Section - Organisation

Mission Support Centre normally falls within Operations and Resource Management. The intent of an MSC is to provide all Mission components with single point of coordination for all aspects of logistics support in the Mission area of responsibility.

MSC- Structure

- Chief MSC
- *Deputy Chief MSC
- Logistics Plans Unit
- Current Logistics Operations Unit (CLOU)
- COE Unit
- Information, Reporting and Visits Unit
- Regional MSC

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Stage 2

Mission Support Section - Structure

Chief MSC: The Chief MSC is an experienced logistics officer at the P-5 level with a thorough knowledge of United Nations logistics system and United Nations administrative procedures. The Chief MSC is also the principal advisor to CORM/DMS on all logistics planning and operations matters. Chief MSC is responsible for the planning, coordination and monitoring of all logistics operations for the Mission on behalf of the DMS. Chief MSC leads an integrated team of military, civilian and UN Police Officers under the integrated support concept.

Deputy Chief MSC: The Deputy Chief MSC is an experienced logistics officer at the P-4 level with a thorough knowledge of United Nations logistics system and United Nations administrative procedures. The Deputy Chief MSC assists Chief MSC in the supervision of planning, coordination, monitoring and reporting of all logistics operations for the Mission. Deputy Chief MSC is also responsible to Chief MSC for the performance management, training and technical supervision of all MSC staff, especially Logistics Operations Officers/Assistants in the Field Offices. The Deputy Chief MSC performs all the functions of Chief MSC during his absence.

☞**Note**: in some missions, the Military Chief U4 also performs the role of Deputy Chief MSC. This can pose significant challenges in span of responsibility and may cause conflicts of interest as a result of the dual chain of command to Force Commander and DMS. Most missions keep the Chief U4 and the integrated military Deputy Chief as separate appointments (who nevertheless work closely together).

Stage 2

Logistics Plans Unit

Within MSC, Logistics Plans Unit serves as the logistics planning element within MSC. This unit through an integrated military, UNPOL and civilian team of experienced planning officers, plays an integral role in the development of plans for all significant Mission support activities. The unit prepares medium and long-term logistics plans to ensure centralised planning, coordination and prioritisation of all logistics functions and centralised employment and tasking of the logistics resources of all Mission components.

The main functions to be performed by the MSC Plans Unit are as follows:

- Analyse Secretary General's Reports, SC Resolutions, Military Operational Directives and other policy documents to determine the support required.
- Provide logistics inputs to strategic mission documents like Integrated Strategic Framework and Mission Concept.
- Works in close coordination with Force Generation Services and Movement
  Control Section at UNHQ, FHQ U5 Branch, Police Planners, Mission Strategic Planning Unit and ensure that all planners in the mission have a common understanding of logistics planning/support
- Provide advice to other Mission components in planning logistics support to them
  substantive, military or police operations.
- Draft and review the Mission Support Plan and Mission specific logistics SOPs and disseminate after approval by Chief MSC and CORM/DMS.

- Lead reconnaissance and logistics assessment visits to potential deployment
- Develop plans for deployment, redeployment and repatriation of Mission elements in close coordination with relevant Mission components.
- Develop logistics annex for various contingency plans, such as Mission evacuation/relocation, in consultation with relevant Mission components
- Plan medium and long-term important logistics projects/tasks as per the priorities set by the senior Mission management.
- Conduct logistics briefings, training for new staff, military and police units and personnel upon deployment to the Mission area

Current Logistics Operations Unit

- Prioritises execution of Mission level logistics plans
- Functions include:
- ✓ Provide routine support to all Mission entities
- ✓ Forecast/prepare short term/immediate log support plans
- ✓ Coordinate and prioritise tasking of air, land, maritime transport assets

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Stage 2

Current Logistics Operations Unit (CLOU):

MSC Current Logistics Operations Unit (CLOU) is an integrated unit headed by a civilian logistics officer and assisted by logistics specialist civilians, military and police staff. They perform the integrating and coordinating functions of providing logistics support to all Mission components, including but not limited to military/police deployments, reconfiguration, rotations or repatriations and authorised support for UN Agencies and non-UN entities. The unit prioritises execution of Mission level logistics plans to ensure centralised coordination employment and tasking of the Mission level logistics resources and prioritisation of all centrally coordinated logistics support in accordance with the Mission's objectives.

The main functions to be performed by the Current Logistics Operations Unit are as follows:

- Provide routine support to all Mission entities including civilian, military and police.
- Ensure requests from other UN and non-UN entities are reviewed and screened properly.
- Forecast and prepares short term/immediate logistic support plans, coordinate and implement cross cutting logistics support across the Mission area.
- Carry out logistics support coordination with Mission Support Division (MSD) Sections to establish Mission priorities and resource allocation within the framework of the overall Mission Support Plan and guidance from mission senior management.
- Coordinate and prioritise tasking of all air, land and maritime transport assets for the

movement by air, water or surface of personnel and cargo in consultation with Mission Air Operations Centre (MAOC) and Joint Movement Coordination Centre (JMCC).

- Keep a track of all out bound logistics including coordination and synchronisation of cargo convoys to regions. Coordinate with U35 for ensuring that a cargo convoy planning is synchronised with Force protection capabilities at the given time.
- Maintain an overview of inbound logistics through close coordination with SCM and
  regularly brief Chief MSC regarding schedule/ timelines of inbound logistics.
- Advise Chief MSC on current logistics operations and on the execution of policy guidelines/decisions pertaining to major logistics support.
- Mobilise a Logistics Operations Room on a 24/7 basis in the event of emergencies.
- Maintain a detailed situational awareness of stocking levels of critical commodities.

Stage 2

COE Unit:
An integrated unit within MSC, headed by a civilian COE officer and assisted by COE specialist civilians, military and police staff. The COE Unit functions include planning and supervising COE availability in the mission. The Unit performs this function by verifying through physical inspections of COE. It monitors and reports on the correct performance of agreed responsibilities as detailed in the MOU by both TCC/PCCs and the United Nations.

The main functions to be performed by the COE Unit are as follows:
- Planning and supervising COE/MOU Arrival, Operational Readiness, Repatriation, and other periodic inspections of all formed military and police units deployed in the mission to verify by physical inspection that the TCC/PCCs.
- Processing Verification Reports (VRs) raised because of inspections and forwarding them
  to senior mission management for approval and subsequent submission to UN Headquarters (UNHQ) on a quarterly basis in accordance with the schedules as promulgated by UNHQ.
- Analysis of VRs to identify, in consultation with assigned unit staff, unit commanders, and
  other appropriate mission and UNHQ staff, formed unit major equipment and self-sustainment deficiencies and surpluses as compared to MOU
- Supervision of the maintenance of inventories of COE held by all military/police units deployed to the mission.
- Overseeing issuance of UNOE and services, which have been provided to units

which should be self-sustained and reflect as necessary in verification reports for financial reimbursement.

- Provision of COE related technical advice, briefs and training for formed military/police
unit personnel and other appropriate Mission staff on all aspects of the management and implementation in the field of the COE system.
- Participating in Pre-Deployment Visits (PDV) to TCC/PCC home countries.
- Development of mission specific policies, procedures and guidelines for the implementation and management, in the Mission, of the MOUs.
- Chief COE Unit serves as a member of and secretary to the mission's COE/MOU Management Review Board (CMMRB).

Information, Reporting and Visits Unit

- Focal point for up-to-date info on Mission strength, disposition and capabilities
- Functions include:
- ✓ Prepare logistics summaries
- ✓ POC for all visits and delegations coming to the Mission

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Stage 2

Information, Reporting and Visits Unit:

The Information, Reporting and Visits Unit serves as a focal point for the collection, analysis and dissemination of up-to-date information on the troops, police and civilian strength and deployment details and capabilities and status of all Mission logistics support assets and the status of major ongoing projects and activities. The Unit serves as the Business Intelligence Unit within MSC. It tracks key logistics support indicators to provide Mission Support Management with necessary statistics regarding trends and capabilities, for strategic planning capacities. The unit also acts as service desk to plan and coordinate logistics support for all visits/delegations to the Mission when authorised by the senior mission leadership.

The main functions to be performed are as follows:

- Collect, collate, analyse, interpret and disseminate all support information in the Mission area through electronic media.
- Monitor and analyse weekly and any other reports from all MSD elements.
- Receive regular reports from Force, Police and Regions (including Mission HQ) regarding updated troops/police and civilian deployed strength
- Prepare logistics summaries, conduct logistics briefings and presentations
- Provide CLOU, Planning Unit and Chief MSC with all relevant and timely information and reports on logistics matters in the Mission.
- If tasked, track key logistics performance indicators and cost capturing for support provided to non-mission entities.
- Maintain a statistical database of requested logistics information for providing senior leadership with analysis and trends to facilitate informed decision making.

- Carry out regular liaison with the Desk Officers of Current Logistics Operations Unit, Logistics Plans Unit and MSC Regional Office Staff.
- Be a focal point for all visits and delegations coming to the Mission.
- Be prepared to work beyond normal working hours in the Logistics Operations Room in the event of emergencies or crises as assigned by Chief MSC.

Stage 2

Regional MSC (Support at Sector Level):
Located in Field Offices (Sectors) Regional MSC are managed by a Regional Administration Officer (RAO). Under the RAO, the Regional MSC Log Ops supervisor leads the Log Ops team to coordinate the day-to-day logistics support activities of all MSD components in the Regional Office. MSC Regional Log Ops staff are expected to coordinate and ensure delivery of a full range of approved and authorised logistics support to all Mission components and external clients in the field under the supervision of the RAO.

The main functions to be performed by the MSC Log Ops staff in Regional Offices are:
- Provide advice and guidance to RAO on logistics support.
- Assist the RAO in preparing the short- and medium-term support requirements
- Liaise with Sector HQ, Military Contingents, FPU, UNPOL and substantive personnel at the Field Office level.
- Coordinate the provision of adequate logistics support, under supervision of the RAO, to
  designated locations within the Field Office Area of Responsibility (AOR), as required.
- Oversee the proper utilisation of all UNOE, Contingent Owned Equipment and assets, as well as premises leased or procured from Host Government by the Mission.
- Advise the RAO for the continued requirement for procurement of land for Mission
  camps/offices and the establishment of premises including renewals of leases.
- Keep a track of all inbound and out bound logistics including coordination for logistics convoys in and out of AOR.
- Maintain an overview of all the logistics stocks in AOR including critical life

support commodities held at warehouse as well as with contingents and timely advise RAO and MSC regarding any shortfalls anticipated.

- Convene the weekly MSD meeting, under authority of the RAO, involving all MSD Sections and Military/Police logistics staff in the Field Office to discuss the status / progress of ongoing support or projects.
- Prepare and submit the weekly Regional Office Logistics report.
- Act as the focal point on behalf of the RAO to liaise with UN Agencies, non-UN entities and local authorities in the provision of approved logistics support in the field office.

Questions

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Stage 2 Confirmation:

Name the various functions performed by the Missions Support Centre?
MSC Functions
1. Integrated planning, prioritisation, coordination, tasking, monitoring and reporting of all logistics functions and harmonise employment and tasking of the logistics resources.
2. Review and prioritises all requests for logistics support from all mission components as
   well external partners and international/regional/national entities.
3. Ensure that budgetary and human resources are identified and allocated for approved operations and projects.
5. Plan, prioritise, integrate, coordinate and task logistics resources. Coordinate tasking of all Mission Level air, land and maritime transport assets for all movements by air, water or surface in consultation with MAOC) and JMCC.
6. Work in close coordination with the Regional Administrative Officers (RAOs).
7. Serve as the Mission's single point of contact at all levels for the coordination of logistics issues with approved non-Mission actors and potential clients/users.
9. MSC provides an overview of MSD priority projects and realign them to changing mission
   priorities. Update DMS and Mission Support Division senior management with reference to ongoing troop/police deployments, rotations, operations and impact on Mission resources and capabilities.
10. Provide MSD key operational priorities and inputs into mission strategic documents and prepares annual Mission Support Division Plan.
11. Monitor and report all logistics functions for the efficient use of mission logistics

resources using an information management system (such as UMOJA).

12. Manage the Contingent Owned Equipment (COE) Unit. The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the MOU and the COE.

Routine vs Non-Routine Support

- MSD responsible for Mission level logistics support
- Supports Mission and Non-Mission Actors
- Support classified as Routine and Non-Routine

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Stage 3

Routine vs Non-Routine Support

☞As indicated the Mission Support Division is responsible for overall Mission level logistics support. This support is vast and covers the familiar logistics functions such as supply and transport but also includes atypical functions such as engineering, medical and communications.

Additionally, support is not only for Mission actors (Civilian, Military and Police Components) but also occasionally for the Host Nation and other actors (UN Agencies and International and Non-Governmental Organisations).

Essentially support can be classified as routine and non-routine each having their own processes.

Stage 3

Routine Support

Routine logistics support will refer to standard issues, repairs, replacements or technical support as per established entitlements and recurring in nature not involving any new project, major resources or substantial labour cost provide directly to Mission elements (Force, Police and Civilian Pillars). These will be managed by the SD and SCM Sections at both Mission and Field Office levels.

Stage 3

Routine Support Examples

Examples below (though not exhaustive) indicate routine support:

Life Support - Rations, water, fuel, routine general supply
Engineering - Minor works/repairs, operations of generators, Water Treatment Plants maintenance, facilities management
Field Technology Section - Standard issue of CITS equipment, help desk
Transport - Fleet Management, Vehicle maintenance, repairs, dispatch MOVCON - Routine passenger and cargo movements
Aviation - Regular flights
Medical - Medical support, equipment and medicines at Level I Hospitals (clinics), II, III Hospitals

Non-Routine Support

- Support provided to non-Mission elements
- Support to special projects (DDR)
- Support to special ops (Ebola, elections)
- New projects and unplanned requirements
- Staffed through MSC to CORM / DMS

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Stage 3

Non-Routine Support

All support provided to non-Mission elements (in support of the mandate) including on cost recovery, special projects (such as DDR, major troop deployments etc.), special operations (such as support to Ebola, elections support etc.), strategic planning/projects (new office/land space acquisition/ large scale reconfigurations etc.) and any unplanned/unbudgeted requirements to operational necessity which require significant resources and labour cost from all MSD components will be considered non-routine and will be submitted to the Chief MSC for assessment and review for approval by either Chief ORM or the DMS.

The Chief MSC upon approval by either Chief ORM or DMS will then coordinate the appropriate Services with MSD to execute the requirements and deliver the required goods and services. The MSC will develop support plans, coordinate, monitor and report the progress of all such projects and any key challenges.

Non-Routine Support – Examples (1)

- Life Support – special issue of rations, water or fuel to Host Country

- Engineers – major works, land acquisition, new projects

- FTS – special issue of CITS equipment

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Stage 3

Non-Routine Support Examples

The examples below though not exhaustive indicate non-routine support:

Life Support - special issue of rations, fuel, water and general supply items to Host Country such as police, military, government, DDR camps and special support tasks.

Engineering - major works/ repairs/ construction, land acquisition, space allocation, new projects (reconfigurations of Force, Police or Civilian postures

FTS - special issue of CITS equipment, special support tasks, new projects

Non-Routine Support – Examples (2)

- Transport – special vehicle allocation support to Host Country
- MOVCON – major troop repatriation, special passenger
- Aviation – Special flights
- Medical – supply of eqpt, medicine and treatment for non-Mission actors

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Stage 3

Non-Routine Support Examples

The examples below though not exhaustive indicate non-routine support:

Transport - Special vehicle allocation and support tasks to Host Country (HC)
MOVCON - Special passenger and cargo movements (host county, other partners), major
troops repatriations / deployment support/ induction
Aviation - Special flights, tasks routed through MSC and JMCC
Medical- Supply of equipment/medicines/treatment at Mission facilities or third-party logistics (3PL) for non-Mission elements like DDR.
Special Support Issues - Support to Host Country, Electoral Support, Support to DDR, etc

Non-Routine Support – General

- Timely support = right procedures to be followed
- Lack of clarity - DMS will adjudicate
- MSC will capture performance data on SDM and SCM sections

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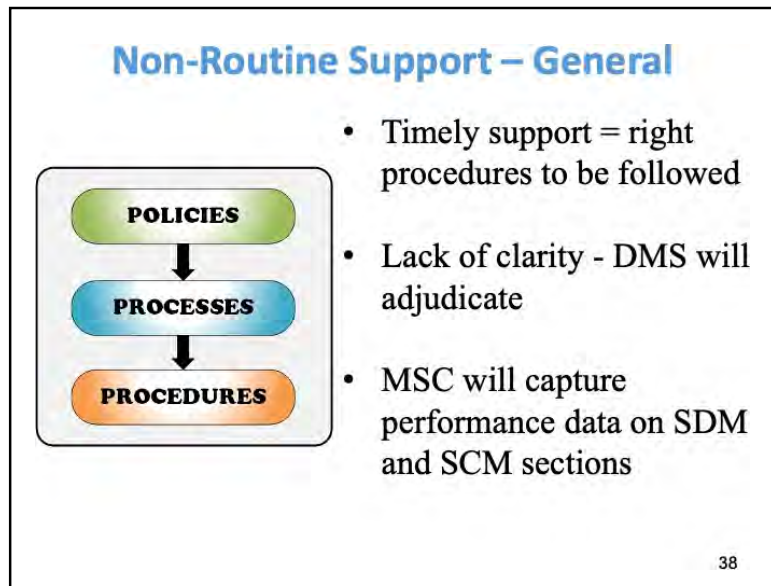
Stage 3

Non-Routine Support - General

To ensure that MSD is responsive to clients' needs and that required and authorised support is obtained in a timely manner, the right procedures to request and obtain approval should be followed, where there is lack of clarity, the DMS will adjudicate. The MSC **will** also capture performance data on the SD and SCM Sections on the fulfilment of tasks from the MSC Tracking Tool.

Questions

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Stage 3 Confirmation:

Provide some examples of Non-routine support requests.

Life Support - special issue of rations, fuel, water and general supply items to Host Country such as police, military, government, DDR camps and special support tasks.
Engineering - major works/ repairs/ construction, land acquisition, space allocation, new
projects (reconfigurations of Force, Police or Civilian postures
FTS - special issue of CITS equipment, special support tasks, new projects
Transport - Special vehicle allocation and support tasks to Host Country)
MOVCON - Special passenger and cargo movements (host county, other partners), major troops repatriations / deployment support/ induction
Aviation - Special flights, tasks routed through MSC and JMCC
Medical- Supply of equipment/medicines/treatment at Mission facilities or 3rd party logistics (3PL) for non-Mission elements like DDR.
Special Support Issues - Support to Host Country, Electoral Support, Support to DDR, etc

Stage 4

Sources of Logistics Support

The UN normally draws logistics support for its missions from a combination of four main sources:

- UN owned equipment (UNOE) sourced from the UN Global Service Centre (Brindisi and Valencia), the UN Regional Service Centre (Entebbe), other UN missions and on occasion other UN agencies (UNHCR, WHO, etc)
- Enabling units provided by TCCs operating under the UN (MSD) via a MOU
- Commercial sources arranged by the UN (local and international contracts
- Contributing countries via a MOU.

Stage 4

United Nations Owned Equipment (UNOE)

☞Definition of UNOE - Property in UN terminology consists of supplies, equipment, buildings and land belonging to or under the charge of the UN, whether acquired by purchase, rent, loan, donation, trust, or other means. UN-owned equipment (UNOE) is the only mission property that must be entered into the **UMOJA System of Records** and reported to UNHQ.

UN maintains strategic stocks of equipment for deployment to missions at the UN Logistics Base in Brindisi, Italy.

UN will establish contracts to acquire additional equipment to be managed as UNOE. Movement and sustainment of that equipment is also provided through contracts both external and internal to the mission area.

Brindisi – The Movie

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Stage 4

United Nations Logistics Base – Brindisi, Italy

We will now look at the UN Logistics Base in Brindisi in more detail with this 6-minute movie. For information and in accordance with budget documentation, UNLB operates as a unified entity comprising the Global Service Centre (GSC), Brindisi and the United Nations Information and Communications Technology Facility (UNICTF), Valencia. Note the various sections and responsibilities within the Support Centre.

Stage 4

Enabling Units

☞ Enabling assets consist of construction engineer units, Unmanned Aerial Systems, manned airborne ISR aircraft, enabling assets with composite engineer units, medical, utility and cargo military aircraft, logistics units, signal, transportation and movement units and supply.

The classification of these units is agreed in the Statement of Unit Requirement (SUR), MOU / Letter of Assist (LOA) prior to deployment.

Commercial Sources

- Strategic lift
- Construction
- Expendables: Fuel, Rations and Water

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Stage 4

Commercial Services:

- Strategic lift
- Construction services
- Expendables (fuel, rations, water, etc)

Contingent Owned Equipment

- Provided by a Police or Military contingent
- Major Equipment
- Self-Sustainment

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Stage 4

Contingent Owned Equipment:

Major equipment, minor equipment and consumables deployed and operated by a contingent in the performance of peacekeeping operations. This also includes Self-Sustainment or how a contingent survives in the field mission (communications, catering, medical, etc.)

Questions

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☞ In this lecture we discussed the Mission Support Division (MSD), which is extremely important to logistics planners and commanders in the provision of support across the Mission. We also explored the various sections of a typical MSD with emphasis on the Joint Mission Support Centre. The various sections where uniformed personnel could be employed as part of an overall integrated approach were highlighted as well as typical routine and non-routine requests that involve MSD. Last, the sources for logistics supporting a UN Mission were discussed.

1. **What are the 4 sources from which the UN normally draws logistics support for its missions?**

• UN owned equipment (UNOE) sourced from the UN Global Service Centre (Brindisi and Valencia), the UN Regional Service Centre (Entebbe), other UN missions and on occasion other UN agencies (UNHCR, WHO, etc).
• Enabling units provided by TCCs operating under the UN (MSD) via a MOU.
• Commercial sources arranged by the UN (local and international contracts); and
• Contributing countries via a MOU.

Engage with Mission Support

Aim	Deliverable(s)
• Discuss and debate possible process and support solutions from the scenario provided	• Identify the correct level of interaction • Discuss differences in organisations • Identify potential conflicts • Identify logistics priorities
Time Allocation **Discussion:** (Syndicate) 120 mins **Presentation:** (Plenary) 30 mins **Total:** 150 minutes	**Notes** **Given:** • Activity 2.5 Handout • CARANA Map – 500k

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RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
Carana Map 500K

TIME
Suggested time 120 minutes:
120 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
At the end of the lesson participants will assemble in their assigned syndicate rooms and prepare a presentation based on the questions below to be delivered in plenary after 120 minutes.

☞   **NOTES TO INSTRUCTORS:**

It is essential for incoming uniformed commanders and planners to understand the structure of Mission Support Division of the mission in question and the various roles and responsibilities.

Furthermore uniformed commanders, staff and planners must seek out and confirm the correct points of contact. Forming and maintaining proper relationships will significantly improve an unformed officer in planning for and obtaining both routine and non-routine support.

This activity in concert with the lesson will enhance the knowledge, skills and attitudes of the participant. Although the CARANA scenario is being utilised as a backdrop, the syndicates only need a copy of the Carana Map 500K. Once again, facilitators must ensure to introduce the activity, provide direction and guidance, develop a timeline, monitor and receive a rehearsal. **The ultimate deliverable will be a PowerPoint Presentation (Staff Brief) in plenary on Day 4.**

SCENARIO
- The Mission Support Centre (MSC) has just ascertained the Sector 2 Commander (SC) has convinced the new Force Commander (FC) that despite the agreed to Statement of Unit Requirements (SUR), the BOTTBATT HQ and its HQ Company

need to move from their present location in FARON to a smaller town in SIRASI for security reasons. The BOTTBATT location in FARON is well established and there have been no major issues with this camp. The FC has indicated that the new location needs to be in place within 5 weeks' time. Initial analysis by the MSC reveals that building a camp within 5 weeks for BOTBATT is simply not feasible and no land negotiations have been made with the Host Country.

- Also the United Nations Police (UNPOL) operating within Sector 2 has surged 40 Individual Police Officers into the town of FORELLO, a location that is due to be closed by UNAC in 60 days.

- C Company from NAMBATT located in NIXAN has recently experienced late delivery of rations and fuel from the contractor and the Sector HQ in SUROUN is looking to acquire three additional night vision goggles that are being supplied to all Sectors from Mission Support Division.

- You are a uniformed planner working with the MSC.

Deliverables:

The ultimate deliverable is to prepare and present a PowerPoint presentation (Staff Brief) to the Chief MSC on correct process/support solutions at in Plenary on Day 4.

1) Identify the correct level of interaction for each logistic issue within MSC or associated section (and Sector equivalent).

2) Discuss the difference in style of approach appropriate for different cultures and organisations.

3) Define the layers of cultural noise that can interfere with effective communication and how would you adapt your communication style to different in-mission cultures (national and military/police/civilian)?

4) Identify potential conflicts between support requests from units vs UN support procedures.

5) Prioritise logistic issues for resolution at appropriate level.

Lesson 2.6 Diversity and Cultural Considerations in UNLOG

1

COURSE: Operational Logistics
MODULE: 2.6 - Describe Culture and Diversity
DURATION: 50 MINS
LEARNING OBJECTIVES:
1. Discuss the concepts of Diversity and Cultural Considerations as they relate to UN Logistics

METHOD/APPROACH: Interactive Lecture
REFERENCE: Operational Logistics Training Guide
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Theory

Review

2

Lesson 2.5 Review

Name the various functions performed by the Missions Support Centre?

a. Integrated planning, prioritisation, coordination, tasking, monitoring and reporting of all logistics functions and harmonise employment and tasking of the logistics resources of all Mission components.

b. Review and prioritises all requests for logistics support from all mission components as well external partners and international/regional/national entities, in accordance with the Mission's aims and objectives, and allocates the most suitable approved civilian, commercial or military support resource to meet the requirements in the most effective and economic manner. This does not include standard and regular life support sustainment for uniformed component and FTS and General Supply items for all mission offices/staff, which are dealt in routine by concerned MSD sections.

c. Ensure that budgetary and human resources are identified and allocated for approved operations and projects.

d. Plan, prioritise, integrate, coordinate and task logistics resources on behalf of DMS/Chief ORM.

e. Coordinate tasking of all Mission Level air, land and maritime transport assets for all movements by air, water or surface in consultation with Mission Air Operations Centre (MAOC) and Joint Movement Coordination Centre (JMCC).

f. Work in close coordination with the Regional Administrative Officers (RAOs) to ensure that all logistics support issues raised by RAOs at Mission are timely and efficiently addressed by MSD Sections at Mission level.

g. Serve as the Mission's single point of contact at all levels for the coordination of logistics issues with approved non-Mission actors and potential clients/users,

such as Government and Non-Government Organisations (NGO's), UN agencies and Regional entities.

h. MSC provides an overview of Mission Support Division priority projects and realign them to changing mission priorities.

i. Update DMS and Mission Support Division senior management with reference to ongoing troop/police deployments, rotations, operations and impact on Mission resources and capabilities.

j. Provide Mission Support Division key operational priorities and inputs into mission strategic documents and prepares annual Mission Support Division Plan. This requires close collaboration and coordination with key mission partners such as the strategic planners, uniformed components and substantive pillars is essential to ensure integrated planning, unity of effort and adaptation to changing mission environments.

k. Monitor and report all logistics functions for the efficient use of mission logistics resources using an information management system (such as Umoja).

l. Manage the Contingent Owned Equipment (COE) Unit. The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the Memorandum of Understanding (MOU) and the Contingent Owned Equipment (COE).

Learning Objectives

- Organisational Culture

- Diversity and Gender

By the end of this session participants will be able to:
Discuss difference between sex and gender
Recognise the impact of cultural diversity in a UN peace ops environment
Debate how different organisational cultures interact in a UN peace mission

Uniformed officers deploying on their 1st mission, will, find that the cultural differences that exist among the major components (civilian, military and police) are substantial. Understanding these differences will be useful with the aim of fostering professional relationships among the organisations. It is important that participants realise their own bias in term of gender differences and how these biases can impact their interaction within the mission area.

What is Diversity?

**Diversity = variety, different types
Diversity in a human context refers to
differences such as...**

4

Stage 1
Ethnicity, race, professional backgrounds, religious or political beliefs, gender and much more.
Have participants produce differences...

Layers of Diversity
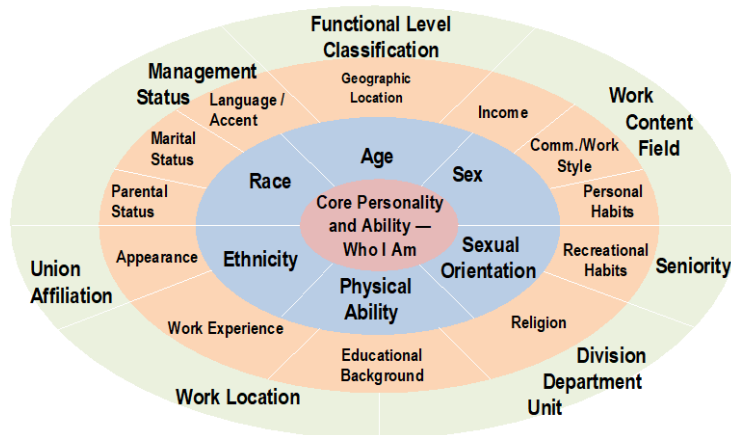
Stage 1

The graphic here is based on research conducted by experts in the field of diversity, Gardenschwartz & Roe, who suggest there are many layers/elements of diversity; keeping this is mind is essential in recognising and valuing the many aspects of diversity and its impact on who we are and how we see the world

The core difference between us, of course, is our personality--something that distinguishes us from everyone else.

The primary elements of diversity are things we cannot change, such as age, race, physical ability; these are usually things people know about us simply by observing us.

The secondary elements are subtler, such as geographic location, work style, educational background, etc.

The outer ring are the organisational aspects of diversity; these may perhaps be things we don't think of immediately when we think of diversity but can make a real difference in how we relate to one another, particularly in the workplace.

This graphic can also be used to think about how messages and biases can influence the way we think about others: For example, we all receive messages--subtle and explicit-- about things like race, ethnicity, sexual orientation, etc., from our families and friends. Until we recognise these messages and understand them, they subtlety influence the way we view and interact with others. Conversely, it's important to recognise that others are always looking at us and interpreting our behavior through their "lenses" and experiences.

Values and beliefs; Religions and their roles

Customs – birth, death, weddings, "coming of age", hospitality, greetings, sharing

Respect; Perception of time; Perception of space (intimate, personal, social, public); Physical contact

Relationships; Occupation; Social class; Societal and community structures

Use of authority; Looks and abilities; Education; Family
Sexual orientation; Individual v Collective (group) identity and decision-making processes

Organisational Culture (1)

What types of organisational cultures are present within a UN peace operation?

6

Stage 1

Diversity does not only pertain to individuals, but manifests itself in organisations: how they are structured, how they work, and what vision they have

Allow time to participants to reply to the question. Prompt them to arrive to mention: Military, each national contingent has a different operational culture; Police, same as military; civilians, someone working with UN will have different working habits than someone working for an NGO; National Institutions etc.

Organisational Culture (2)

- Uniformed personnel will experience a wide range of professional differences among themselves and with other actors

- These differences can cause friction

- Prove an obstacle to planning logistics support

7

Stage 1

A military or police officer in a UN mission will experience a range of professional differences in their working environment, which can at best cause friction, and at worst prove an obstacle to planning for logistic support in an already complex mission.

Challenges posed by Cultural Differences

- Communication and problem solving using different mind-sets and backgrounds
- Natural to believe that one's "way of thinking" is correct (cognitive bias)
- Must be able to adapt

8

Stage 1

National / cultural differences across contingents

This may include differences in national culture, and even sub-cultures within various organisations. A professional staff officer in any multi-national headquarters will brace themselves for two certainties:

1. Colleagues from other nations will seek to communicate and problem solve using fundamentally different heuristics, which go beyond which "procedure" is being used; and

2. It is a natural tendency to believe that one's personal "way of thinking" is correct, and that others should adapt. The most successful staff officers are able to see how their own behaviours impact others, and adapt accordingly.

Police and Military Cultures

- UN doctrine often considers Police and Military as "Uniformed"

- Often do not share common terminology / professional cultures

- Operational-level planning may not be known

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Stage 1

Police and Military Cultures

UN doctrine often considers Police and Military contingents together as "uniformed", especially if they seem to use similar rank structures, it must be recalled that in most nations the organisations share very little similarities.

It follows that they may not share common terminology, will often have very different professional cultures, and most importantly, their training, experience and professional development is markedly different (as is appropriate given their very different roles and capabilities).

Concepts such as operational-level planning may not be known to some organisations. Care must be taken to ensure that military planners do not assume that police personnel will (or should) follow the military planning process or terminology.

Civilian vs Uniformed (1)
Uniformed personnel must consider:

✓ Complexity of UN missions/inflexibility of funding
✓ Duration of uniformed deployment
✓ Limited likelihood of perceiving all factors
✓ Civilians are professionals with UN experience
✓ Frustration is shared by all

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Stage 1

Civilian and Uniformed Cultures

There are several factors, which uniformed personnel must consider when understanding the point of view of civilian colleagues and experts:

• The complexity of UN missions, and the inflexibility of its funding structure, which means that change requires a long-term perspective.

• The duration of a uniformed individual/unit's deployment/rotation.

• The limited likelihood that uniformed personnel can perceive all of the factors associated with an issue

• That Civilian personnel are professionals in their own field and are far more experienced in the unique methods and processes of UN missions.

• That however much the uniformed person may be frustrated with a particular situation, it is likely your civilian Mission Support counterpart has been equally frustrated but for a longer period of time.

Civilian vs Uniformed (2)

✓ Perceived civilian inflexibility could be a result of a higher decision
✓ Civilians must manage long-term consequences of short-term change
✓ Ask a request vs Demand a request
✓ 24/7 work temp not realistic

Do You Ask Or Do You Demand?

11

Stage 1

Civilian vs. Uniformed Cultures
- What may appear as civilian inflexibility is often a function of a decision well beyond the mission's control, such as a General Assembly resolution
- That Civilian personnel must manage the long-term consequences of well-meant but destructive short-term change.
- That while, military and police (to differing degrees) operate within a hierarchical structure where orders are to be obeyed, UN civilian culture is very different. When seeking support of the civilian component, a wise uniformed member asks for a request, not a demand. This distinction is essential for a respectful relationship.
- That a uniformed expectation of a 24/7-work tempo is not realistic in the context of a long-term civilian workforce. Civilian staff can and will surge in an emergency, but while uniformed personnel are deployed for a limited period at high tempo, civilian personnel must sustain capability over the life of the mission.

Gender and Sex

What is the difference between gender and sex?
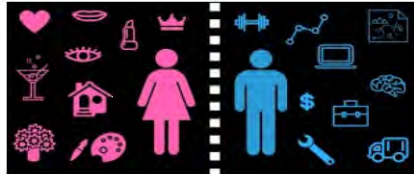
12

Stage 1

Link this stage of the presentation to the previous one by saying: gender is a fundamental difference between human beings, and it affects how we interact with each other.

Pose the question to participants and allow them to discuss.

What is the difference between gender and sex?

SEX

Biologically determined

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GENDER

Culturally determined
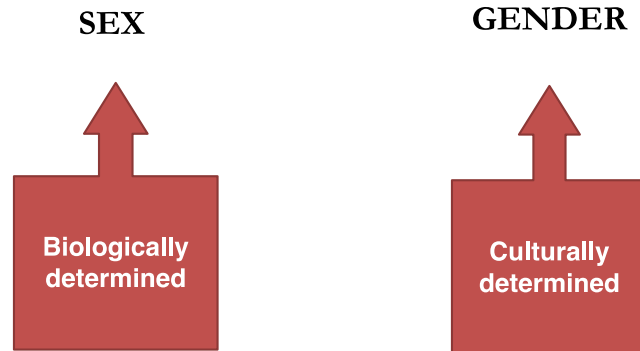
13

Stage 1

We all have in our mind images of what we think a man, or a woman should be or do. These are our gender bias. They affect women AND men.

We all have them, and the struggle for gender equality means fighting these biases.

What is important is that while sex is determined at birth, gender is culturally determined and can change and does change across cultures and time.

Learning activity
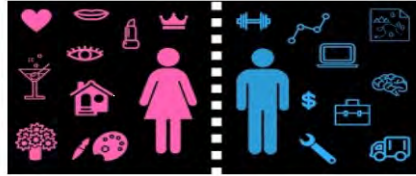
14

Activity steps
- Print all the pictures.
- Place the man and woman picture on the wall.
- Divide participants into small groups (2/4 people)
- Distribute the pictures randomly among the small groups.
- Tell all the small groups to decide under which category (man or woman) to place each picture.
- Allow them 2/3 minutes to discuss and then place the pictures according to their decision.

Once all the pictures have been placed ask them … So what?

Underline how the fact that certain objects are categorised as more male or female represent our expectation of the role each gender must play in a given society.

Some groups may want to escape the dual classification by putting their picture/s in a 'third' category recognising that the object may go for either gender. This is a more appropriate attitude in term of gender equality.

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Gender Equality

- Women and men have the same opportunities

- Rights, roles and responsibilities do not depend on Sex

- A means to gain equality of access or outcomes

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Stage 1
Equity is giving everyone what they need to be successful.
Equality is treating everyone the same.

Equity is the means/process to gain equal access, opportunity or outcome.

UN Framework

- UN SCR 1325 on Women Peace and Security

- UN SC 2538 encourages Member States to increase the number of uniformed women in peacekeeping operations

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Gender Equality – Key Messages

- Promote equality
- Observe carefully
- Investigate properly
- Report accurately
- Behave respectfully

39

Stage 1

There are many different tasks and activities of a peacekeeping operation that can have a direct, beneficial impact on women's safety, security and gender equality.

- Promote equality
- Observe carefully
- Investigate properly
- Report accurately
- Behave respectfully

Why is it Important?

Diversity
- Acknowledge your perception of differences

Equality
- Respect and value differences

Inclusion
- Include everyone and value their contributions

- Promotes communication and cooperation
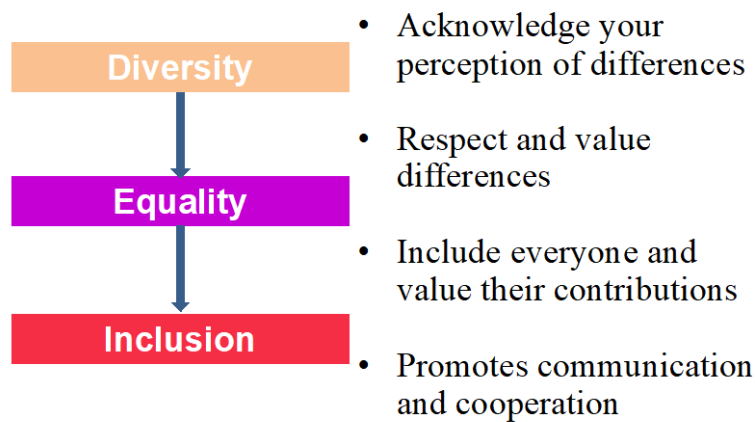
40

Stage 1

Why is it important to recognise diversity?
- Acknowledges everyone is different
- Acknowledges that we all have bias, and these must be recognised
- Despite differences, everyone wants to be respected and heard
- Everyone wants their contribution valued
- Promotes communication and cooperation
- All this is critical for effective work in a UN mission

Avoid stereotyping and prejudice

Beliefs about all people of a certain type.

Judgements or opinions that are formed without real knowledge or examination of facts.

Prejudices are generally negative.

Key Considerations for Planners (1)

COMPLEX

- Mission structures are highly complex
- You do not possess the full control and authority of resources
- Cannot be a UN expert on a 6-12 month deployment
- Your capacity to engage different individuals from different organisational cultures is critical for your work

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Stage 1

Mission structures are highly complex, and organisations seeking resources will not have the full control and authority over the assets and resources they need to perform their responsibilities.

Further, it is not reasonable to expect that personnel deployed for 6-12 months into a mission can possibly absorb and comprehend the myriad of policies and practices of a complex UN mission.

Key Considerations for Planners

- Make sure men and women are included in your teams
- Identify key Mission Support personnel
- Develop a close working relationship
- Engage early and often when planning
- Mainstream gender and cultural considerations into logistics plans and estimates
- Mission mandate trumps individual component objectives

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Stage 1

Accordingly, the most fundamental responsibility of a Military or Police Officer appointed in a planning / logistics role is to:

- Identify the key Mission Support personnel who can advise them on the various functions.
- Develop a close working relationship with those personnel at each level. Do not be rank sensitive – identify the expert and/or the decision-maker, regardless of rank. <u>Developing a good working relationship require acknowledge the differences, recognising own prejudices and bias, respect the other person</u>.
- Engage them early and often when planning (or even considering contingencies)
- Introduce timeframes / expectations early, as often UN processes require a longer lead-time. Mission Support contacts may need to adjust your expectations.
- Recall that the mission mandate trumps individual pillar objectives

Questions

Confirmation:

Why is it important to recognise diversity?
- Acknowledges everyone is different
- Despite differences, everyone wants to be respected and heard
- Everyone wants their contribution valued
- Promotes communication and cooperation

Discuss Culture and Diversity

Aim	Deliverable(s)
• Discuss and debate the importance of culture and diversity	• Under facilitator lead conduct a discussion on related cultural and diversity related issues
Time Allocation **Discussion:** (Syndicate) 50 mins **Total:** 50 minutes	**Notes** **Given:** • Activity 2.6 Handout

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard

TIME
Suggested time 50 minutes:
50 minutes - discussion and preparation in syndicate

PREPARATION
At the end of the lesson participants will assemble in their assigned syndicate rooms and conduct a guided discussion with their facilitator.

Deliverables:

a. "Fresh Perspective":

1. Go around the room and ask each team member to share something about their background (example - education, skills, race, etc.).
2. Pair each person in the group with another person who has a different background.
3. Instruct each person to list the distinct challenges the other person faces on a daily basis.
4. Gather again as a team or in small groups and discuss the biases and stereotypes you encountered.

b. "Gender in a Box":

Divide participants into smaller groups of three. Show some websites with ads that show people of different genders in different life situations and have the smaller groups discuss.

1. While participants are talking, hang up two flipcharts.

2. After about 15 minutes, ask participants to come back and provide feedback on the qualities of 'men' and 'women', as presented through the web sites. Make notes of qualities they list on the two flipcharts. Try to use key words or short phrases.

3. Ask participants to look at the lists and identify possible contradictions among characteristics listed under MEN and under WOMEN.

4. Ask participants to look for qualities that seem to be independent of "will" – for example, physical qualities, such as height, are largely a matter of genetics and can be influenced only to a certain degree. Put a box around these qualities.

5. Ask the group to find matching opposites in the men and women's lists, and then circle and connect them using a marker of a different colour, for example submissive – dominant.

6. Proceed to the debriefing and evaluation to explore further the process of gender socialisation, and to make connections with gender-based violence.

Lesson 2.7 Discuss Lessons Learned – UN Missions

1

COURSE: Operational Logistics
MODULE: 2.7 - Discuss Lessons Learned - UN Missions
DURATION: 50 MINS
LEARNING OBJECTIVES:
1. Discuss how working methods (such as orders groups, consultation processes) may need to change to adapt to include civilian, military and police an facilitate processes required to mitigate knowledge losses due to uniformed rotation; and
2. Facilitate logistic planning process change required to incorporate AC2 (incorporating
   correct personnel and adjusted timelines) and consider skills and methods needed to resolve frictions (soft skills and planning changes)

METHOD/APPROACH: Interactive Lecture
REFERENCE: Operational Logistics Training Guide
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Theory

☞ By the end of this lecture the participants will be exposed to various lessons learned that were identified by numerous missions during the Operational Logistics Training Guide Development Working Group in August 2020.

Review

Review Module 2.6

Why is it important to recognise diversity?
- Acknowledges everyone is different
- Despite differences, everyone wants to be respected and heard
- Everyone wants their contribution valued
- Promotes communication and cooperation

Learning Objectives

- Changing work methods and mitigating knowledge loss - uniformed rotation

- Facilitate logistics planning process change and resolving friction

3

☞ This lesson will be extremely useful during a deployment to a mission and will be used for Activity 2.7 – Debate with Real Life Lesson Learned. The learning curve is steep for uniformed officers deploying to a mission especially if this is the first time working in a United Nations Mission as policies and practices are widely different to national ones. Many uniformed officers are not in a real position to contribute positively until they have some time in the Mission and this can vary from 1-3 months (sometimes more). Knowing this these, lessons learned should benefit deployed uniformed officers if they are applied during their tenure if applicable.

This Lesson will be conducted in 1 Stage:
1. Discuss how working methods (such as orders groups, consultation processes) may need to change to adapt to include civilian, military and police and facilitate processes required to mitigate knowledge losses due to uniformed rotation and facilitate logistic planning process change required to incorporate AC2 (incorporating correct personnel and adjusted timelines and consider skills and methods needed to resolve frictions (soft skills and planning changes).

Mission vs National Logistics Support

- Rely on MSD for logistics support vs Higher Logistics Command
- Priorities may not align
- Contractors
- Mission support requires more coordination and redundancy
- Variety of assets/units

4

Stage 1

How best to describe the differences between UN mission support versus home-nation logistic support?

- Reliant on Mission Support Division for logistical support as opposed to Higher Logistical Command echelon
- Priorities may not align all the time between military, police and civilian components therefore requires more simplified approach to planning is required
- Contractor Officer Representatives can monitor contracts/scope of work & performance rating
- Logistic support in UN missions requires more coordination and redundancy in logistics planning and execution
- There can be greater variety of assets/units to choose from in order to execute mission

Factors – Best Use of Integrated Support

- Understand units' MOU/SUR
- Understand units' overall capabilities and limitations
- Missions Factors (Environment, Operational, Hostility)
- HQ – mitigate shortfalls and provide solutions
- UN Policies - Vague

5

Stage 1

What factors must be considered to make the best use of TCC/PCC and UN logistic support/ resources collectively to achieve the mandate?

- A clear understanding of the units' MOU/SURs (which describe its capability)
- Understanding units' overall capabilities and limitations
- Mission Factors i.e. security, terrain, in a non-permissive environment
- At the Headquarters Level we must find way to mitigate their shortfalls and provide solutions
- Overall UN policies which is vague at times, not straight forward calls for interpretation

Mission Support Impact on Operations

- Requires a mind-set shift for many Commanders
- Education on UN Logistics
- Time – assembly of personnel, equipment, contracts, etc.
- Planning Cycle – 6-9 months in Mission or greater outside Mission
- Equipment failure

6

Stage 1

How will the UN logistics support concept (including changes in command and control) change how operations are planned and resourced compared to TCC/PCC commanders' previous expectations?

- Requires a shift in mind-set
- Individuals must be educated on UN Logistics Support Concept
- Time factors associated with assembly of personnel, equipment, contractual agreements, and logistics itself
- Planning cycle is 6-9 months out, while outside of UN construct 2 years or greater out for Force Generation
- Limited by assets in theatre for maintenance parts and other problematic equipment failures

Considerations for Integration
- Combined Planning Meetings
- Form relationships
- Long range planning considering variables (rainy season, holidays, etc)
- Provide in-brief(s) to newly assigned personnel
- Shared understanding
- Right pers at right meetings
- Proper Handover and Overlap

7

Stage 1

What considerations are required to ensure good integration between Military/Police and Mission Support pillars to ensure Military/Police elements have the best advice at the right time?
- Combined Planning Meetings between the Force and Mission
- Forming relationships with your counterparts
- Long range planning and consideration for other variables i.e. Rainy Season & Holiday Observance
- Provide an in-brief to newly assigned personnel within the theatre
- Ensure everyone has a shared understanding & can see the desired End state both Force & Mission
- Making sure we have the right personnel in the right meetings
- Battle Handover/overlap of key log personnel is vital

Planning Practices – Consult with MSD

- From onset include all parties in the process (including MSD)
- Form relationships
- Schedule combined planning briefs
- Understand capabilities and limitations of MSD
- Collaborate during all phases of planning process

8

Stage 1

How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?

- From the onset include all parties (including MSD) at the earliest stage concerning planning
- Form relationships and work together more congruently
- Schedule combined planning briefs to ensure consultation is rendered from the Mission
- Understanding capabilities & limitations of MSD is a key and collaborating during all phases

Planning Considerations

- Units' MOU/SUR to validate capabilities
- National caveats and national policies
- Resupply demands (sustainment)
- Ability to articulate gaps and shortfalls to higher HQ
- Deliberate Planning should be the ideal

9

Stage 1

Describe the planning considerations (in terms of information required, timelines, and any freedoms/limitations), which must be considered when planning a military, or police operation in a UN mission (having regard for AC2, COE/MOU requirements, mission support constraints, etc).

- Consideration for units' MOU/SUR to validate capabilities
- National caveats, governmental policies, & unit willingness to perform assigned missions
- Resupply demands for that unit
- The ability to articulate gaps and shortfalls to Headquarters/MSC/Regions
- Deliberate Planning from the onset, not a hasty plan

Component Logistics Inputs

- Share concepts of support to MSD

- Conduct appropriate backbriefs

- Proper handover of planning (long to mid to current)

- Understand shortfalls from the onset

10

Stage 1

Describe a generic concept of how to conduct the Logistic aspects of / inputs to military or police planning.

- Shared concept of support by the Force/Police to the Mission
- Backbriefs from the Sector Commanders (Tactical) to FC (Operational) to UNHQs (Strategic) to resonate effects
- Long-range planning handed to mid-range planning and then in turn tracked in a current operations manner
- Understanding the requirements/capabilities/shortfalls from the initial set

Templates and Tools

- Consider useful templates such as 5DR for Logistics Estimate
- Develop a standard format for Logistics Estimate
- Maintain a capabilities matrix
- Develop SOP's and update them
- Conduct Tabletop exercises with key stakeholders
- Develop a standard backbrief

11

Stage 1

Tools/templates

- Consider which tools or templates would be useful if a mission does not already have robust logistic planning practices. For example, during Mission Analysis (duration, distance, destiny, demand, dependency and risk or 5DR) and Logistics Estimate.
- Have a standard format for proceeding through a logistic estimate
- Keep a table of which units have 'non-standard' arrangements for self-sufficiency in their MOU (capabilities matrix)
- Develop SOPs of the most common procedures. SOPs are only useful if they are followed and if they are kept up to date.
- Use a Tabletop Exercise which forces all key stakeholders to expand on their tasks & purposes and shortfalls
- Develop logistics checklist for all logistics operations
- After developing any plan, have a standard backbrief format and require Sectors to backbrief their understanding of the plan to Force HQ. This helps ensure all understand.

Constraints/Restraints

- Contractual solutions not most efficient means
- MOU shortfalls
- National caveats
- Procurement timelines
- "Cross-talks" with leadership – not respecting Chain of Command
- Seasonal weather
- Budget – lacks flexibility

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Stage 1

Constraints / Restraints

- Contractual solutions within theatre not the best efficient means
- MOU shortfalls have a major impact on the execution of tasks / ops
- National caveats i.e. restriction of night movement, emplacement of key personnel within unit formations, Commanders/National leadership sometimes imposes limitations on their troops to perform their assigned mission
- Procurement timeline/processes
- Cross-talks with the leadership place a void on mission execution, approval process
- Operations must be aligned with seasonal weather
- Budget management lacks flexibility at operational & tactical level especially due to hefty bureaucratic procedures of UN

Recce Considerations

- Understand infrastructure (billeting, storage, etc.)
- Detailed planning to set conditions for log operations
- Account for all log functions (medical, engineers, supply, etc.)
- Heed Lessons Learned and empirical knowledge

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Stage 1

Logistic Considerations for reconnaissance
- Understanding the logistical infrastructure i.e. billeting, life-support, & resupply considerations
- Planning considerations must be considered to set conditions for logistical operations
- Account for the totality of all logistics i.e. Medical, Communication, Maintenance, Contracting,
- Reliance on lessons learned, empirical knowledge, and common-sense

Questions

14

☞ In this lecture we discussed various lessons learned that were identified by numerous missions during the Operational Logistics Training Guide Development Working Group in August 2020. In addition, the concept of diversity was explored and its overall importance within a UN Mission.

Confirmation

How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?

- From the onset include all parties (including MSD) at the earliest stage concerning planning
- Form relationships and work together more congruently
- Schedule combined planning briefs to ensure consultation is rendered from the Mission
- Understanding capabilities & limitations of MSD is a key and collaborating during all phases

Real Life Lessons Learned

Aim	Deliverable(s)
• Discuss and debate Real Life Lessons Learned	• National vs UN support concepts • Factors in utilizing Mission logisitics capabilities • Integration and planning considerations
Time Allocation **Discussion:** (Syndicate) 50 mins **Total:** 50 minutes	**Notes** **Given:** • Activity 2.7 Handout

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Learning Activity
2.7 – Debate Real Life Lessons Learned from the Missions

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard

TIME
Suggested time 50 minutes:
50 minutes - discussion and preparation in syndicate

PREPARATION
At the end of the lesson participants will assemble in their assigned syndicate rooms and debate the real-life lessons learned that have been recently identified by unformed officers and Mission Support Division civilian staff.

☞ NOTES TO INSTRUCTORS:
This activity will take place completely in syndicate and will afford the participants more time to reflect, discuss and debate the mission lessons learned from lesson 2.6. The instructor must lead the discussion and debate to cover the deliverables listed below. There are no right or wrong answers, and the aim is to solicit discussion.

DELIVERABLES:
1. Describe the differences between UN mission support versus home-nation logistic support.

2. What factors must be considered to make the best use of TCC/PCC and UN logistic support/ resources collectively to achieve the mandate?

3. How will the UN logistics support concept (including changes in command and control) change how operations are planned and resourced compared to TCC/PCC commanders' previous expectations?

4. What considerations are required to ensure good integration between Military/Police and Mission Support pillars to ensure Military/Police elements have the best advice at the right time?

5. How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?

6. Describe the planning considerations (in terms of information required, timelines, and any freedoms/limitations), which must be considered when planning a military, or police operation in a UN mission (having regard for AC2, COE/MOU requirements, mission support constraints, etc).

Lesson 2.8 Contingent Owned Equipment (COE)

COURSE: Operational Logistics
Module: 2.8 - Apply the United Nations Principles of Contingent Owned Equipment (COE)
DURATION: 50 MINS
Learning Objectives:
1. Describe the key elements of a Memorandum of Understanding and associated Statement of Unit Requirement between the UN and T/PCC
2. List the main lease arrangements that can occur between UN and T/PCC
3. Describe Major Equipment categories
4. Describe Self-Sustainment categories
5. Describe the dispute resolution mechanism used to manage COE
6. Describe mission factors and relationship to key elements of COE Framework
7. Outline the various COE verification and inspection processes
8. Identify common solutions to known COE inspection shortfalls

METHOD/APPROACH: Interactive Lecture
REFERENCE: Operational Logistics Training Guide, 2020 COE Manual
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Theory

☞By the end of these three lessons, you will be able to identify the major concepts and the methodology that is used within the United Nations Contingent Owned Equipment (COE) reimbursement framework. These lectures and this course are not designed to make you

an expert on COE; however, it will afford you the necessary information that is required within the mission area to successfully deal with issues and matters related to COE.

Review

Review Module 2.7:

How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?

- From the onset include all parties (including MSD) at the earliest stage concerning planning
- Form relationships and work together more congruently
- Schedule combined planning briefs to ensure consultation is rendered from the Mission
- Understanding capabilities & limitations of MSD is a key and collaborating during all phases

Learning Objectives

- List the main lease arrangements
- COE Framework
- Major Equipment categories
- Self-Sustainment categories
- Dispute resolution mechanism
- Verification Process
- Common solutions verification shortfalls

3

☞

You will find that the subject matter presented within these three periods is not only applicable throughout this course but will serve you whenever you are called upon to deal with COE related issues. A logistics staff officer / planner must possess the ability to clearly understand COE in order to ensure compliance with recognised standards and to ensure proper reimbursement is being obtained.

This Lesson will be conducted in 2 Stages covering the following Learning Objectives:

Stage 1
- List the main lease arrangements that can occur between UN and T/PCC
- Describe the key elements of COE Framework and COE Manual
- Describe Major Equipment categories
- Describe Self-Sustainment categories
- Describe the dispute resolution mechanism used to manage COE

Stage 2
- Describe the process by which UN manages the MOUs through inspection of Contingent Owned Equipment by the COE unit
- Identify common solutions to known COE inspection shortfalls

COE Reimbursement Methodology

Built on **3** Principles:
- ✓ Simplicity for reimbursement
- ✓ Accountability – performance standards
- ✓ Financial Management & Control (highly regulated system)

Detailed in the COE Manual

4

Stage 1

Built on the principles of:
1. Simplicity – very straight forward system of reimbursement
2. Accountability – standards are set for Troop Contributing Countries and the United Nations to achieve in order to obtain reimbursement
3. Financial Management and Control – highly regulated system to ensure compliance.
- Methodology detailed in the COE Manual

Types of Binding Arrangements

- Statement of Unit Requirements (SUR)

- Memorandum of Understanding (MOU)

- Letter of Assist (LOA)

5

Stage 1

Statement of Unit Requirements (SUR)
The SUR augmented (largely replaced) the UN 2008 Generic TCC Guidelines. The SUR are designed to assist respective member states in their preparations for deployment on a mission and outlines tasks, logistics and administrative concepts. The SUR is the basis for generating and deploying UN military unit by capability and is mission specific (i.e. medium utility helicopter unit to MINUSMA (Mali); level 2 hospital to UNMISS (South Sudan); etc.) SURS are non-binding except as incorporated in the MOU.
It should be noted that the associated Memorandum of Understanding (MOUs) and/or Letter of Assistance (LOA) would be negotiated based on the capabilities outlined in this document.

Memorandum of Understanding (MOU)
One of the goals of the COE system is to have a MOU signed by the TCC/PCC and the United Nations prior to deployment, stipulating the obligations of each party related to personnel, major equipment, and self-sustainment. The final form of the MOU can vary as long as the substantive elements of the model MOU remain consistent for all Member States. The legal aspects of the MOU are to be in accordance with the financial rules and regulations of the UN. It is understood that no change/amendment, addition to, or deletion from the model MOU is to affect or diminish the legally binding nature of the MOU on the parties.

Letters of Assist (LOA)
When essential items or services are not available through commercial sources, a requisition, known as a Letter of Assist (LOA), may be raised for the requisitioning of that

item from a Government whether they are supplying troops to the mission. LOAs can involve both UN Owned Equipment (UNOE) and Contingent Owned Equipment (COE) and can be used for extraordinary events not covered under a Memorandum of Understanding or Contribution Agreement (ie. equipment sales). Reimbursement for the provision of the item will be processed through UNNY. The authority for the approval of LOA always remains with the Department of Operational Support (DOS) in the United Nations Secretariat.

Personnel

- 1 July 18 - **$1,428** per person per month
- Deductions can be made for absent personnel
- $1.28 daily allowance + $10.50 recreational leave allowance per day (up to 15 days of leave over 6-month period)
- Listed as MOU Annex A

6

Stage 1

The Secretary-General established a Senior Advisory Group (SAG) to consider rates of reimbursement to TCC/PCCs in 2011. The SAG recommended a new methodology that was adopted by the General Assembly that will consider personnel costs every 4 years.

The Government (TCC/PCC) will be reimbursed for contingent personnel at the rate of US$1,428 per person per month as at 1 July 2018, regardless of rank. This rate will be subject to change from time to time, which will be decided by General Assembly resolution.

While the reimbursement rate is intended to compensate the T/PCC for the opportunity cost associated with providing personnel to UN peacekeeping, the actual salary and allowance provided to contingent personnel remains at T/PCC discretion and may vary considerably from contingent to contingent.

Deductions may be made to reimbursement for contingent personnel in respect of absences as listed in the memorandum of understanding, in accordance with General Assembly resolution 67/261, paragraph 11.

Contingent personnel will receive directly from the peacekeeping mission a daily allowance of $1.28 plus a recreational leave allowance of $10.50 per day for up to 15 days of leave taken during each six-month period.

Major Equipment (ME)

- 26 primary categories
- Generic Fair Market Value (GFMV) – "average"
- Estimated Useful Life
- Maintenance Rate (Wet Lease)
- Minor Equipment
- Listed as Annex B to MOU

7

Stage 1

Major equipment, means major items directly related to the unit mission as mutually determined by the UN and the TCC/PCC. Major equipment is accounted for either by category or individually. Separate reimbursement rates apply for each category of items of major equipment. These rates include reimbursement for minor equipment and consumables in support of the item of major equipment. There are 26 primary ME equipment categories in the COE Manual (Chapter 8).

Generic Fair Market Value (GFMV) means an equipment valuation for reimbursement purposes. It is computed as the average initial purchase price plus any major capital improvements, adjusted for inflation and discounted for any prior usage, or the replacement value, whichever is less. The generic fair market value includes all issue items associated with the equipment in the performance of its operational role.

Estimated Useful Life is the average life span of ME and is used in the calculation process for reimbursement.

Maintenance rate means the reimbursement rate to compensate the Government for maintenance costs comprising spare parts, contracted repair, and third- and fourth-line maintenance that is required to keep major equipment items operational to the specified standards and return the item to operational condition upon return from the mission area. The costs of personnel involved in first- and second-line maintenance is excluded from

the rate, as they are reimbursed separately. The rate includes an incremental transportation rate to cover general transportation costs of spare parts. This rate forms part of the "wet lease" rate.

Minor equipment, means equipment in support of contingents, such as catering, accommodation, non-specialist communication and engineering, and other mission-related activities. Specific accounting of minor equipment is not required. Minor equipment is divided into two categories: items designed to support major equipment; and items that directly or indirectly support personnel. For personnel-related minor equipment, the rates of reimbursement for self-sustainment apply.

Major Equipment - Dry Lease

- T/PCC provides equipment
- UN responsible for maintenance

8

Stage 1

The TCC/PCCs are reimbursed under wet or dry lease as per rates adopted by the General Assembly. A dry lease is for equipment use only, with maintenance and support being provided through the UN.

Reimbursement is limited to those items of major equipment (including associated minor equipment and consumables) specifically agreed to by the UN. Should a contingent provide less major equipment than that stipulated in the MOU, the TCC/PCC would be reimbursed only for major equipment that was actually provided.

The TCC/PCCs are reimbursed as per rates in General Assembly documents. These rates are listed in Chapter 8 of the COE Manual. Rates of reimbursement for special equipment will be negotiated separately between the TCC/PCC and the UN. Reimbursement rates will be adjusted for any period for which TCC/PCCs are not meeting the standards.

The COE Manual also has sample lease options in Chapter 2, Annex B.

Major Equipment - Wet Lease

- T/PCC provides equipment
- T/PCC responsible for maintenance

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Stage 1

A wet lease provides for reimbursement for the use of the serviceable equipment and its associated maintenance and consumables (e.g., fluids, oils, lubricants). If not provided by the UN, fuel can also be included in the wet lease.

Reimbursement is limited to those items of major equipment (including associated minor equipment and consumables) specifically agreed to by the UN. Should a contingent provide less major equipment than that stipulated in the MOU, the TCC/PCC would be reimbursed only for major equipment that was actually provided.

The TCC/PCCs are reimbursed as per rates in General Assembly documents. These rates are listed in Chapter 8 of the COE Manual. Rates of reimbursement for special equipment will be negotiated separately between the TCC/PCC and the UN. Reimbursement rates will be adjusted for any period for which TCC/PCCs are not meeting the standards.

The COE Manual also has sample lease options in Chapter 2, Annex B.

Preparation Reimbursement

Preparation Costs

- Prepare equipment to UN standard for deployment (ie. Painting, winterizing)

- Return equipment to original condition

- Costs of repair (not under wet lease)

- Equipment agreed in the MOU +10%

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Stage 1

Preparation

Prior to deployment, all authorised equipment is to be prepared by the TCC/PCC to a fully operational and fully serviced state. All costs associated with preparing authorised equipment to the standards defined by the UN for deployment to a mission under the wet or dry lease (e.g., painting, UN marking, winterising) and returning equipment to national stocks at the conclusion of a mission (e.g., repainting to national colours) will be reimbursed by the UN. The reimbursement will be limited to the equipment agreed in the MOU, plus 10% overstock, where applicable. The costs of repair, however, are not reimbursable when equipment is provided under a wet lease, as this is included in the wet lease rate.

The special costs of preparing and refurbishing specialist equipment leased for a relatively short duration will not be included in the wet/dry lease system, but it will be separately negotiated between the UN and the contributing country.

Transportation

- UN responsible for transport of COE for deployment / repatriation
- TCC/PCC may provide via LOA
- Distance-related increment / maintenance rate (2% transport premium in wet lease Maint rate)

11

Stage 1

The UN is responsible for transportation of troops/police and contingent-owned equipment upon deployment and repatriation but may request TCC/PCCs to provide this service via Letter of Assist (LOA).

The actual cost of inland transportation of major equipment from its normal operating location to an agreed port of embarkation will be reimbursed, subject to the presentation of validated claims based on terms and conditions agreed in advance in the LOA.

TCC/PCCs are responsible for the transportation required to re-supply the contingent for spare parts and minor equipment related to major equipment, and for rotation and to meet national requirement. The monthly estimated maintenance rates of the wet lease rates already include a generic 2% premium for such transportation. In addition, a distance-related increment is applied to the maintenance rates. The distance-related increment is 0.25% of the estimated maintenance rate for each complete 500 miles (800 kilometres), beyond the first 500 miles (800 kilometres) distance along the consignment route between the port of embarkation in the troop-contributing country and the port of entry in the mission area. The distance is determined using the shortest sea consignment route, unless specified otherwise. For landlocked countries or countries where equipment is moved by road or rail to and from the mission area, the port of entry will be an agreed border crossing point.

TCC/PCCs are responsible for transportation related to the re-supply of contingents for consumables and minor equipment necessary for the provision of self-sustainment. The

rates approved for self-sustainment include a generic premium of up to 2% to compensate for the cost of transportation of self-sustainment re-supply. TCC/PCCs are not eligible for additional reimbursement for the transportation of self-sustainment items.

When the UN negotiates a contract for the repatriation of equipment and the carrier exceeds a 14-day grace period after the expected arrival date, the TCC/PCC will be reimbursed by the UN at the dry-lease rate from the expected arrival date until the actual arrival date

Transportation Reimbursement (1)

Inland Transportation
- UN covers costs on initial deployment and repatriation for COE

Rotation of Equipment
- Rotation of COE costs are TCC responsibility*

12

Stage 1

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Inland Transportation

The UN is responsible, on initial deployment and repatriation, for the cost of inland transportation of authorised major equipment and initial provisioning of associated spare parts from and to its agreed originating location and an agreed port of embarkation/disembarkation.   The originating location and the port shall be agreed and noted in the MOU. The United Nations will not reimburse the cost of transporting troops from various parts of the contributing country to the assembly point at the port of exit/entry.

Rotation of Equipment

COE equipment brought into a peacekeeping mission area is expected to remain for the duration of the TCC/PCC's participation in that mission and will not be rotated with contingent personnel. Therefore, costs related to the transportation of equipment to meet national operational or maintenance requirements, including third- or fourth- line maintenance, are a national responsibility and are not eligible for reimbursement by the UN. The UN will only be responsible for reimbursing a TCC/PCC for transportation costs of extra equipment brought into a mission area when mutually agreed. In such cases, UN Headquarters will issue an amendment to the MOU. Transportation costs will be arranged in the same manner as that for other movements as described above.

*Certain categories of major equipment under prolonged deployment to peacekeeping missions which are non-operable, or for which continued maintenance is not economical in the mission area, can be considered for rotation at United Nations

expense at the discretion of a mission contingent-owned equipment/memorandum of understanding management review board in consultation with the applicable contingent commander, on the basis of operational requirements within the mission. These categories are as follows: aircraft/airfield support equipment, combat vehicles, police vehicles, engineering equipment, engineering vehicles, support vehicles (commercial pattern) and support vehicles (military pattern). To be eligible for consideration, equipment must have been continuously deployed in peacekeeping operations for at least seven years or 50 per cent of its estimated useful life, whichever comes earlier. Rotation will be considered when the amount of equipment proposed for rotation represents 10 per cent or more of the amount of equipment in at least one eligible category. Equipment to be rotated at United Nations expense shall be treated by the United Nations as if it were contingent-owned equipment being repatriated at the end of the unit's deployment to a mission area. Replacement equipment shall be treated as if it were equipment being deployed under the contingent's initial deployment to a mission area.25 In exceptional circumstances, such as higher-risk missions, the seven years requirement could be reduced to five years for equipment that is unserviceable due to operational tempo, environmental conditions, extreme climate, location, mileage, hours of usage, trafficability or non-negotiable terrain, to be determined and recommended by the mission leadership and decided by the Secretariat. The rotation at United Nations expense will not include equipment that is not serviceable due to lack of maintenance. In addition to the categories included above, major equipment of eligible categories lost or damaged as a result of hostile action or forced abandonment will also be considered for rotation at United Nations expense. The requirements stipulated of at least seven years or 50 per cent of the estimated useful life will not apply to equipment lost or damaged as a result of hostile action or forced abandonment.

Transportation Reimbursement (2)

- **Spare Parts and Consumables**
  - Wet lease monthly maintenance rate is increased by 2%
- **Loss, Damage or Injury in Transit**
  - Assumed by the party arranging the transportation
  - Significant (repairs amount to 10%+) of the generic fair market value

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Stage 1

Transportation of Spare Parts and Consumables

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Other than on initial deployment and repatriation, transportation of spare parts associated with the maintenance of major equipment under the wet lease arrangement is a national responsibility. The monthly estimated maintenance rate, within the wet lease rate, is increased by 2% to cover such costs. This rate is further increased by an incremental transportation factor of 0.25% for each complete 500 miles or 800 kilometres (after the first 500 miles or 800 kilometres) along the consignment route between the port of embarkation and the port of entry to the mission area. For landlocked countries or countries where equipment is moved by road or rail to and from the mission area, the port of embarkation/disembarkation will be an agreed border crossing point.

Loss, Damage or Injury in Transit

Liability for loss or damage incurred during transportation will be assumed by the party arranging the transportation. Transportation means all transportation arrangements along the consignment route arranged by the UN.

Loss or damage incurred during transportation is reimbursed when significant damage occurs to COE during transportation. Significant damage has been defined as damage where the repairs amount to 10% or more of the generic fair market value of the item of equipment.

Transportation Factor

- Lease rates increase by **0.25%** for each <u>complete 800km or 500 miles segment</u> (after the first complete 800km) along the consignment route

- Between port of embarkation/arrival point in mission for re-supply **and applies only to ME**

- Canada transport factor to Mali - 4.75% (16,000km)
  16,0000 – 800 / 800 = 19 (segments)
  19 x 0.25 = **4.75%** (see page 148 COE Manual)

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Stage 1

Major Equipment - Transport Factor

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Other than on initial deployment and repatriation, transportation of spare parts associated with the maintenance of major equipment under the wet lease arrangement, is a national responsibility, as the monthly estimated maintenance rate, within the wet lease rate, is increased by two per cent to cover such costs. This rate is further increased by an incremental transportation factor of 0.25 per cent for each complete 500 miles or 800 kilometres (after the first 500 miles or 800 kilometres) along the consignment route, between the port of embarkation and the port of entry to the mission at the time of negotiation of the MOU. The distance is determined using the sea consignment route, unless it is determined that a different route is necessary. The conversion rate to be used in computing the distance is 1.6091 kilometre to one statute mile, and 1.852 kilometre to one nautical mile. The lease rates will then be calculated accordingly.

Transportation cost of minor equipment, spare parts and consumables associated with self-sustainment — other than that incurred for initial deployment and repatriation — is not reimbursable, as the self-sustainment rates include a premium of up to two per cent transportation factor to compensate such expenditures. Therefore, the additional incremental transportation factor is not applicable to self-sustainment.

Example: Canadian transportation factor for Mali is assessed at 4.75% or 19 segments after 1st 800km or an additional 16,000km (800 + 19 x 800 = 16,000km)

Loss and Damage

- No Fault Incidents
  (included in wet/dry lease)

- Hostile Action / Forced
  Abandonment (100K and
  250K thresholds)

- Liability of 3rd Party

- Wilful Misconduct or
  Negligence

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Stage 1
Loss and Damage

No-Fault Incidents - A no-fault incident is defined as an incident resulting from a mishap that is not attributable to wilful misconduct or gross negligence on the part of an operator/custodian of equipment. This includes, inter alia, vehicle accidents, and thefts.

Hostile Action or Forced Abandonment - Hostile action is defined as an incident of short or sustained duration resulting from the action(s) of one or more belligerents, which has a direct and significant hostile impact on the personnel, and/or equipment of a T/PCC. A single hostile action may be characterised when different activities can be related to each other by means of time, place, or tactical/strategic considerations as acknowledged by the FC/PC. Forced abandonment is defined as actions resulting from a decision approved by the FC /PC or his authorised representative or a provision in the rules of engagement which results in the loss of custody and control of equipment and supplies.

Liability for Third Party Damage to Major Contingent-Owned Equipment - Major equipment can be provided to the UN by one T/PCC to be used, at the request of the UN, by another T/PCC.
In these cases, the following principles will apply:
- Adequate training is necessary to ensure that a user is qualified to operate unique major equipment such as armoured personnel carriers
- Major equipment provided to a UN peacekeeping mission by a T/PCC and used by another TCC/PCC shall be treated with due diligence.
- Any incident involving damage shall be investigated and processed according to

the application of UN rules and regulations.

☞

Wilful Misconduct or Negligence

The UN has no responsibility for reimbursement when loss and damage is due to wilful misconduct or negligence by members of the TCC/PCC as determined by a board of inquiry convened by duly authorised personnel of the UN. The report of the board of inquiry must also be approved by the responsible UN official.

Self-Sustainment (1)

• Logistics support in a PSO where the T/PCC provides some / all categories

• Will be listed as Annex C to MOU

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Stage 1

Self-Sustainment

☞

Discussions between the UN and the T/PCC will result in an agreement on the capabilities to be provided by the UN and the contingent being deployed. As a starting point for negotiation, the UN will identify and request from the T/PCC those self-sustainment capabilities it cannot provide. The right of the T/PCC to provide any or some categories of self-sustainment will be taken into consideration during the negotiation of the MOU. However, the UN has a responsibility to ensure that any self-sustainment services provided by a T/PCC meet the minimum operational capabilities, are compatible with the other T/PCC where interface is required, and that the costs to the UN are similar to what it would have cost the UN to arrange centrally for the provision of these self-sustainment services.

Only those services specifically agreed in the MOU to be provided by the T/PCC will be reimbursable monthly at the rates listed in the COE Manual, **based on the actual troop strength** up to the personnel ceiling agreed in the MOU.

Where a contingent is employing major equipment in providing its self- sustainment support, the T/PCC is not entitled to major equipment reimbursement, but only to the applicable self-sustainment reimbursement. There may be instances where a T/PCC provides services such as communications, medical, and engineering on a Force level/Force asset, in which case there may be entitlement to reimbursement for major equipment, whereas the same items at the unit level would be considered minor

equipment and incorporated into the self-sustainment reimbursement. These instances will be negotiated and indicated in Annexes B and C of the MOU where applicable. When it is mutually agreed that a contingent is required to change location of any base camp (unit or sub-unit level) due to an operational or logistics/administrative requirement, the T/PCC may submit a claim to the United Nations for reimbursement of the extra and reasonable costs to reinstall the self-sustainment services under its responsibility (eg. accommodation, tentage, field defence stores, Internet, catering, etc.).

Self-Sustainment (2)
- Standards and rates for each category defined in the COE Manual

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Stage 2

Self-Sustainment (2)

☞

Self-sustainment means a logistics support concept for troop contingent/police unit in a peacekeeping mission whereby the contributing state provides some specific or all logistics support to the contingent on a reimbursable basis.

You can find UN demands on the standards of self-sustainment categories in Annex B chapter 8 in the COE manual.

The standards are generic and the details and the means of delivery of the capabilities have to be discussed between the UN and the TCC.

Catering Standards

- Provide kitchen facilities and equipment
- Provide deep freeze and cold storage
- Provide hot dishwashing capabilities
- Ensure hygienic equipment in place
- **$28.54 USD**

Stage 2

☞

Use the catering example to demonstrate that each self-sustainment category has associated standards that must be met in order to receive reimbursement.

Catering

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

- Provide kitchen facilities and equipment, including supplies, consumables, dishes, and cutlery for the camps that they are responsible for as detailed in the MOU.
- Provide deep freeze (14 days where required), cold (7 days), and dry food storage for kitchen facilities.
- Provide kitchen facilities with hot dishwashing capabilities; and
- Ensure that kitchen facilities have hygienic equipment that maintains a clean and healthy environment.

Note: Where refrigerated trucks (non-static) are required, this will be reimbursed separately under major equipment. The unit is responsible for maintaining and servicing its kitchen facilities, including all catering equipment, repair parts, and supplies such as dishes and cutlery. When the UN provides this service to an equivalent standard, the unit does not receive reimbursement for this category.

Food, water, and POL are not included in the reimbursement rates as the UN normally provides them. When the UN is unable to provide those items, or for initial provisioning,

reimbursement will be negotiated by the United Nations upon presentation of a detailed claim. The claim will be reviewed at UNHQ and should include the details of the provisioning requested as per the "Guidelines to Troop- Contributing Countries" or other specific documented request from the United Nations as well as any other supporting substantiation.

Questions

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1. **In your own words, what is a Statement of Unit Requirements (SUR)?**
   The SUR largely replaced the UN 2008 Generic TCC Guidelines. The SUR are designed to assist respective member states in their preparations for deployment on a mission and outlines tasks, logistics and administrative concepts. The SUR is the basis for generating and deploying UN military units by capability and is mission specific (ie. medium utility helicopter unit to MINUSMA (Mali); level 2 hospital to UNIMISS (South Sudan); etc).

2. **In your own words, what is a Memorandum of Understanding (MOU) specific to UN Missions?**
   - A "contract" between UN and TCC/PCC
   - Lists obligations, personnel, Major Equipment, Self-Sustainment
   - Establishes responsibility
   - Establishes standard of support

CMMRB (1)

- Since 2008 - most PSO have Contingent Owned Equipment / Memorandum of Understanding Management Review Boards (CMMRB)

- Review capabilities of contingents

- Civilian, Force and Police Components represented*

- Normally COE/MOU issues are resolved within the Mission

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Stage 2

CMMRB (1)

As the CMMRB is an integrated body within the mission it is the best avenue to address major issues and concerns as they pertain to COE/MOU compliance and regulations.

☞

The three major components (MSD, Force and Police) are represented at this board and are afforded the opportunity to voice or articulate specific concerns. *As a staff officer, you might find yourself as a member of the CMMRB and must understand its role and importance. The recommendations from the CMMRB can have a far-reaching impact on a contingent in terms of reimbursement especially if mission factors are recommended to be changed.

Normally COE/MOU related issues are resolved within the mission, which speaks to the effectiveness of this Board.

In consultation with the FC/PC and contingent commanders (CC), the DMS/CMS establishes appropriate mechanisms and procedures to ensure the efficient and effective administration and management of the MOU/LOA and to implement it in the mission on behalf of the Secretariat. The DMS/CMS will also consult with the FC, PC and CC(s) to establish a Mission Contingent-Owned Equipment and Memorandum of Understanding Management Review Board (CMMRB).

This Board will review the capabilities of contingents, their major and minor equipment holdings and their SS capabilities needed to meet the operational requirements of the mission. The DMS in concert with the components will attempt to have disputes resolved at the lowest possible level locally.

CMMRB (2)

- Undertake mandatory review of Self-Sustainment 18 months after initial deployment

- Review mission factors as required

- Make recommendations to the Secretariat

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Stage 2

CMMRB (2)

A mandatory review of self-sustainment will be conducted 18 months after initial deployment

This Board will also review of mission factors as required and make recommendations to the Secretariat in regard to corrective actions.

COE – Role of Force & Police HQ

- Understand importance as a tool for managing capability / performance
- Time / leadership properly allocated
- Be wary of impact on unit effectiveness during inspections
- Equipment aligns to MOU

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Stage 2

COE – Role of Force and Police HQ

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Commanders and planners must be aware of the importance of COE framework (particularly verifications and inspections) as a tool for managing capability and ensuring unit performance.

Time and management effort must be allocated to these functions. T/PCCs sensitive to reimbursement may focus heavily on such inspections and may expend significant staff and command effort ensuring that reimbursement is maximised.

Noting sensitivity to reimbursement, contingents may be motivated to protect equipment (at the expense of operational capability) so that it will be found fully functional during COE inspections.

At the Force and Police component level, attention should be paid to ensuring the equipment arriving in mission correctly aligns to the equipment/capability agreed in the MOU.

COE – Mission Support Division

- COE Unit (through MSC) acts as advisory board
- Plans and supervises inspections
- Processes Verification Reports (VRs)
- Analyses VRs
- Supervises maintenance of COE inventory

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Stage 2

COE Unit

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The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the Memorandum of Understanding (MOU) and the Contingent Owned Equipment (COE).

Planning and supervising COE/MOU Arrival, Operational Readiness, Repatriation, and other periodic inspections of all formed military and police units deployed in the mission to verify by physical inspection that the TCC/PCCs and the United Nations are complying with their agreed responsibilities as detailed in the MOU.

Processing Verification Reports (VRs) raised because of inspections and forwarding them to senior mission management for approval and subsequent submission to UN Headquarters (UNHQ) on a quarterly basis in accordance with the schedules as promulgated by UNHQ.

Analysis of VRs to identify, in consultation with assigned unit staff, unit commanders, and other appropriate mission and UNHQ staff, for major equipment and self-sustainment deficiencies and surpluses as compared to MOU requirements and recommending corrective action to meet agreed MOU or Mission operational requirements.

Supervision of the maintenance of inventories of COE held by all military/police units deployed to the mission

Verifications – Guiding Principles

- Simplicity
- Accountability
- Financial and Management Control
- Transparency
- Reasonability

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Stage 2

COE Verifications – Guiding Principles

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The results of the verification conducted by the UN and T/PCC ensure that provided capabilities meet the operational requirement of the mission.

These results are also determining the degree of reimbursement. The process is meant to be:

- Simple
- Hold the UN and the T/PCC jointly accountable to one another
- Ensure responsible levels of Financial and Management Control
- Transparent
- Reasonable where positive steps have been taken to fulfil the MOU by the T/PCC

Verification Standards

- Standards approved by the General Assembly
- Included in the MOU between T/PCC and UN
- Equipment must be in a serviceable condition
- Painted with proper UN markings

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Stage 2

Verification Standards

Regarding inspection standards, they are found in the COE Manual – Chapter 3 with Major Equipment found in Annex A and Self-Sustainment Categories are found in Annex B.

Pertain to:

- Major Equipment – vehicles, airplanes, ships/boats, large generators
- SS - accommodation, tentage, field defence stores, Internet, catering, etc.
- Equipment must be painted with UN markings

Ambulances and medical equipment must be marked with appropriate symbols in order to be provided protection under the Geneva Conventions (1864 and 1949) and as noted in the law of armed conflict and international law. It would also be very useful for medical staff to understand their status on UN operations depending on the type of mandate they are operating under. It is recommended to seek a legal opinion from the mission Legal Adviser to confirm the status of medical personnel depending on the type of mission.

Verification / Inspection Types

- Pre-Deployment Visit (PDV)
- Arrival – within 30 days
- Monthly / Periodic
- Operational Readiness Inspection (ORI) – 6 months
- Repatriation – on return home

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Stage 2

Verification / Inspection Types

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As per slide: Briefly outline the different inspection types. Each will be discussed in depth.

Pre-Deployment Visit – prior to deployment

Arrival Inspection – Conducted within 30 days of arrival in theatre Periodic Inspection

Monthly – Scheduled inspections with serviceability results generating TCC reimbursement

Operational Readiness Inspection – At least every six months (or as determined by mission HQ)

Repatriation (on return to home country)

Pre-Deployment Visit

- T/PCC confirms if it can meet operational requirements

- T/PCC confirms it it can meet force level logistics support requirements (medical, engineer, communications)

- Update T/PCC on latest regulations

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Stage 2

Pre-Deployment Visit

Can the TCC meet the operational requirements of the mission? A PDV can confirm if yes or no.

Transparency is also a key component of the COE system. The PDV provides an opportunity for the UN and T/PCC representatives to meet and have frank discussions about requirements and capabilities.

Ultimately, if it is determined that a T/PCC cannot meet the requirements of the mission, it is far preferable to make this decision during a PDV rather than upon arrival in the mission.

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If a TCC has never provided a force level unit, such as communications, engineers and medical (especially medical), a PDV is imperative to ensure that it can meet all of its assigned tasks.

With medical, this is particularly of concern if the TCC is providing a Level 1 or Level 2 facility for the first time. When TCCs agree to deploy to a mission, they will often ask which TCC is providing medical support. If it is a TCC providing a medical unit for the first time, the other TCCs would require the assurance that this TCC meet the United Nations medical standard.   Where other TCCs do not accept this standard (some

developed nations have an issue) they are most welcome to deploy their own facility as either a national of Mission asset. A PDV is imperative. Needless to say, in this type of PDV, a medical specialist would be part of the team.

Arrival Inspections

- Should be completed within 30 days of arrival

- Verify that categories and quantities of ME delivered IAW the MOU

- May need to verify that equipment is operational with SS at later date

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Stage 2

Arrival Inspections

Upon arrival, here is the ideal inspection process:

- The arrival inspection should be conducted within one month of arrival in the mission area, ideally at the Seaport of Disembarkation (SPOD) or Airport of Disembarkation (APOD) - subject to planning, coordination and pre-scheduling assuming staff are available in the COE Section
- If contingents arrive in the mission area before the COE team is fully staffed, an arrival inspection must be done as soon as possible
- Note that vehicles will receive UN license plates with the chassis number recorded and the corresponding UN license number added to the UN database
- Some vehicles will need to be serviced (mirrors, weapons systems readied, fire extinguishers recharged) at or near the harbour, which may require specialist tools, equipment and personnel.
- The advantage to conducting the inspection immediately upon arrival is that the vehicles can be declared operational
- Concerning self-sufficiency stock, if it is not on site on arrival, the TCC/PCC will need to explain to the inspectors what their plans are, and what they intend to do and how. The inspector at this point can also offer advice and assistance.

Monthly Inspections

- Verify ME is operational
- Assess categories of Self-Sustainment (SS)
- Inspection worksheets completed and signed by COE and TCC
- Monthly inspection + Monthly Equipment Status Report = Periodic (Quarterly) Verification Report (VR)

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Stage 2

Monthly Inspections

Concerning monthly reporting, the contingent Logistics Officer will staff the Monthly Equipment Status Report, which is a list of all ME, to the COE Section.

They include any periods of un-serviceability and form the basis for the Quarterly Verification Report (VR). Reimbursement to the T/PCC by UNHQ is based on this VR.

Operational Readiness Inspections

- Conducted at least once every six months

- Composition is dependent on what is being inspected

- Any time as determined by the Mission HQ

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Stage 2

Operational Readiness Inspections

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Concerning Operational Readiness Inspections, they will be conducted once every six months, per mandate, or as ordered by the Director of Mission Support/Force Commander (DMS/FC) with an inspection team of military and civilian inspectors.

Who should go? How many? It depends on the type of unit, size, complexity of equipment, geographical dispersion and previous problems encountered. If it is an engineering unit, the team should include an engineer. If there is a Level 3 hospital, a doctor should be included to inspect the hospital, and verify the hygiene of the clinic and kitchen. If there has been a problem with the unit meeting operational commitments, then a representative from the Force Headquarters (FHQ) Operations should be on the team.

An additional ORI could be required by the FC or DMS under a number of circumstances. For instance, if the FC is concerned that a unit is below operational standards, he/she can request an ORI to determine if there are shortfalls, which can be addressed through the COE system.

ORI – Major Equipment

- Consistent shortfalls of ME
- New operational requirements / additional equipment
- Surplus equipment
- Recommends MOU changes
- Confirms if reimbursement warranted

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Stage 2

ORI – Major Equipment

What are consistent shortfalls? If a T/PCC agreed to provide a certain number of patrol vehicles, and this category is always below the 90-percent rate, this poses a problem. It is of concern for the FC/Police Commissioner (PC), as this unit is not meeting the operational standards. The Sector Commander or Chief Operations Officer may become involved, to potentially amend tasks to this unit or to change the number of patrols that will be done within the area.

What other options are available? Can a neighbouring TCC increase its Area of Responsibility (AOR) and send more patrol vehicles? Can another TCC provide patrol vehicles under a dry lease? Could the UN assume responsibility to service the vehicles, using its resources, local contracts, another TCC or a combination thereof? What other options are possible?
If there is a new operational requirement, this could result in additional equipment; perhaps, specialist equipment for an Engineering Unit.
If equipment is no longer required, it should be repatriated.

Who pays? The UN is responsible for the deployment and repatriation of equipment. If this equipment was on the original MOU and was requested by the UN, the UN is now responsible to bear the costs of returning it to the T/PCC.

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In the above-noted situations, the mission would have to review the required action and make recommendations for MOU amendments.

ORI – Self-Sustainment

- SS inspected to confirm if UN standards met

- Identifies new operational requirements

- Reviews and confirms services provided by the Contingent/UN

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Stage 2

ORI – Self-Sustainment

☞

If there are new operational requirements, there may be a necessity for new SS categories to be provided by the T/PCC. For instance, perhaps night observation would be added as a requirement, which was not previously considered necessary. The T/PCC would then have to be requested to provide the requisite number of night vision goggles or have the UN assume responsibility to provide the items.

The ORI will also confirm which SS categories are being provided by the TCC and which by the UN. If either is not meeting the standard, an assessment should be done as to whether the category can be re-allocated.

For cost effectiveness, sometimes it may be more financially feasible for the UN to assume responsibility for a capability. For instance, if a contingent does not have sufficient Global Positioning System (GPS) and laser rangefinders, the mission may have sufficient stock to provide them to the contingent as UNOE. The operations staff would be pleased, as the unit would then be more capable, and it was done in a relatively inexpensive manner.

COE Shortfalls

- UNOE or COE from another Contingent

- May have reimbursement implications

- MSD constrained in terms of funding

- Example – catering issues or loss of ME due to hostilities

33

Stage 2

COE Shortfalls

☞

It is possible to arrange within the mission that either the UN, or another contingent provide ME and/or SS to a contingent on a temporary basis due to operational necessity. If this is conducted, it may have reimbursement implications for the supporting and supported contingents. The reimbursement must be reviewed on a case-by-case basis and any such issue should be consulted with the COE Unit.

A commander or planner should understand that it is not a simple matter for Mission Support to obtain funds to support this kind of rectification. While the contingent in need of support may have their reimbursement reduced accordingly, these funds are not available to the mission to reallocate elsewhere, such as to pay for additional contracted support. As previously discussed, missions rarely have surplus funding for such contingencies. Additional funding required would need to be sought in subsequent funding years. In the short term, arranging alternative support for an SS/ME shortfall would need to be resolved using resources already in mission.

Examples include: In the event where a contingent has been advised to rectify a number of issues concerning catering but have failed to do so

in prescribed timelines and without sufficient reasons, the UN or another TCC might provide this service. Where the UN is providing the catering, the contingent will not be reimbursed for this SS category or if another contingent were providing the service, they would be compensated based on the additional personnel they are required to feed. Regarding ME, should a contingent lose vehicles as a result of hostile action, temporary loan of applicable UNOE equipment could be made to maintain operational effectiveness and the contingent would not face a loss of reimbursement

Repatriation Inspection

- Verify all ME to be repatriated
- UNOE accounted for and returned to UN
- Determine date unit became non-operational
- Conducted only on repatriation of the T/PCC

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Stage 2

Repatriation Inspection

☞

The final point is critical. This is not an inspection that is done every time the contingent rotates. It is done only when the T/PCC withdraws that contingent from the mission, and it will not be replaced.

It is important to verify all ME that must be repatriated. Perhaps some will be scrapped or donated to the host country. Movement's personnel require an accurate description of all equipment to be repatriated, to make the requisite shipping arrangements.

If there is a discrepancy in the UNOE, which the unit is supposed to have (according to UN records) and what it returns at the end of the participation in the mission, it may require an investigation. Depending on the circumstances, the Property Survey Board could recommend recovery of the missing amount from the T/PCC. Thus, it is very important for contingents to maintain accurate records, especially if they plan to dispute such a claim.

The date that the unit becomes non-operational is important, as it impacts on the reimbursement to the T/PCC. Also, this date may be used to plan for shipping of the COE back to the T/PCC

Questions

Over this lesson, the major concepts and the methodology that is used within the United Nations Contingent Owned Equipment (COE) reimbursement framework was discussed. As indicated, these lessons and this course is not designed to make you an expert on COE; however, it will afford you the necessary information that is required within the mission area to successfully deal with issues and matters related to COE.

Stage 2 Confirmation

What are the guiding principles with the UN for verifications?

Simplicity
Accountability
Financial and Management Control Transparency
Reasonability

COE

Aim	Deliverable(s)
• To improve one's overall comprehension on COE, Reimbursement and Verification within a UN Mission	• Answer the questions in the assigned documents

Time Allocation	Notes
Discussion: (Syndicate) 300 mins **Total:** 300 minutes	**Given:** • Activity 2.7 Handouts • COE Manual and Verification Reports

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Learning Activity
2.8a – Analyse Contingent Owned Equipment Verification Results

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
COE Manual
COE Verifications

TIME
Suggested time 100 minutes:
70 minutes - discussion and preparation in syndicate
30 minutes - presentation in syndicate

PREPARATION
The participants will remain in their assigned syndicate rooms for this Learning Activity. This is the first of two related activities involving Contingent Owned Equipment (COE) and Memorandum of Understanding (MOU) and involves analysing COE verification reports.

☞ NOTES TO INSTRUCTORS:

This activity in association with Learning Activities 2.8b will require the participants to make extensive use of the COE Manual and will certainly improve their general understanding and level of comfort with the COE system. Learning Activity 2.8a is to be completed and reviewed in syndicate within 100 minutes. Upon conclusion of this activity, the instructor will distribute Learning Activity 2.8b. The instructor will role-play as a COE Unit staff officer and provide assistance to the participants as required.

SCENARIO
You are Force U4 / FPU Coordinator. As part of your ongoing professional development regarding the COE system, you have been provided with two verification reports for a contingent. The 1st report relates to a recent Major Equipment Verification and the 2nd report relates to a recent Self-Sustainment Verification.

DELIVERABLES:

VERIFICATION REPORT - MAJOR EQUIPMENT

Mission:	UNAC	Contingent:	South Africa
MOU No.	DPO/UNAC/SA/01	Unit:	
			Construction Engineer Company
MOU Status:	Signed	Period Covered - From:	25-Mar-21
Type of Lease	WET LEASE	To (DD/MM/YYYY):	27-Mar-21
VR Type:	PERIODIC	VR Status:	

REPORT CERTIFICATION (Ensure if the report has been properly certified/signed by the following parties)

Report Date:	Verified by (Rank Name Title)	Cleared by (Rank Name Title)	Approved by (Rank Name Title)
01-Apr-21	Mr. Jose Vargas COE Inspector	LtCol Kobe Bryant	Mr Slim Pickins

REPORT CERTIFICATION (Ensure if the report has been properly certified/signed by the following parties)

Concurred by Contingent (Rank Name Title)	Other Contingent Concurrence (if applicable)	Concurred by FC/PC (Rank Name)	Concurred by CMS/DMS (Name)
LCol Bobby Clark		Major General Koffi Bibbi	Mr David Bowie
Initials:	Initials:	Initials:	Initials:

EQUIPMENT ITEM Remarks such as condition of equipment, corrective action taken etc.	Qty as per MOU	Actual Qty	Qty. Service-able	Qty. Non-Service-able	Period of unavai-lability (DAYS)
Electrical	MOU	Act.	Srv.	N-Srv.	Days
Generators 20-30kVA	5	5	5	0	0
Remarks:					
Engineering equipment	MOU	Act.	Srv.	N-Srv.	Days
Concrete cutter	4	4	4	0	0
Concrete mixer machine, below 1.5 m3	4	4	4	0	0
Concrete mixer machine, above 1.5 m3	4	4	4	0	0
Concrete vibrator	4	4	4	0	0
Well drilling rig	1	1	1	0	0
Water pumps	8	8	8	0	0
Water treatment plant (reverse osmosis water purification unit (ROWPU) or equivalent), equipment, tanks and bladders, over 2,000 liquid pounds per hour, storage up to 20,000 litres	1	1	1	0	0
Remarks:					
Logistic equipment	MOU	Act.	Srv.	N-Srv.	Days
Water storage, 10,001-12,000 litres	4	4	4	0	0
Water storage, 12,001-20,000 litres	6	0	0	0	0
Fuel storage, 5,001 – 10,000 litres	14	14	14	0	0
Remarks: The unit did not have any water storage 12,001-20,000 litres.					
Demining and EOD equipment	MOU	Act.	Srv.	N-Srv.	Days
Metal detectors	20	20	18	2	20
Demining personal protection set	20	20	0	0	0
Remarks: Metal detector No #2314, #2317 Non-Serviceable from... to... due to Electric Failure. Total 20 days.					
Canine Unit	MOU	Act.	Srv.	N-Srv.	Days
Dog demining team of 4 dogs (Special Case)	1	1	1	0	15
Remarks: One Dog Non-Serviceable from... to ... due to sickness. Total 15 days.					
Medical and dental	MOU	Act.	Srv.	N-Srv.	Days
Level 1 hospital	1	1	1	0	0
Remarks:					
Accommodation equipment	MOU	Act.	Srv.	N-Srv.	Days
Tents for deployable squad, 8-10 personnel	0	6	6	0	0
Warehousing av storage	3	3	3	0	0
Ablution facilities (50 persons)	7	7	7	0	0
Refrigeration/freezer/food storage	4	5	5	0	0
Other containers	20	40	40	0	0
Remarks:					
Armaments	MOU	Act.	Srv.	N-Srv.	Days
Crew served machine guns (up to 10 mm)	7	7	6	1	30
Crew served machine guns (11-15 mm)	4	2	2	0	0
Remarks: Machine gun No #37296384, Non-Serviceable from... to... due to major failure. Total 30 days. It is recommended that the TCC provide quantities as agreed in the MOU or seek amendment.					
Support vehicles (commercial pattern)	MOU	Act.	Srv.	N-Srv.	Days
Automobile (4x4)	16	15	14	1	5
Buses (13-24 passengers)	1	1	1	0	0
Remarks: UNAC 3524 Automobile (4x4) Non-Serviceable from... to... due to Steering Problems, Total 5 days.					
Support vehicles (military pattern)	MOU	Act.	Srv.	N-Srv.	Days
Ambulance	3	3	3	0	0
Jeep (4x4) with military radio	16	16	13	3	90
Truck, utility/cargo (over 5 tons and up to 10 tons)	12	12	12	0	0
Truck, utility/cargo (over 10 tons)	7	7	7	0	0
Truck, maintenance medium	2	2	2	0	0
Truck, recovery (greater than 5 tons)	2	2	2	0	0
Remarks: 1). UNAC 3909 Jeep (4x4) Non-Serviceable from... to... due to Mechnanical Problems. Total 30 days. 2). UNAC 4011 Jeep (4x4) Non-Serviceable from... to... due to Gear Box Problems. Total 50 days. 3). UNAC 2456 Jeep (4x4) Non-Serviceable from... to... due to Breaks Problems. Total 10 days. 4). UNAC 6445, 6456, 6457, 6458, 6459, 6460, 6461 Truck with hook lift system is reimbursed at the rate of Truck, utility/cargo (over 10					
Engineering vehicles	MOU	Act.	Srv.	N-Srv.	Days
Crane, mobile medium (11 to 24 tons)	2	2	2	0	0
Mine-clearance system — vehicle mounted (Special Case)	2	2	2	0	0
Remarks:					
Material handling equipment	MOU	Act.	Srv.	N-Srv.	Days
Forklift, medium (over 1.5 tons and up to 5 tons)	2	2	2	0	0
Forklift, rough terrain (over 1.5 tons and up to 5 tons)	4	4	4	0	0
Remarks:					
Trailers	MOU	Act.	Srv.	N-Srv.	Days
Compressor trailer	4	4	4	0	0
Trailer, floodlight set with generators (4 lights, 9 m pole, 7 kw generator)	14	20	20	0	0
Remarks: It is recommended that the TCC seek to amend MOU for number of trailers and floodlights					

VR Comments

Inspection date(s)	25 and 26 March 2021
Remarks:	

REPORT CERTIFICATION (Ensure if the report has been properly certified/signed by the following parties)

Concurred by Contingent (Rank Name Title)	Other Contingent Concurrence (if applicable)	Concurred by FC/PC (Rank Name)	Concurred by CMS/DMS (Name)
LCol Bobby Clark	0	Major General Koffi Bibbi	Mr David Bowie
Signature:	Signature:	Signature:	Signature:

UNITED NATIONS	NATIONS UNIES	VERIFICATION REPORT - SELF SUSTAINMENT	
Mission:	UNAC	Contingent:	South Africa
MOU No.	DPO/UNAC/SA/01	Unit:	
			Construction Engineer Company
MOU Status:	Signed	Period Covered - From:	25-Mar-21
Type of Lease	WET LEASE	To (DD/MM/YYYY):	27-Mar-21
VR Type:	PERIODIC	VR Status:	

REPORT CERTIFICATION (Ensure if the report has been properly certified/signed by the following parties)

Report Date:	Verified by (Rank Name Title)	Cleared by (Rank Name Title)	Approved by (Rank Name Title)
01-Apr-21	Mr Jose Vargas COE Inspector	LtCol Kobe Bryant	Mr Slim Pickins

REPORT CERTIFICATION (Ensure if the report has been properly certified/signed by the following parties)

Concurred by Contingent (Rank Name Title)	Other Contingent Concurrence (if applicable)	Concurred by FC/PC (Rank Name)	Concurred by CMS/DMS (Name)
LCol Bobby Clark		Major General Koffi Bibbi	Mr David Bowie
Initials:	Initials:	Initials:	Initials:

CATEGORY	Responsibility UN/Contingent	Acceptable Yes/No	Applicable Troop strength
CATERING			
Catering	TCN	YES	330
Remarks:			
COMMUNICATION			
VHF/UHF-FM	TCN	YES	185
HF	TCN	YES	128
Telephone	TCN	YES	185
Remarks:			
OFFICE			
Office	TCN	YES	330
Remarks:			
ELECTRICAL			
Electrical	TCN	YES	330
Remarks:			
MINOR ENGINEERING			
Minor engineering	TCN	YES	330
Remarks:			
EXPLOSIVE ORDNANCE DISPOSAL			
Explosive ordnance disposal	TCN	YES	5432
Remarks:			
LAUNDRY AND CEANING			
Laundry	TCN	YES	330
Cleaning	TCN	YES	330
Remarks:			
TENTAGE			
Tentage	TCN	YES	330
Remarks:			
ACCOMMODATION			
Accommodation	UN	YES	0
Remarks:			
Basic Fire Fighting			
Basic Fire Fighting	TCN	YES	330
Remarks:			
FIRE DETECTION AND ALARM			
Fire Detection and Alarm	TCN	YES	330
Remarks:			
MEDICAL			
Basic	TCN	YES	185
Level 1	TCN	YES	330
Level 2 (including dental and lab)	UN	YES	0
Level 3 (including dental and lab)	UN	YES	0
Level 2 and 3 combined (including dental and lab)	UN	YES	0
High-risk areas (epidemiological)	TCN	YES	330
Blood and blood products	UN	YES	0
Laboratory only	UN	YES	0
Dental only	UN	YES	0
Gynaecology	TCN	YES	28
Remarks:			
OBSERVATION			
General Observation	TCN	YES	185
Night Observation	TCN	NO	0
Positioning	TCN	YES	185
Remarks: 1. The unit has the following: – Binoculars: 25 – Night Vision Devices: 70 (All NVDs have a range more than 1000m) All Non-serviceable due to lack of batteries			
IDENTIFICATION			
Identification	UN	YES	0
Remarks:			
NUCLEAR, BIOLOGICAL AND CHEMICAL PROTECTION			
Nuclear, biological and chemical protection	UN	YES	0
Remarks:			
FIELD DEFENCE STORES			
Field defence stores	UN	YES	0
Remarks:			
MISCELLANEOUS GENERAL STORES			
Bedding	TCN	YES	330
Furniture	TCN	YES	330
Welfare	TCN	YES	185
Remarks:			
INTERNET ACCESS			
Internet Access	TCN	YES	330
Remarks: Please note that all soldiers had to pay for using the internet access. The officers did not have to pay.			
VR Comments			
Inspection date(s)	25 and 26 March 2021		
Remarks:			

REPORT CERTIFICATION (Ensure if the report has been properly certified/signed by the following parties)

Concurred by Contingent (Rank Name Title)	Other Contingent Concurrence (if applicable)	Concurred by FC/PC (Rank Name)	Concurred by CMS/DMS (Name)
LCol Bobby Clark	0	Major General Koffi Bibbi	Mr David Bowie
Signature:	Signature:	Signature:	Signature:

1. Give your assessment regarding the two Verification Reports?

a. Will South Africa be reimbursed for all the equipment (Major Equipment & Self Sustainment)? If not, why?

b. Are there any other remarks regarding these reports?

2. What is the difference between a pre-deployment visit (PDV) and an arrival inspection?

3. List the various inspections of COE (Major Equipment and Self-Sustainment) and their purpose?

4. After each inspection/verification there will be a signed report. Where should this report be delivered and why?

5. During the UN inspection of South Africa's COE equipment, there was a dispute. The COE inspector stated in the report that South Africa did not have any Water storage of 12,001 - 20,000 litres in the mission. The MOU states that South Africa must have 2 x tanks of that capacity. The OC Engineering Coy tried to explain to the COE inspection team that the contingent had brought equivalent equipment: 4 x water tanks of 9,000 litres capacity. The UN inspection team had seen these tanks but didn't want to change the VR and therefore the South Africa Logistics Officer denied signing the VR.

a. How do you solve disputes (different levels)?

b. How will you guide the contingent commander (CO South Africa)?

c. What will happen to this Verification Report?

d. Will South Africa be reimbursed?

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
COE Manual

TIME
Suggested time 100 minutes:
70 minutes - discussion and preparation in syndicate
30 minutes - presentation in syndicate

PREPARATION
At the end of Learning Activity 2.8a, the participants will be provided with Learning Activity 2.8b. The participants will remain in their assigned syndicate rooms for this Learning Activity. This is the second of two related activities involving Contingent Owned Equipment (COE) and Memorandum of Understanding (MOU) and involves interpreting COE and MOU policies.

NOTES TO INSTRUCTORS:

This activity in association with Learning Activities 2.8a will require the participants to make use of the COE Manual and will certainly improve their general understanding and level of comfort with the COE system. Learning Activity 2.8b is to be completed and reviewed in syndicate within 100 minutes. The instructor will role-play as a COE Unit staff officer and provide assistance to the participants as required. These issues are all based on real life examples from various missions. There are no set answers; however, the participants should discuss and debate each issue, develop potential courses of action or solutions and coordinating activity. Last, the participants must identify the impact each issue will have on operations.

SCENARIO
You are Force U4 / FPU Coordinator. After receiving some professional development over the past few weeks on the COE system from the COE unit you are beginning to feel more confident in your overall understanding. This is timely because a number of COE/MOU related issues have come across your desk and you will need to analyse the issues and provide a Staff Brief to the FC on potential solutions. The issues are as follows:

- Many of the contingents within the Mission are not certain of their signed MOU and SUR, which has made planning very difficult for the Force / Police HQ and for MSC.

- Minor vs Major Engineering – this is a constant point of friction within the Mission; however, one contingent which has deployed as Rapid Deployment Battalion (RDB) is not meeting its responsibilities in accordance with the SUR. Specifically, a RDB must be capable of deploying into 6 locations under very short notice and is expected to be self-sufficient for in terms of minor engineering requirements. The contingent has the necessary COE but is asking Mission Support Division for major engineering support on deployment.

- A contingent was unable to provide minor engineering on deployment to the mission so the Mission provided this under self-sustainment. Now that the contingent has been deployed to the mission area for 12 months, MSD is seeking to have the contingent provide minor engineering but there has been no amendments made to the MOU and the issue has stalled.

- There has been a major reduction in field defensive stores across the Mission as many of the contingents are drawing these assets from MSD.

- The FC has decided to deploy a Rapid Deployment Battalion to 5 locations on a permanent basis, which is not in accordance with the signed MOU. As a result of this deployment, the RDB is using its COE for daily sustainment and is no longer deployable without support from MSD.

- Under a signed MOU, a contingent was required to bring sufficient equipment to deploy to a single location but is looking to draw additional equipment from MSD to deploy to a second location. It was learned that most of the equipment is being used to enhance the quality of life of the Contingent HQ.

- A Sector Commander is constantly pressuring a member of your staff (who comes from the same country as the commanding officer) for favours.

- There is no capability tracker within the Force / Police HQ making planning for and support to operations very difficult

- As verifications / inspections for many contingents are scheduled there is a tendency for that contingency being not available for tasking stating they must prepare for the inspection

Deliverables:

Analyse all of the issues above and provide a Staff Brief to the FC. The brief must include highlighting the issue, recommended solutions or mitigating strategies and whom you must deal with to address and implement the solutions. **No formal PowerPoint Presentation is required.**

Learning Activity

2.9 – Perform the Functions of a Logistics Staff Officer

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard

TIME
Suggested time 150 minutes:
120 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
The participants will go to their respective syndicates and discuss and prioritise a number of logistics issues that are occurring across UNAC. Each syndicate must prepare and rehearse a presentation that will be delivered to the Chief Operations and Resources Management (CORM) in plenary within 120 minutes.

☞ NOTES TO INSTRUCTORS:
The aim of this activity is to replicate logistics issues that a staff officer working within the Mission Support Centre (MSC) could face (daily, weekly, monthly) and have to deal with. The debate that should ensue in terms of prioritising the issues is essential and the instructor should facilitate, and play's devil advocate as required. As there is not too much background information pertaining to each issue the prioritisation is somewhat subjective, however, participants should be able to group the issues in terms of urgency, safety and security at a higher priority. A good approach for a presentation is to use a traffic light analogy: red – urgent and immediate action is required; yellow – important but not as urgent; and green – routine but action still required.

SCENARIO
You are a uniformed staff officer working within MSC. There are a number of logistics issues that your section is aware of. These issues are as follows:

- The MSC was approached by the Non-Governmental Organisation (NGO) CARE to ascertain if they could utilise a regular UNAC sustainment flight to bring in some needed supplies. The representatives from CARE indicated their regular air provider had been grounded for a month due to maintenance concerns.

- The Logistics Officer, Captain Paulus from NAMBATT located in Karo indicated the last three shipments of fresh rations were largely spoiled (vegetables and fruit). Captain Paulus provided photographs and the necessary Rations Discrepancy Reports. These reports were staffed through the Sector 2 G4, Major Mooketsi.

- The Medical Officer, Captain Modise from BOTBATT located in Faron reported that 2 x soldiers from the South African Maritime Response Platoon situated at the Magatakak Dam were showing signs of possible Cholera and had been sent to the Level 2 hospital in Galasi for thorough examination. This medical situation was staffed through the Sector 2 U4, Major Mooketsi to the MSC.

- The Sector 1 G4, Major Kamau provided a daily SITREP and advised in the remarks column that the sustainment flight carrying necessary minor equipment and consumables for both Major Equipment and Self Sustainment for KENBATT was delayed by 2 days. KENBATT indicated they had the requisite minor equipment and consumables for another 7 days.

- The Sector 2 G4, Major Mooketsi advised that 2 x MI-8 helicopters from the Zambian Aviation Flight were grounded due to safety concerns. Essentially the helicopter effective strength for Sector 2 is now at 50%. Major Mooketsi indicated there was a shortage of spare parts and all efforts were being made to source the parts; however, local providers in Zambia indicated the parts would not be available in theatre for another 2 weeks.

- The UNAC contractor for diesel, Lannister Fuels Inc. advised that routine resupply to Sector 3 (Ghana Brigade) will be seriously hampered during the rainy season (October – December) as the Main Service Route to several Battalion positions will be flooded and impassable during this time period.

- The Joint Operations Centre (JOC) indicated that Sector 3 was in the process of planning a Forward Operating Base (FOB) in the vicinity of LORA for a 14-day period commencing in 7 days' time. It is expected the Battalion from Nigeria is expected to deploy a Company to the FOB as a means to deter local Warlords from using illegal checkpoints and placing mines along the Main Supply Route (MSR). The JOC advised that the Sector 3 Ghanaian Field Engineer Squadron would need additional engineering assets (UNAC or other Sectors) to prove the route and establish the FOB.

- The monthly Equipment Status Reports from Sector 1 indicated the Rwandan Battalion was at 95% operational under its Contingent Owned Equipment Wet Lease MOU arrangement for Major Equipment for Infantry Carrier, Armed Class III or Armoured Personnel Carriers (APC). However, in the remarks column it was noted that 80% of the weapons systems for these vehicles were operational and not expected to be repaired for 2 months' time.

- In light of COVID-19 restrictions and safety protocols, incoming rotations must quarantine. It was learned that a contingent in Sector 1 did not provide any food or water over the weekend for its troops stating it was an MSD responsibility.

- A contingent in Sector 3 was given a company patrol task in a forward area that was to last 15 days, however, after 5 days the company returned to the main camp as it stated it ran out of necessary supplies

- A Field Office in Sector 2 (SUROUN) was burnt to the ground 7 days ago and all infrastructure was destroyed. Luckily there was no loss of life.

- The Force U5 is working on a Frag O that will see the deployment of a Rapid Deployment Battalion (Platoon Size) for a 10-day period in the North of Sector 1. The deployment is scheduled to commence in 72 hours. The U5 works hard but tends to make errors and forget to include U4 and MSC input.

- The UNPOL vehicles working in Sector 2 have been having difficulty in obtaining replacement tires for their vehicles. This issue was only raised in the last 48 hours and no other sectors have been reporting this issue.

Deliverables:

Analyse all of the issues above and provide a 10-minute brief to the Chief Mission Support Centre. The brief must include highlighting and prioritising the issues, recommended solutions or mitigating strategies and whom you must deal with to address and implement the solutions.

Lesson 3.1 Casualty Evacuation in the Field

COURSE: Operational Logistics
MODULE: 3.1 Describe Casualty Evacuation (CASEVAC)
LEARNING OBJECTIVES:
1. Describe the AC2 structure regarding CASEVAC
2. Outline the risks regarding CASEVAC management in UN missions (timeliness)
3. Describe the current UN CASEVAC policy (2019)
4. Describe the differences between CASEVAC / MEDEVAC

METHOD/APPROACH: Interactive Lecture
REFERENCE: Operational Logistics Training Guide, COE Manual, 2020 CASEVAC Policy
TRAINING AIDS: Laptop, LCD Projector and Screen
TYPE OF LESSON: Theory

By the end of this lesson, the participant will possess a solid understanding of the Authority, Command and Control (AC2) and the associated risks with CASEVAC management in the mission. The current CASEVAC policy (2020) and the differences between CASEVAC and Medical Evacuation (MEDEVAC) will be discussed.

Review

Review Module 2.8:

What are the guiding principles with the UN for verifications?
Simplicity
Accountability
Financial and Management Control Transparency
Reasonability

Learning Objectives

- CASEVAC – Authority, Command and Control (AC2)

- Risks

- Current CASEVAC Policy (2019)

- CASEVAC vs MEDEVAC

3

☞

You will find that the subject matter presented within these three periods is not only applicable throughout this course but will serve you whenever you are called upon to deal with COE related issues. A Staff Officer / Line officer must understand the CASEVAC system fully as the proper execution and timeliness of decision-making is imperative when the safety of personnel is involved.

This Lesson will be conducted in 2 Stages covering the following Learning Objectives:

Stage 1
- Describe the AC2 structure regarding CASEVAC
- Outline the risks regarding CASEVAC management in UN missions (timeliness)

Stage 2
- Describe the current UN CASEVAC policy (2020)
- Describe the differences between CASEVAC / MEDEVAC

CASEVAC (1)

- Evacuation of a casualty from the Point of Injury (POI) to closest Medical Treatment Facility (MTF)
- Use most effective means of transportation
- Continuum of care (resuscitation, evacuation & surgery as required)
- Planning and capability – CASEVAC policy / COE Manual

4

Stage 1

CASEVAC (1)

☞

CASEVAC is defined as the evacuation of a casualty from the point of injury (POI) to the closest appropriate medical treatment facility (MTF), utilising the most effective means of transportation. It is a continuum of care that supports a resuscitative process from the POI, through evacuation, into surgery and on to intensive care where this is required.

CASEVAC planning and capability must be considered in context of the 2020 CASEVAC Policy and the 2020 COE Manual, which defines many of the capabilities associated with both medical support and evacuation.

CASEVAC (2)

- Mission CASEVAC system rests with HOM / managed by DMS and Chief Medical Officer

- CASEVAC system must be simple in structure, lean in management and easily understood

- CASEVAC takes priority over all Mission activities except actions to counter immediate threats to UN personnel

5

Stage 1

CASEVAC (2)

☞

Responsibility for the Mission's CASEVAC system rests with the Head of Mission (HoM), though normally managed by the Director or Chief of Mission Support (DMS/CMS) and Chief Medical Officer (CMO).

The CASEVAC system must be simple in structure, lean in management and easily understood by those who use it.

CASEVAC takes priority over all other Mission activities except actions to counter immediate threats to UN personnel.

CASEVAC (3)

- CASEVAC further prioritised based on category / # of patients

- Delay in treatment = increased death rate / disability

- Guidelines seek to trade-off clinical need and operational risk

- Metric used is the "10-1-2" Guideline

6

Stage 1

CASEVAC (3)

CASEVAC operations will be further prioritised taking into consideration the category and number of patients. Delay in treatment leads to an increased rate of death and disability.

☞

For operational health planning purposes, guidelines have emerged that seek to trade-off clinical need against operational risk. The metric adopted in the UN system is the "10-1-2" guideline:

10

Immediate life saving measures are applied by personnel trained in first aid. Bleeding and airway control for the most severely injured casualties is to be achieved *within 10 minutes* & casualty alert messages transmitted.

1

Advanced resuscitation / treatment is commenced by emergency medical personnel *within 1 hour* of injury / illness onset. There is often a misunderstanding about what this means. The care offered in the first 10 minutes is the sort of first aid **_all_** TCC/PCC personnel should be equipped and capable of delivering as a result of

individual and buddy first aid training. The provision of advanced care by emergency medical personnel within one hour **does not**:

- Directly relate to a concept known as the "golden hour" (this is incorrectly stated in the Medical Support Manual 2015 and will be removed in the next edition).
- Mean care led by a medical doctor.
- Drive the need for a helicopter with an AMET to arrive within 60 minutes of injury.

Advanced resuscitation by emergency medical personnel can be delivered by appropriately trained professional medics/paramedics who are typically enlisted members of the Health/Medical Services or Corps of their armed forces rather than combat arms soldiers who have received advanced first aid training such as a 'Team Medic' or who have completed the 'UN Field Medical Assistant' course.

As an example of this. In early 2020, a TCC unit in MINUSMA struck an IED. Due to the risk involved in the operation they were conducting, two paramedics from the Unit's Level 1 had been included in the team. Due to their skill set, they were able to commence advanced care within a few minutes of the injury. This met both the '10' and the '1' requirement of the metric. A CASEVAC helicopter with the AMET arrived 75 minutes after the injury and evacuated the casualty to a Level 2 facility by 115 minutes after the injury; this also met the "2" part of the metric.

It is accepted that in some TCCs the professional medics of their Health/Medical Service or Corps lack the necessary skills to deliver advanced care and this will drive some missions to always get a helicopter and AMET to the point of injury within 60 minutes.

In after action review, when assessing the success of an CASEVAC operation in meeting the 10-1-2 metric, these varying capabilities must be taken into consideration.

The principal point is that the health capability that takes part in a specific operation or task must be appropriate to the threat, the risk, and the distances involved and should not simply be driven by SOPs or ridged unit structures. Sometimes a platoon level activity requires most of the personnel in a Unit's organic Level 1 capability.

2

Where required damage control surgery (DCS) is commenced as soon as practicable, **but no later**
than 2 hours after injury / illness onset.

To meet this demanding timeframe a philosophy of 'ownership at the highest level and execution at the lowest level' will be adopted. While the ownership of the CASEVAC system is invested in senior mission leadership, authority to launch CASEVAC operations is devolved to the lowest practical level without the need to seek permission from the 'ownership level'.

CASEVAC – AC2 (1)

- Mission Air Operations Centre (MAOC) plans, coordinates and schedules aviation assets
- Aviation priorities- set by HOM
- Air might be only transport option during rainy season
- Aviation assets are scare and standby capability difficult to maintain

7

Stage 1

CASEVAC – AC2 (1)

☞

Planning, coordination, and scheduling of all mission aviation assets is managed through the MAOC in compliance with the mission priorities, as determined by the HOM, to ensure final coordination amongst the necessary mission components and appropriate oversight and support is provided.

In many missions, air is the only means of transport during certain seasons. Aviation is always scarce, and any need to have the capability on standby (such as for CASEVAC) may come at an unsustainable cost to the mission as a whole.

CASEVAC – AC2 (2)

- AC2 policy and mission structure = coordination across multiple components

- DMS approval to re-task aviation assets

- Host Nation constraints

- Uniformed planners must examine mission specific CASEVAC policy/constraints

8

Stage 1

CASEVAC – AC2 (2)

One of the greatest challenges of CASEVAC is that the AC2 policy and the standard mission structure mean that CASEVAC requires coordination across multiple components. This includes requiring DMS (or Mission Support) approval to re-task aviation or other mission-level assets.

This is made more complex by constraints imposed by the Host Nation (which must be considered by Mission Support), such as restrictions of movement, and long delays in issuing Host Nation flight authorisation for aviation assets. Uniformed personnel may be significantly surprised at how complex the process for initiating and executing a CASEVAC may be.

☞

Uniformed planners must examine the CASEVAC policy of their mission, and actively seek to understand any mission-related constraints, which may affect support to an operation. This is especially true where there is a high threat (whether from IEDs, terrain or threat actors).

CASEVAC – Risks

- Misunderstood and lack of practice regarding SOPs
- Difficulty in launching a CASEVAC with short notice
- Prior tasking of asset, host nation restrictions and unit / staff unfamiliarity
- Planners must rehearse frequently

9

Stage 1

CASEVAC – Risks

All missions shall establish standing approval procedures for tasking of mission enabling assets on short notice in times of operational urgency (e.g. deployment of Quick Reaction Forces, high-risk operations launched on short notice), and process for CASEVAC (in accordance with the CASEVAC Policy) to be communicated by the Mission Leadership Team (MLT) to all mission organisational units.

In larger missions, which may have Field Offices and/or military sector HQs at sub-national level, authority for CASEVAC operations should be decentralised and delegated to these offices and HQs, where appropriate. The Mission Health Support Plan and CASEVAC SOP must articulate where delegated launch authorities within the CASEVAC system rest in the mission. Where Mission SOP's related to CASEVAC is not widely understood and practiced there is a real risk of delays and improper decisions being made.

Before arriving in mission, it is difficult for uniformed planners to appreciate how complex it can be to launch a Quick Reaction Force or CASEVAC at short notice. Factors may include prior tasking of the transport asset, host nation movement restrictions or permission processes, individual unit familiarity with aviation assets, civilian air regulations, interaction with civilian contracts.

☞

Where such support is critical, planners and logisticians must wargame and rehearse the quick release in order to understand mission-specific limitations and how that may change in different sectors.

Questions

10

Stage 1 - Confirmation

Describe the metric used within the UN CASEVAC system.

The metric adopted in the UN system is the "10-1-2" guideline:

10

Immediate life saving measures are applied by personnel trained in first aid. Bleeding and airway control for the most severely injured casualties is to be achieved *within 10 minutes* & casualty alert message transmitted.

1

Advanced resuscitation / treatment is commenced by emergency medical personnel
within 1 hour of injury / illness onset.

2

Where required damage control surgery (DCS) is commenced as soon as practicable,
but no later than 2 hours after injury / illness onset.

CASEVAC vs MEDEVAC

- CASEVAC – Evacuation from point of injury/illness to first appropriate medical facility
- MEDEVAC – Planned medical evacuation from one medical facility to another medical facility

Stage 2

CASEVAC vs MEDEVAC

- CASEVAC – Evacuation from point of injury/illness to first appropriate medical facility

- MEDEVAC – Planned medical evacuation from one medical facility to another medical facility

These are two terms that are often misunderstood and used inappropriately. You can see that in terms of CASEVAC, it is the physical evacuation from the point of injury to the first **appropriate** medical facility, whereas MEDEVAC is the **planned** evacuation between medical facilities and is within the medical system's control.

This lesson covers only CASEVAC as it involves the actions of contingents and operational staff.

BACKGROUND

- HIPPO Report 2015
- Santos Cruz Report 2017
- Action for Peacekeeping (A4P)
- CASEVAC in the Field – Mar 18
- Stress Tests of five major high-risk missions
- *Casualty Evacuation in the Field – revised policy Dec 19*

Peacekeeping Deaths 2009-2019				
Malicious	Accident	Illness	Other	Total
319	361	504	135	1,319

12

Stage 2

CASEVAC Policy - Background

There were two studies that had a major impact on improving efficiencies in CASEVAC within a Mission: HIPPO Report 2015 and the dos Santos Cruz Report 2017.

HIPPO Report 2015 - As the United Nations (UN) High-Level Independent Panel on Peace Operations (HIPPO) was focusing on their encompassing review, it became of particular concern to its Members that in reverse to the gains made in the 1990s and the following decade, the number of states lapsing or relapsing into armed conflict was once again on the rise. Clearly, the track record of the United Nations and the international community in helping certain countries and regions to sustain and deepen peace processes has become inadequate. This includes UN peace operations. Noting that 'UN peace operations struggle to achieve their objectives,' HIPPO called for change 'to adapt them to new circumstances and to ensure their increased effectiveness.

Dos Santos Cruz Report 2017 - In December 2017, General dos Santos Cruz issued his report, Improving Security of United Nations Peacekeepers (otherwise known as the "dos Santos Cruz report"), which looked at concrete ways to reduce fatalities in UN peacekeeping. The report deepened the conversation around peacekeeper fatalities, while also reopening questions of whether UN peacekeepers are ready to act

decisively in the face of direct attacks. More broadly, the discussion led to a renewed dialogue on the viability of mandates in contemporary settings like Mali, South Sudan, or the Democratic Republic of Congo and, indeed, on the evolution of the peacekeeping instrument itself.

The Casualty Evacuation in the Field – March 2018 was the first attempt to provide a much- needed policy directly related to CASEVAC procedures. This policy was stress tested in 5 of the major high-risk missions, which led to many recommendations incorporated into the Casualty Evacuation in the Field – revised policy in December 2019, which is the current policy on CASEVAC operations.

Missions Subject to Stress Test

- UNMISS - February 2019
- MINUSCA - March 2019
- MINUSMA - April 2019
- MONUSCO - July 2019
- Tabletop review of mission Health Support Plans and CASEVAC SOP
- Crisis Management Exercises

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Stage 2

CASEVAC Policy Stress Testing

4 of the 5 high-risk missions stress tested were UNMISS in February 2019, MINUSCA in March 2019, MINUSMA in April 2019 and MONUSCO in July 2019. The stress test included a tabletop review of respective mission health support plans and CASEVAC SOPs and a series of crisis management exercises.

From this test came several critical observations that led to recommendations and ultimately to a revised policy on CASEVAC in December 2019.

Stress Test – Key Observations

- Low levels competence and confidence in first aid
- Individual and team first aid kits (quantity and quality)
- Insufficient advanced first aiders
- Knowledge of and confidence in "Alert Messaging" poor
- Delayed transmission of vital information

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Stage 2

Stress Test Observations (1)

- Low levels of competence and confidence in first aid
- Paucity of individual and team first aid kits (quantity and quality)
- Insufficient advanced first aiders (Field Medical Assistants/Paramedic)
- Knowledge of and confidence in "Alert Messaging" is poor
- Communications architecture delay transmission of vital information

Key Observations – Level 1 Care

- Medical staff lack training / experience trauma care

- Insufficient collective training as Trauma Team

- Facilities - not well set up to deliver resuscitative care

- Equipment dual use – primary care and external

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Stage 2

Stress Test Observations (2)

Medical staff lack training/experience in trauma emergency care.
Insufficient attention to collective training as Trauma Team.
Facilities not well set up to deliver resuscitative care.
Equipment dual use – primary care and external activities such as patrols.

Key Observations – Aeromedical

- Aircraft availability for aeromedical evacuation (AME)
- Aircraft lack night/low visibility capability
- Aircraft not located to achieve best AME effect
- Dislocation of Aeromedical Evacuation Teams (AMET) and aircraft
- Assets not always re-located "forward" during high-risk ops

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Stage 2

Stress Test Observations (3)

Paucity of aircraft available for aeromedical evacuation (AME).
Aircraft lack night/low visibility capability – training and equipment.
Aircraft not located to achieve best AME effect.
Dislocation of Aeromedical Evacuation Teams (AMET) and aircraft.
Assets not always re-located "forward" during high-risk operations.

Key Observations – Level II / III Care

- Individual skills satisfactory and care adequate
- Inconsistent application of Trauma Team approach
- Insufficient time allocated to collective training
- Suboptimal environmental control and lighting

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Stage 2

Stress Test Observations (4)

Individual skills satisfactory and care adequate.
Inconsistent application of Trauma Team approach.
Insufficient time allocated to collective training.
Suboptimal environmental control and lighting.

Key Observations – C2 & Comms

- SOPs poorly understood
- Process sequential and not concurrent
- Too many people involved in decision-making process
- Information blizzard
- Lack of single CASEVAC launch node/ops centre
- Ops centres - not focussed on 24-hour operations
- Staff – insufficiently trained

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Stage 2

Stress Test Observations (5)

CASEVAC SOPs poorly understood.

Process is sequential and not concurrent.

Too many people involved in the decision-making process.

Too many people informed who are not decision makers – "information blizzard."

Lack of single CASEVAC launch node/operations centre.

Operations centres work patterns not focused on 24-hour operations.

Staff officers insufficiently trained.

Recommendations (1)

- 10-1-2 Metric remains relevant
- Enhance pre-deployment first aid training and equipment
- Develop Trauma Team philosophy
- 24-hour rotary wing op capability
- Improve Operational Health Support training

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Stage 2

Recommendations (1)

- 10-1-2 Metric remains relevant for UN peacekeeping missions Enhance pre-deployment first aid training and equipment.
- Develop Trauma Team philosophy.
- 24-hour rotary wing operational capability
- Improved Operational Health Support training – CMO & FMO

Recommendations (2)

- Training & rehearsal
- Ownership at highest level, execution at lowest
- Designate a single existing Op Centre as CASEVAC coordinating node
- Develop concurrent CASEVAC tasking process
- Greater use of Temporary Tasking Authority to FC

Changes in new CASEVAC and AC2 policies

20

Stage 2

Recommendations (2)

- Training & rehearsal – individual & collective. Ownership at the highest-level execution at the lowest.
- Designate a single existing Operation Centre as CASEVAC coordinating node. Develop concurrent CASEVAC tasking process.
- Greater use of Temporary Tasking Authority to Force Comd

Changes included in new CASEVAC and AC2 policies

Ownership / Execution

Ownership at highest level, execution at lowest

Ownership (Mission HQ)
- ✓ DMS/CMS (or other senior official)
- ✓ Temporary OPCON by Force Comd

Execution (Designated Ops Centre)
- ➢ Duty Operations Officer
- ➢ Duty Air Operations Officer
- ➢ Duty Evacuation Medical Officer

- Resources – Evacuation and Medical Assets
- System Laydown
- Quality/Clinical Standards

- Tasking
- Casualty Regulation
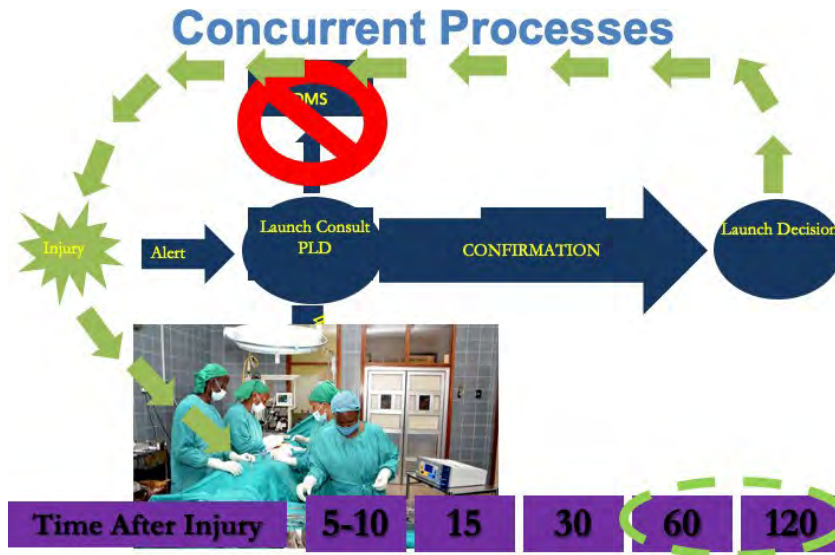- Independent Launch Authority

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Stage 2

CASEVAC Ownership and Execution

The principle of ownership at the highest level, execution at the lowest level is fundamental to CASEVAC in the field.

Ownership remains in Mission HQ normally with the DMS, but temporary OPCON is afforded to the FC. Ownership includes managing the resources, providing and establishing the system laydown and maintaining quality and clinical standards.

Execution must come from the designated operations centre and will involve duty staff from operations, air operations and medical officers. Execution includes tasking, casualty regulation and "independent launch authority", which is vital to timely and effective CASEVAC. The process is explained on the next slide.

Stage 2

CASEVAC Concurrent Processes

This is a build slide that highlights the current CASEVAC policy. Particular emphasis must be given to the "independent launch authority", which effectively eliminates the requirement to obtain DMS authorisation to commence a CASEVAC operation.

Questions

Over this lesson the Authority, Command and Control (AC2) and the associated risks with CASEVAC management in the mission were discussed. The current CASEVAC policy (2019) and the differences between CASEVAC and Medical Evacuation (MEDEVAC) were also explained

Confirmation

Explain the differences between CASEVAC and MEDEVAC.

- CASEVAC – Evacuation from point of injury/illness to first appropriate medical facility

- MEDEVAC – Planned medical evacuation from one medical facility to another medical facility

Plan for a CASEVAC

Aim	Deliverable(s)
• Properly plan and coordinate a CASEVAC	• Discuss, analyse and plan for a CASEVAC • Answer all deliverables • Backbrief the U3
Time Allocation **Discussion:** (Syndicate) 120 mins **Presentation:** (Plenary) 30 mins **Total:** 150 minutes	**Notes** **Given:** • Activity 3.1 Handout • CARANA Map • CARANA reference material

24

Learning Activity
3.1 – Plan for a Casualty Evacuation (CASEVAC)

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
Map of CARANA
CARANA reference material

TIME
Suggested time 150 minutes:
120 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
At the end of the lesson, participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. **The presentation will be delivered in plenary after 120 minutes.**

☞ *NOTES TO INSTRUCTORS*:

The aim of this activity is to reinforce the CASEVAC lesson and will mark the 1st time the participants will be required to do any formal planning. This lesson and learning activity is deliberately placed before the Logistics Estimate lessons and activity as a means to assess the level and capabilities of the course participants regarding a planning process. Additionally, the activity will significantly amplify the Authority, Command and Control (AC2) policy, as the Director Mission Support (DMS) is the tasking authority for aviation assets. Of note this Activity can be conducted a Table Top Exercise completely in Syndicate; however, the facilitators must conduct a thorough rehearsal prior to execution to ensure consistency and mutual understanding.

SCENARIO
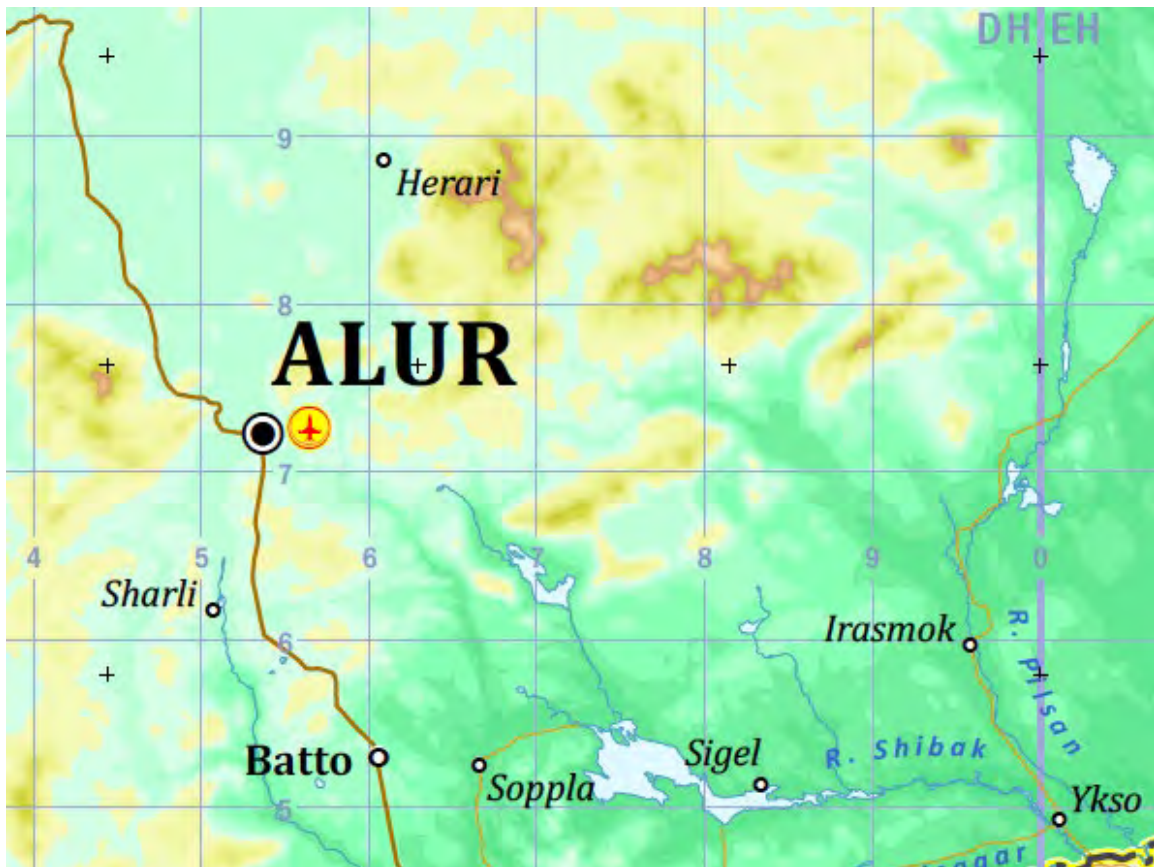
- You are the U4. The U3 is working on a Frag O that will task Sector 2 to surge a Quick Reaction Force (QRF) into a remote area in the vicinity of HERARI located Northeast of ALUR.
- The FC has become increasingly concerned with Movement Patriotique de Carana (MPC) actions towards the local civilian populace in HERARI and wants to provide a credible show of force as a means to deter MPC actions.
- The FC understands that time must be afforded to allow for planning and coordination activity to occur so the QRF will not deploy until 72 hours from now.

- The QRF is expected to be operational for 7 days and will need to be resupplied within 72 hours. The FC considers this a high-risk mission and fully expects casualties. There are no accessible roads into HERARI so aviation assets must be used for deployment, sustainment, redeployment and CASEVAC.
- Having been within the Mission for a few months now, you have a better understanding of AC2 policy, the Mission Support Division key points of contact for planning and the aviation capabilities across the Mission.
- Of note, the DMS has both military and civilian contracted aviation assets situated in GALASI. It is known that the civilian assets are often quicker to respond to CASEVAC due to shorter processing time, however, there has been a general reluctance to fly assets into areas that are deemed high risk.
- You are also aware that South African Medical Detachment located in SUROUN does not have a fully qualified aeromedical team and must obtain the personnel from the main hospital in GALASI. In addition, the loadmaster with the Zambian Aviation Flight in SUROUN is not a qualified paramedic, which is a UN requirement when considering CASEVAC operations.

Deliverables:

The U3 has asked you to assist in planning the Frag O and is expecting a Staff Brief in 120 minutes to cover the following:

- What aviation assets are available for all aspects of the mission: deployment, resupply, redeployment and CASEVAC?
- Where should the aviation assets be located to have the best effect?
- Are there any restraints or constraints on resources including caveats?
- Who needs to be consulted across the Mission to assist in planning and providing the appropriate capabilities and effect?
- What are the communication considerations for the QRF?
- What are the supply considerations for the QRF?
- What CASEVAC / Aviation procedures can be rehearsed in advance and how?
- What if casualties exceed capacity (Mass Casualty)?
- What are the AC2 relationships?
- What are the actions to be taken for CASEVAC on locals (civilians and MPC)?

COURSE: Operational Logistics

MODULE: 3.2 Describe a Logistics Estimate

DURATION: 100 MINS

LEARNING OBJECTIVES:

1) Describe the 5D(R) tool used to initiate Logistic Mission Analysis
2) Describe the concept of deductions as part of the Logistics Estimate
3) Describe the logistics considerations by function
4) Describe a simple risk analysis matrix tool
5) Using the tool, identify the types of risks that could arise in support of an operation\
6) Describe the importance of coordination and interoperability related to the logistics estimate
7) Describe how gender consideration can impact logistic planning

METHOD/APPROACH: Interactive Lecture

REFERENCE: OPLOG Training Reference

TRAINING AIDS: Laptop, LCD Projector and Screen

TYPE OF LESSON: Theory

☞

By the end of this lesson, the participant will be able to identify the major concepts and the methodology that is used within the logistics estimate process and Logistics Preparation of the Mission Area (LPMA) required in the production of a support concept for future operations or tasks.

Why?

A logistics Staff Officer must possess the ability to develop flexible and effective support plans for upcoming missions or tasks within a field mission.

2

Where do we fit in?

Strategic Guidance	NY – SRSG - Executive
	Inter Agency or Integrated Planning
	IOPG
Operational Effects	FC – Police Comm, DMS
	Integrated Planning or Element only
	OPP
Tactical Effects	Sectors/Bdes/Formations
	Integrated Planning or Element only
	Estimate

3

Review

4

Review Module 3.1:

Describe the metric used within the UN CASEVAC system.

The metric adopted in the UN system is the "10-1-2" guideline:

10
Immediate life saving measures are applied by personnel trained in first aid. Bleeding and airway control for the most severely injured casualties is to be achieved *within 10 minutes* & casualty alert message transmitted.

1
Advanced resuscitation / treatment is commenced by emergency medical personnel *within 1 hour* of injury / illness onset.

2
Where required damage control surgery (DCS) is commenced as soon as practicable, *but no later than 2 hours* after injury / illness onset.

Learning Objectives

- 5D(R) Analysis
- Deductions
- Functional Considerations
- Risk Analysis Matrix
- Coordination and Interoperability
- Gender Considerations

5

☞ You will find that the subject matter presented within this lecture is not only applicable throughout this course but will serve you whenever you are called upon to participate in a planning process activity.

A logistics Staff Officer must possess the ability to develop flexible and effective support plans for upcoming missions or tasks within a field mission.

This Lesson will be conducted in 4 Stages:

Stage 1
Describe the 5D(R) tool used to initiate Logistic Mission Analysis

Stage 2
Describe the concept of deductions as part of the Logistics Estimate
Describe the logistics considerations by function

Stage 3
Describe a simple risk analysis matrix tool
Using the tool, identify the types of risks that could arise in support of an operation

Stage 4
Describe the importance of coordination and interoperability related to the logistics estimate
Describe how gender consideration can impact logistic planning

How do we Begin

- Task Order is issued
- Identify Assigned Tasks
- Implied Task
- Commence Logistic Estimate

6

Logistics Estimate - General

- Who conducts the Logistic Estimate at the operational level?
  - U4, G4, MSC, etc...
- Desired outcome?
  - produce logistics Courses of Action (COA)
- Analyse data on sustainment
  - What source document?
- Once COA is selected?
  - Integrate data into plan

Stage 1

Logistics Estimate - General

☞ Within a field mission the logistics estimate is a process conducted by logistics staff at the operational level. The desired outcome is to produce logistics courses of action (also called a logistic support concept) to support each operational course of action (COA).

The logistics estimate is the process of:
- Gathering data against pertinent mission support concepts: Area of Operations (AOR) size, Lines of Communication (LOC), Main Supply Route (MSR), Airport of Disembarkation (APOD) / Seaport of Disembarkation (SPOD)
- Analysing their impact on sustainment
- Integrating data into operational logistics planning (which is the ultimate aim of the logistics estimate)

The Estimate – Logistics Plan

- Principles of Logistics

- Key Considerations

- Factors (5DR framework)

- Deductions – SO WHAT!

8

Stage 1

Estimate – Logistics Plan

☞ The logistics estimate will ultimately lead to a logistics plan or support concept of operations. The estimate will need to be a detailed analysis of the potential operation or tasks and will look to incorporate the following concepts: Principles of Logistics, Key Considerations, Factors (4DR - Distance, Demand, Duration, Destination and Risk or the 5DR (4DR + Dependency) and Deductions.

Principles of Logistics

- Responsibility
- Foresight
- Flexibility
- Economy
- Simplicity
- Cooperation
- Sufficiency
- Accountability
- Visibility
- Interoperability

9

Stage 1

Principles of Logistics

You will recall from Module 2.3; the principles of logistics were described in detail. These principles should always be incorporated into your logistics estimate, because if they are achieved in the development of the various logistics courses of action and the support concept the plan should be more viable and robust. Depending on the mission, operation or tasks being supported some principles will have more value than others.

☞ This need not be a formal step of the logistics estimate however, it will be a good check and balance to assess the plan in terms of totality.

The UN Principles of Logistics are: Responsibility
Foresight, Flexibility, Economy, Simplicity, Cooperation, Sufficiency, Accountability, Visibility and Interoperability

Considerations - Sustainment (1)

Proper sustainment maintains freedom of action for the Commander

- Identify key sustainment tasks by function
- Identify Lines of Communications / Main Supply Routes
- Level Force protection required

10

Stage 1

Sustainment Considerations

☞ If sustainment is properly planned it will afford the tasked commander freedom of action in carrying out an assigned mission.

In order to plan for sustainment operations, the logistics planner needs to consider the following (not inclusive):

Must properly identify the sustainment tasks by function (maintenance, engineering, supply, medical, communications and transport) including assigned and implied tasks. This cannot be understated as the logistics planner must consider all aspects of support because they all have their own inherent challenges and are vital to the overall success of operations. For example, if the feeding plan is not well planned and executed it could have an adverse effect on troop performance and morale.

Identify the Lines of Communication (LOC) or those routes connecting the operating unit to its main support base and the Main Supply Route (including alternate routes). The LOC must be assessed for accessibility especially during the rainy season and the overall security (IEDs, civilian movement, parties to the conflict activity)

Must determine the Force Protection required – eg. armed escorts for convoys. When the LOC and MSR are assessed against security risks the requirement for armed escorts will be considered.

Considerations -Sustainment (2)

- Determine what follow-up operations being considered.
  Intent, mission statement…

- Determine sustainment priorities by unit.
  Current disposition, MOU, COE Reports, liaising with CLO, G4…

- Where do we get this?

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Stage 1

Considerations Sustainment (2)

Must determine what follow-up operations being considered. This is where the principles of logistics can come into play: foresight, economy, flexibility. Understanding what follow-up operations will most likely occur will greatly assist the logistics planner in determining support requirements for subsequent phases of an operation or a new operation.

☞ Must determine the sustainment priorities and to which units. The principles of logistics are also important here: cooperation and sufficiency. Setting priorities will afford commanders flexibility and provide specific direction to the logistics support concept. For example, Mission repair and recovery assets will give priority to Sector 2 during Operation BLUE PRESENCE or Sector 2 will be given aviation support priority for sustainment operations during Operation BLUE PRESENCE.

Mission Analysis – Logistics (1)

- Defines operational tasks and logistics requirements
- Identify specified and implied tasks
- These tasks are considered in relation to operational environment
- Conducted for each COA

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Stage 1

Mission Analysis - Logistics

☞ Mission analysis is conducted for each of the selected COAs and defines the operational tasks to be performed and the resulting logistics requirements.

Some tasks are specified by the mandate, while others are implied. For example, a **specified task** might be to disarm opposing factions. This is a clear task. The **implied tasks**, however, may include storage of and accountability for the weapons, destruction procedures, and re-issue procedures. If the mission analysis only notes the specified task, then the resources necessary to perform the implied tasks will be understated.

Once the specified and implied tasks are identified, the logistics planner considers the tasks estimated in relation to the environment in which they are to be executed.

Analysis – Logistics

- Logistics planning factors – 5D(R)

- Logistics requirements

- Sources of logistics support

- Determine shortfalls

What document should the Logistician produce?
Support Dependency Matrix

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Stage 1

Mission Analysis – Logistics (2)

Logistics Planning Factors (explained further on next slide). A listing of relationships between two or more variables, eg. KG's/man/day, which can be used to plan resource needs in detail. If they are not readily available, they should be developed and applied when planning a specific mission - 5D(R).

Determination of logistics Requirements. This is accomplished by applying the logistics planning factors against the tasks outlined in the mission analysis. The gross logistics requirements can then be used by the planner to determine the most efficient and cost-effective method of supply and distribution.

Sources of Logistics Support. The UN will normally obtain logistics support for field operations from four main sources: UN owned assets (eg. Strategic Deployment Stock); Member states; UN engaged contractor support (either local or international); and/or Host nations. Once logistics requirements are known, the UN will solicit member states that possess the required logistics capability to provide all or part of the logistics force necessary. The member states will then indicate what support forces can be made available.

Determination of Logistics Shortfalls. Once member state contributions are

determined, the planner can assess whether any capability shortfalls exist. If identified shortfalls cannot be resolved through additional member solicitations or increased host nation or contractor support, the planner should recommend that the operational plan be changed to reflect these differences. Otherwise, the accomplishment of the mission may be in jeopardy.

Logistics Planning Factors

- Many countries incorporate logistics considerations in their doctrine

- 4 D's, the 5 D's, 4 DR

- We will use 5D(R)

- Used in Logistic Analysis in developing COAs

What is 5D(R)?

14

Stage 1

Logistics Planning Factors

☞ Many nations have doctrine for understanding the logistic considerations of a problem. Some nations refer to the 4 Ds, the 5 Ds, 4 DR or have other names entirely.

This section provides a simple set of non-nation-specific considerations suitable for planning in UN Missions. This model is called 5DR.

For the requirements identified in the MA, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the **5DR** factors against the requirements.

Logistics Planning Factors – 5D(R)

- Destination
- Demand
- Distance ❖ Risk
- Duration
- Dependency

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Stage 1

Planning Factors – 5D(R)

For the requirements identified in the Mission Analysis, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the **5D(R)** factors against the requirements.

- <u>Destination</u>. Determines nature of the requirement in relation to the location of the mission.

- <u>Demand</u>. Determines the magnitude of the requirement in terms of forecast of consumption.

- <u>Distance</u>. Determines the shape of the LOC.

- <u>Duration</u>. Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time.

- <u>Dependency</u>. Determine the type and quantity of units requiring logistic support.

- <u>Risk</u>. All the above factors must always be assessed against a relative risk factor, which will determine the level of force protection required.

Destination

- Where - Area of Operations (AOR)
- Helps define LOC
- Influences transportation means, communications, logistics support
- AOR influences forecasting of demand and planning for contingencies

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Stage 1

Destination determines nature of the requirement in relation to the location of the mission.

Destination defines the overall environment in which the operation will take place, which affects factors such as the pattern of wear and tear on equipment, the variety of supplies and the physiological demands on troops.
Considering this factor helps to define the strategic LOC.

Destination influences: transportation means (air, ground, sea or joint), supply alternatives and stock size: (for six months or less) and strategic communication limits. Destination influences **logistic support** to military operations and a clear understanding of the local climate; austerity of infrastructure and attitudes of the operation area are essential for logistics planners. It imperative that a planner has a reliable knowledge of the environment and infrastructure including the overall threat level as the maintenance of strategic and operational lines of communications are essential for logistic support operations.

☞ Destination significantly influences logistic support as it sets the pre-conditions and patterns of wear and tear. Thus, the AOR (area of operation) will directly influence the forecasting of demand and logistic estimates required to maintain and sustain the forces in the operational theatre for the duration of the operation. Hence the need to plan and store

large buffer stocks to cater for unforeseen contingencies and provide for safety, flexibility, expedience, and flexibility in switching operational priorities.

Demand
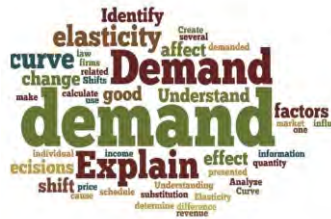
- Magnitude of requirement
- Shape replenishment plan and self-sustainment levels
- Stems from Command's intent and op tempo
- Sum of steady state, cyclical and surge requirements
- How, when and what quantities to request

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Stage 1

Demand determines the magnitude of the requirement in terms of forecast of consumption.

This factor helps in shaping the replenishment plan and setting the self-sustainment levels required by contingent. Demand for supplies and services are not simply the gross mathematical consumption, but also its pattern, its rate of change and its variability.

Demand stems directly from the commander's intent and the tempo of operations. It is the sum of the steady state, cyclical and surge demands. Many units may be used to a 'push' style of replenishment.

☞ Demand considerations include understanding how and when and what quantities to request support. Buffer stocks are essential for unforeseen eventualities, big number of troops require big volume of materiel support, the intensity of operational engagement drives the level of materiel requirements and operational environment and distance directly impact on demand levels.

Distance

- Determines shape of LOC
- Movement of troops and supply of materiel require robust LOC
- Consider distance between nodes (ie. Field Office, Sector support areas)
- Determines volumes of resources committed and time in transit

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Stage 1

Determines the shape of the LOC. This factor applies distance and accessibility to the calculation for deployment and how the LOC can be established.

The movement of troops and supply of materiel require suitable transport and logistics equipment and facilities, reliable transport and communication infrastructure are essential for logistic support, accessibility, speed and flexibility are essential for logistic facilities and strategic lines of communications are essential for logistic support operations were key elements of distance in logistic support to military operations.

☞ When considering distance, the logistic planner must consider distances between nodes within the theatre (such as Field Office/Sector support areas). The length, capacity and topography of the lines of communication will determine the size, shape, structure and balance of the distribution resources committed to it. Distance factors will also determine the volume of resources committed for operating stocks and the time in transit and the requirement for forward bases or intermediary staging posts.

Duration

- Determines robustness and need for support in relation to time
- Impacts how complete support needs to be and volume
- Longer ops consume more support (funding, infrastructure, etc.)
- Consider viability periods (unit self-sufficiency)

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Stage 1

Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time (How long support is required).

☞ This factor impacts how complete the logistics support needs to be and the overall volume of equipment and material to be planned. Longer operations consume more logistic support, deployment and support of military operations consumes heavy funding, development of local infrastructure is essential for operational support and strategic investments are essential in longer operational undertakings. When considering duration, planners may need to reassess operational viability periods (the period during which forces must be self-sufficient) or be able to advise units on ways in which external support may be offered to extend their units endurance.

Dependency

- Understand type /quantity of units requiring support

- Significantly different in UN Missions (SUR, caveats, COE framework, etc)

- Must understand dependency equipment, personnel and operating characteristics

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Stage 1

Dependency means understanding the type and quantity of units requiring logistic support.

In a national framework, planners may instinctively understand the support requirements of their force from prior training and experience. In a UN mission, the dependencies are often significantly different to that which a planner may expect from their prior experience. This may be due to UN SUR design, caveats expressed in the MOU, the nature of the COE framework, which requires units to provide additional self-sustainment, or simply that each T/PCC brings its own equipment which has different support needs and planning considerations.

☞ As such, dependency factors become substantially more important in a UN mission than may be in a national deployment. Logistic planners will need to understand the dependencies equipment fleets, personnel numbers and likely operating characteristics.

Risk

- The 5D factors are all assessed against risk
- Determines level of Force Protection (ie. armed escorts)
- Considers threat actors and key stakeholders
- Theft, corruption, movement restrictions
- Sector/Component/Mission

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Stage 1

Risk

All the above factors must always be assessed against a relative risk factor, which will determine the level of force protection required. For example, perhaps scheduled convoys must traverse through a stretch of territory where there are considerable parties to the conflict activity. In this example, the appropriate solution may be force protection for the convoys (armed escorts).

☞ Risk and Threat Analysis is an essential part of the Operational Planning process as taught on the UN Staff Officers Course and Protection of Civilians Course. Risk Analysis consider more than just overt threat actors (in military terms 'the enemy') but must consider all stakeholders in the mission, including host government representatives, local law enforcement, local community and so on.

Risks are not limited to military threat, but may include theft, corruption, restrictions of movement, damage to the community and more.

Risks to logistic support must be included in the overall Sector, Component, and Mission and Component Risk Analysis, as the means of treating these risks will require discussion at these levels of command.

5D(R) - Summary

- **Destination** - (nature of requirement)
- **Demand** - (magnitude of the requirement)
- **Distance** - (shapes lines of communication)
- **Duration** - (time required)
- **Dependency** – (type/quantity requiring support)
- **Risk** – (force protection requirement)

"Right support at the right place in the right time"

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Stage 1

5D(R) Summary

This slide is meant to review the 5D(R) planning factors utilised within the Mission Analysis portion of the planning process.

Questions

Stage 1 - Confirmation

Define the 5D(R) factors utilised for logistics planners when completing a mission analysis.

For the requirements identified in the Mission Analysis, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the **5D(R)** factors against the requirements.

- <u>Destination</u>. Determines nature of the requirement in relation to the location of the mission.

- <u>Demand</u>. Determines the magnitude of the requirement in terms of forecast of consumption.

- <u>Distance</u>. Determines the shape of the LOC.

- <u>Duration</u>. Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time.

- <u>Dependency</u>. Determine the type and quantity of units requiring logistic support.

- <u>Risk</u>. All the above factors (5D's) must always be assessed against a relative risk factor, which will determine the level of force protection required.

Deductions (1)

- Made whilst analysing the 5D(R) factors
- Made in relation to logistics functions (General, Supply, Medical, Maintenance, Engineering, Transport and Communications or GSMMETC construct)
- Plan = factors, considerations and deductions

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Stage 2

Deductions (1)

Whilst analysing the factors from the 5D(R) framework a series of deductions are made.

Deductions must be made in relation to the following logistics functions: General, Supply, Medical, Maintenance, Engineering, Transportation and Communications or the GSMMETC construct. Logistics estimates (sometimes called administrative estimates) are used to follow a process to solve a support problem using the known or assumed facts regarding the operation. They are used at all planning levels. The main purpose of an estimate is to produce a logistics plan that can be translated into action.

☞ Logistics planning hinges on three key elements: factors, considerations, and deductions. All levels of planning need to gather facts, consider them, and draw the right conclusion in order to provide the best possible mission support.

Deductions (2)

- **Factor** – circumstance, fact contributing to a result (ie. budget, weather)
- **Deduction** – Use intuition, training and experience to assess factors (ie. availability of logistics support
- **Constraint** – Something you **MUST DO** (ie. use MSR X)
- **Restraint** – Something you **MUST NOT** do (ie. can't buy locally)

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Stage 2

Deductions (2)

A **factor** is a circumstance, fact, or influence contributing to a result. In an estimate, a factor will affect the execution in the peace operation (eg. budget or weather).

A **deduction** is a crucial part of the planning process as it uses intuition, training, and experience to assess the factor. A deduction looks at such things as the requirement and availability of logistics support in relation to the factor. Examinations of all the factors and **consideration** of those factors lead to one or more deductions.

A crucial element in all logistics planning at all three planning levels is properly identifying constraints and restrains early and often. A **constraint** is something that you **must do**. It can be imposed by the head of mission or the host nation. An example would be a host nation limiting the use of roads or railways to a specific time or location. A **restraint** is something that you **must not do**. In logistical terms, this may mean such things as a Force not buying food locally for fear of driving up the price or not travelling by night by order of a HOM / FC.

GSMMETC Construct

Factors	Deductions

5DR Framework
Demand
Distance
Destination
Duration
Dependency
Risk

GSMMETC
General
Supply
Medical
Maintenance
Engineering
Transport
Communications

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Stage 2

GSMMETC Construct

After analysing the factors from the 5D(R) framework deductions must be made in relation to the GSMMETC construct.

Deductions - General

- **Availability/unavailability of services** among a Contingent, Host Nation and Contracts
- **Support arrangements** need to be identified by task and be flexible
- **Weather** – impacts on equipment, infrastructure and capability

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Stage 2

Deductions - General

☞ **Deductions**. A deduction is a conclusion reached by logical reasoning. For example, police make deductions and then decisions based on evidence as related to a suspect that may have been at the scene of the crime. Where appropriate, deductions are drawn from factors and consolidated into the overall plan. In some cases, the issue under examination may be significant enough to warrant the development of separate COAs and a plan. Although far from exhaustive, the following provides a suggested list of some issues that might warrant consideration or the GSMMETC construct.

General - Operational planners make deductions on support capabilities based on the availability or unavailability of services among a TCC/PCC, Host Nation Support and UN contracted assistance. Support arrangements will need to be clearly identified by task, yet flexible and be ready to be amended if one capability becomes compromised or priorities change.

What can you deduce?
Weather – clothing, fuel, infrastructure.
Joint – opportunities to lean on other elements (air, land and sea) if required

Deductions - Supply

- Availability of classes of supply (1,3 and %)
- Reserve
- Distribution methods
- Emergency resupply
- Reporting
- Most critical
- Operational tempo
- Dangerous goods

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Stage 2

Supply – What can you deduce?

Availability by class of supply – warehoused, serviceable and visible (Rations -1, Fuel -3 and Ammo -5)

Reserve – 1st and 2nd line, advise chain of command on shortages

Distribution methods – air, land, delivery points, pickups

Mission configured loads – where, when (shelters ready to go)

Emergency resupply procedures – have a plan

Reporting – SA over holdings, establish relationships with higher HQ and units/sections Rations – fresh or hard

Fuel: current status; bulk storage; requirements; bulk refuelling capability; distribution plan; allocations, risk

Ammunition: requirements versus availability; ammunition storage sites; restrictions; risk What will be the most critical or vital supplies that will limit the mission?

What is the operational tempo, and how will that affect supply consumption? What climatic or environmental conditions will affect supply consumption

What climatic, environmental or threat conditions will affect supplies in storage? What dangerous goods regulations apply (for both storage and movement).

Deductions - Medical

- # of personnel
- Priorities
- Concept of operations
- Facilities
- Evacuation procedures
- Mortuary affairs
- Refugees / IDPs
- Financial Reimbursement
- Most likely causes of illness / injury

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Stage 2

Medical - What can you deduce?

Numbers of troops = number and types of medical issues and medical priorities – Ebola, IED, traffic accidents,

PKO vs peace enforcement = different casualty estimates and troop replacement plans

Concept of ops = Medical priorities and number of facilities – establishment, training efforts, in field support to civilians, gender based

Facilities – location, distance between units and Level 3 hospital (mov ops)

Evacuation procedures and capabilities – dedication of air resources

Mortuary affairs – storage, ramp procedures,

Refugees / Internally Displaced Persons - pressure to provide tentage, rations, sanitary services, female and children support networks

Finance services – know how the system works to expedite procurement and reimbursement. What are the most likely causes of illness or injury?

What are the climatic or environmental conditions, which may affect personnel health?

Deductions - Maintenance

- Vehicle types
- Unserviceability rates
- Repair and recovery capability and priority
- Eqpt Cannibalisation policy
- Spare parts availability
- Essential equipment
- Equipment reliability

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Stage 2

Maintenance - What can you deduce?

Vehicle type – spare parts requirements, expected failure rates, sources of supply 1st, 2nd and 3rd line holdings

Vehicle Off Road (VOR) rate – UN reimbursement values, inspection rates

Damage repair – recovery capability, 2nd line maintenance facilities (tools, repair equipment, infrastructure)

Repair limits by time and level – need to know expected time to repair to advise Ops (has impact on operational capability)

Cannibalisation policy – are you authorized to cannibalise from VOR vehicles? Mobile Recovery Team (MRT) allocation centralised or dispersed

Repair parts availability – maintainers identifying requirements? Push / pull system of reimbursement?

Recovery procedures - Lead nation, subordinate nation? Co-operation? What will be the most essential equipment to the operational plan?

How reliable is this equipment, and what is the equipment availability (what proportion is fully serviceable)?

What is the operational tempo prior to the operation, and how will this affect equipment readiness? What is the duration of the operation, and how does equipment normally operate over this period? Are there any critical repair parts, which may limit the operation?

Is there anything in the climate or environmental conditions, which will impact equipment operation (for example, proximity to salt water, fine dust clogging intakes)?

Deductions - Transportation

- Heavy and Light lift requirements
- Movement Control
- Route use and priority
- Traffic Control
- Alternate modes
- Security of LOC
- Routes – restrictions, weather
- Sufficient assets

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Stage 2

Transportation - What can you deduce?

Heavy and light requirements - Types of armoured vehicles – types of heavy lift (vehicle, rail)

Movement control – day or night ops? 24/7? Number of forward operating bases = increased need for mov con

Route use/priority traffic – coordination with host nation and UN, security of convoys?

Traffic control - military police or civilian police or HN coordinated trailer transfer points – security

Alternate modes - air, land, sea and rail = more/less capacity = more/less effective = more/less expensive

Security of lines of communication (LOC) – convoys, MOB, FOB, APOE/APOD, SPOD/SPOE, organized crime

Are routes (including bridges, culverts, tunnels) able to take the weight of all vehicles? What climatic or environmental conditions will affect routes?

How does the threat environment affect choice of movement (including force protection, use of civilian transport, mode used)?

Are there sufficient transport assets to achieve the required tempo over the duration of the operation for the distances involved?

How will maintenance policies/requirements affect the availability of transport assets at the required time?

Deductions - Engineering

- Minor vs Major
- Status of MSR
- Mines
- IED and EOD capability
- **Security escort**
- Supplies
- Defensive stores
- Infrastructure – types and power

Who has Tasking Authority usually for Engrs?

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Stage 2

☞ **Engineering** is not traditionally considered a function of logistics; however, within a field mission engineering support at the mission level is provided by MSD (Engineering section within Service Delivery Management). Engineering support can come from a number of sources including minor engineering from the contingent, another contingent and the UN and major engineering provided by the UN (Enabling unit or contract).

In planning engineer requirements for an upcoming operation or task what can you deduce? Status of the MSR
Route mines clearance
Availability of IED detection vs Explosive Ordnance Disposal (clearance). Security escort
Availability of engineering supplies
Availability of ammo for personnel on security escort Materiel for repairs and building construction Defensive stores
Availability ablutions / showers area
Water purification capability Construction of sewage system Power
Climate and environmental conditions, which will draw the priority of effort.

Deductions - Communications

- Support well-defined in MOU/SUR
- Radio
- Landline
- Bandwidth
- Radio Rebroadcast
- Internet
- Command Post locations
- Spare parts

Who has Tasking Authority usually for Mission Comms i.e.: Long Distance Patrols?

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Stage 2

☞ **Communications** – Similar to Engineering, Communications are not traditionally considered a function of logistics; however, within a field mission communications support at a mission level is provided by MSD (Field Technology Section within Operations and Resource Management). Communications support is well defined in the respective MOU and SUR and contingents most often will provide communications (telephone and radio) at the subunit level where communications from the contingent to higher headquarters will be the responsibility of the UN (mission).

In considering communications for an upcoming operation, what can you deduce? Radio requirements (HF, VHF, UHF)
Landline / telecommunications availability
Bandwidth
Radio Rebroadcast requirements Internet availability
Command Post location
Availability of communications spare parts

Questions

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Stage 2 - Confirmation

1. Define a constraint and restraint as they apply to planning.

A crucial element in all logistics planning at all three planning levels is properly identifying constraints and restraints early and often. A **constraint** is something that you **must do**. It can be imposed by the head of mission or the host nation. An example would be a host nation limiting the use of roads or railways to a specific time or location. A **restraint** is something that you **must not do**. In logistical terms, this may mean such things as a Force not buying food locally for fear of driving up the price or not travelling by night by order of a HOM / FC.

2. When considering deductions, what logistics functions need to be considered?

GSMMETC
General Supply Medical Maintenance Engineering Transport Communications

Break Time!!

Risk - Severity

Amount of damage hazard could create on a 4-point scale

Catastrophic - 4	Death / major system loss
Critical - 3	Severe injury or illness / major system damage
Marginal - 2	Minor injury or illness / minor system damage
Negligible - 1	No injury or illness / system damage

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Stage 3
Risk - Severity

☞ Many planners use a risk matrix to assess the various risks of hazards. Understanding the components of a risk matrix will allow you and your organisation to manage risk effectively and limit injury and illness. A simple matrix will assess risk on severity and probability. If used consistently, a risk matrix will benefit logistic planners in identifying risk and providing associated mitigating actions aimed at reducing the effects of risk.

Severity is the amount of damage or harm a hazard could create and it is often ranked on a four-point scale as follows:

Catastrophic - 4 Operating conditions are such that human error, environment, design deficiencies, element, subsystem or component failure, or procedural deficiencies may commonly cause death or major system loss, thereby requiring immediate cessation of the unsafe activity or operation.

Critical - 3 Operating conditions are such that human error, environment, design deficiencies, element, subsystem or component failure or procedural deficiencies may commonly cause severe injury or illness or major system damage thereby requiring immediate corrective action.

Marginal - 2 Operating conditions may commonly cause minor injury or illness, or minor systems damage such that human error, environment,

design deficiencies, subsystem or component failure or procedural deficiencies can be counteracted or controlled without severe injury, illness or major system damage.

Negligible - 1 Operating conditions are such that personnel error, environment, design deficiencies, subsystem or component failure or procedural deficiencies will result in no, or less than minor, illness, injury or system damage.

Risk - Probability

Likelihood of hazard occurring on a 5-point scale

Frequent - 5   Likely to occur often

Probable - 4   Will occur several times

Occasional - 3   Likely to occur some time

Remote - 2   Unlikely but possible to occur

Improbable - 1   So unlikely, assumed will not occur

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Stage 3

Probability is the likelihood of the hazard occurring and it is often ranked on a five-point scale:

Frequent - 5 Likely to occur often in the life of an item

Probable - 4 Will occur several times

Occasional - 3 Likely to occur some time
.
Remote - 2 Unlikely but possible to occur

Improbable - 1 So unlikely, it can be assumed occurrence may not be experienced.

Risk Analysis Matrix

Severity

Probability	Catastrophic: 4	Critical: 3	Moderate: 2	Marginal: 1
Frequent 5	High - 20	High - 15	High - 10	Medium - 5
Probable: 4	High - 16	High - 12	Serious - 8	Medium - 4
Occasional: 3	High - 12	Serious - 9	Medium - 6	Low - 3
Remote: 2	Serious - 8	Medium - 6	Medium - 4	Low - 2
Improbable: 1	Medium - 4	Low - 3	Low - 2	Low - 1

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Stage 3

Risk Analysis Matrix

The following is a sample of a risk matrix incorporating Severity on a horizontal plane and Probability on a vertical plane.

Risks will be assessed as: High, Serious, Medium and Low in this matrix.

Associated risks will be assessed as High if they fall in the upper left quadrant (eg. Catastrophic and Frequent) and conversely Low if they fall in the bottom right quadrant (Marginal and Improbable). Essentially these would signify both extremes of the risk assessment spectrum and other categories in between would be assessed as Serious and Medium.

Planners can modify a matrix as required and can assign their own scoring.

Risk Analysis Matrix
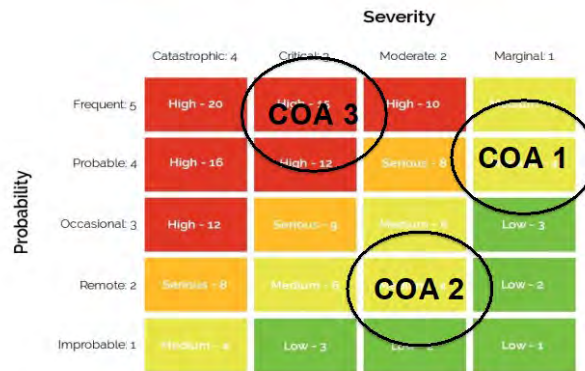
Each COA will have advantages and disadvantages. Once these are listed, the staff officer will superimpose them onto the risk matrix.

The Commander will be presented these options and he/she will provide a decision on which COA he wants the staff to formulate the operational orders.

10-Minute Exercise

1. A Convoy is scheduled to use Main Supply Route 'HEART" that traverses through some rough areas of road that was recently damaged by heavy rain. Total distance of travel is 100km return. Roads are assessed as passable/no more rain is expected.

2. A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhea. It was ascertained that the team had all eaten some chicken purchased from a local village. *Médecins Sans Frontières* recently stated that areas around this same village have experienced health issues related to unhealthy water.

3. Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issues. This has not been the norm and the aviation fleet is expected to be fully operational in 3 days.

4. A Sector 1 FOB has been shelled by hostile fire 4 times over the past 2 days. There has been no injury or loss of life but two trucks have been destroyed. Intelligence reports that hostile fire is expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

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Stage 3

Over the next 10 minutes working independently score and assess a risk category (High, Serious, Medium and Low) for the following situations:

1. A Convoy is scheduled to use Main Supply Route 'HEART" that traverses through some rough areas of road that was recently damaged by heavy rain. The total distance of travel is 100km return. The roads are assessed as passable and no more rain is expected.

2. A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhoea. It was ascertained that the section had all eaten some chicken purchased from a local village. *Médecins Sans Frontières* has recently stated that areas around this same village have experienced health issues related to unhealthy water.

3. Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issue. This has not been the norm and the aviation fleet are expected to be fully operational in 3 days.

4. A Forward Operating Base within Sector 1 has been shelled by hostile fire four times over the past 2 days. There has been no injury or loss of life, but two trucks have been destroyed. Intelligence reports that hostile fire is

expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

10-Minute Exercise- Solutions (1)

A Convoy is scheduled to use Main Supply Route 'HEART" that traverses through some rough areas of road that was recently damaged by heavy rain. Total distance of travel is 100km return. Roads are assessed as passable/no more rain is expected.

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Stage 3

A Convoy is scheduled to use Main Supply Route 'HEART" that traverses through some rough areas of road that was recently damaged by heavy rain. The total distance of travel is 100km return. The roads are assessed as passable and no more rain is expected.

Risk Analysis Matrix

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Risk Assessment – MEDIUM 4

10-Minute Exercise – Solutions (2)

A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhea. It was ascertained that the team had all eaten some chicken purchased from a local village.. *Médecins Sans Frontières* recently stated that areas around this same village have experienced health issues related to unhealthy water.

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Stage 3

A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhoea. It was ascertained that the section had all eaten some chicken purchased from a local village. *Médecins Sans Frontières* has recently stated that areas around this same village have experienced health issues related to unhealthy water.

Risk Analysis Matrix

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Risk Assessment - HIGH 12

10-Minute Exercise – Solutions (3)

Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issues. This has not been the norm and the aviation fleet is expected to be fully operational in 3 days.

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Stage 3

Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issue. This has not been the norm and the aviation fleet is expected to be fully operational in 3 days.

Risk Analysis Matrix

Severity

	Catastrophic: 4	Critical: 3	Moderate: 2	Marginal: 1
Frequent: 5	High – 20	High – 15	High – 10	Medium – 5
Probable: 4	High – 16	High – 12	Serious – 8	Medium – 4
Occasional: 3	High – 12	Serious – 9	Medium – 6	Low – 3
Remote: 2	Serious – 8	Medium – 6	Medium – 4	Low – 2
Improbable: 1	Medium – 4	Low – 3	Low – 2	Low – 1

Probability

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Risk Assessment - SERIOUS 9

10-Minute Exercise – Solutions (4)

A Sector 1 FOB has been shelled by hostile fire 4 times over the past 2 days. There has been no injury or loss of life but two trucks have been destroyed. Intelligence reports that hostile fire is expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

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Stage 3

A Forward Operating Base within Sector 1 has been shelled by hostile fire four times over the past 2 days. There has been no injury or loss of life, but two trucks have been destroyed.
Intelligence reports that hostile fire is expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

Risk Analysis Matrix

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Risk Assessment – HIGH 20

Questions

Stage 3 – Confirmation

1. For a simple risk assessment matrix, what are 2 categories used that can assess and score a risk?

Severity and Probability

2. What are the 4 risk categories?

High, Serious, Medium and Low

Coordination

- When conducting a logistics estimate, coordination is vital
- Regardless of level (sector, component, mission)
- Take place as soon as possible
- Continuous process
- Issues resolved at lowest level
- MSC involved if MSD resources required

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Stage 4

Coordination

☞ When conducting a logistics estimate to determine the overall support concept or plan for a potential operation or task, proper and consistent coordination is vital. Regardless of the level that will be performing the task (contingent, sector, force/police, mission) coordination will need to take place as soon as possible and must be carried out until task completion.

For example, a sector task might include multiple contingents so inter-contingent logistics planning and discussions should take place and will involve the Sector HQ. Issues and concerns that cannot be resolved within the Sector including the MSD RAO as applicable will be elevated to the Force/Police Component HQ and potentially to the MSD as well.

Logistics issues involving MSD must be pushed to the Mission Support Centre for both planning and implementation. Thus, coordination must occur at all levels with a constant flow of information up and down and laterally through the respective chains of command.

Interoperability - General

- Lends to success
- Must be prepared to work/perform alongside national contingents and different components
- Challenged by national caveats, SOPs and language

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Stage 4

Interoperability

☞ As indicated every UN mission is different but the more successful ones will have a high degree of interoperability.

Similar to coordination, contingents must be prepared to work and perform alongside contingents from different MS, different components (civilian, military and police).

Interoperability will be challenged by national caveats and SOPs, communication and language barriers; however, these challenges must be overcome for mission success.

Interoperability - Contingents

- National bias
- SUR variations
- Commanders and planners must engage to understand capabilities
- COE reimbursement framework
- T/PCC internal accounting and controls

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Stage 4

Interoperability - Contingents

The most common barrier to interoperability is that planning officers, who are familiar with their own nation's capabilities, equipment and requirements, are of course not aware of the differences presented by other contingents.

This is made more complex by the UN SURs and the UN self-sustainment / COE framework, which sees units potentially deploying with quite different capability than they may otherwise deploy in a national context. This could range from having increased maintenance capacity, to having an IED detection capability to assist with road movement.

☞ For this reason, commanders and planners must engage to understand the specific capabilities of the contingents on the ground, by both reviewing MOUs (or summaries of the same) and engaging with units.

A second barrier to interoperability is that the COE framework can create a situation, which inhibits cooperation between contingents. This is because of the way that reimbursement is calculated, including reimbursement for loss or damage. Two units from the same T/PCC may be able to cooperate and share resources or equipment to achieve economy of effort. However, a commander from one T/PCC offering support to another T/PCC risks a situation where equipment for which she/he is personally responsible becomes damaged or lost, or consuming resources without reimbursement, and being

answerable to their T/PCC.

Beyond the COE framework, a T/PCC's internal accounting or control mechanisms may be the impediment.

Interoperability – HQ

- Vital among the various HQ
- UN uses integration as a tool to improve interoperability
- Issues - embedded personnel under utilised or ignored
- Staff Officer – experience and technical required

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Stage 4

Interoperability - HQ

In addition to interoperability between contingents, interoperability requires integration at the HQ level.

☞ The UN has adopted integration as a tool to improve interoperability and the proper and effective placement of military and police staff officers within the Mission HQ and MSD must be the norm.

Major issues can arise when the uniformed personnel embedded into the Mission HQ or MSD or underutilised or ignored.

Similarly, employing a uniformed staff officer who is not a technical expert (aviation, medical, engineering, etc.) or lacks planning experience will have an adverse impact on interoperability.

Gender - Mainstreaming

- Integrating gender equality perspective at all stages & levels of policies, programmes and projects

- Logistics Planning no different

- UN desires more uniformed personnel so best practice

What is the challenge for uniformed organizations?

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Stage 4

Gender Mainstreaming

Gender mainstreaming within the UN means integrating a gender equality perspective at all stages and levels of policies, programmes and projects.

☞ So, in terms of logistics planning for an operation, task or project, gender considerations must always be considered. For example, a contingent planning to send a company of male and female personnel to a Forward Operating Base for an extended period must consider accommodations, absolutions, toilets, lighting, medical supplies, etc.

The UN desires more uniformed female personnel so including gender considerations in all planning activities is essential.

Gender – SCR 2438

- Increase participation of women in field missions
- Ensure safe, enabling and gender-sensitive working environment
- Provide adequate and appropriate infrastructure
- Implications for commanders and planners

What level is the UN inferring? Who is responsible for this?

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Stage 4

Security Council Resolution 2438 on Women and Peacekeeping calls upon Member States and the UN Secretariat to conduct a range of concrete actions in order to increase the participation of women in peacekeeping operations.

Amongst many other important actions, SCR 2438 explicitly calls upon Member States to continue to increase the numbers of women trained and subsequently deployed to peacekeeping missions. SC2438 calls on Member States and the UN Secretariat to ensure safe, enabling and gender-sensitive working environments for women in peacekeeping operations. Specifically, this includes both the UN and T/PCCs providing adequate and appropriate infrastructure and facilities for women in missions, such as (but not limited to) accommodation, sanitation, health care, protective equipment, specific needs and demands for security and privacy.

☞ The actions arising from SCR 2438 will have many implications for commanders, planners and logisticians. Firstly, for a nation has not previously deployed women to a mission, there may be aspects of logistic support that may not be intuitive, and planners should seek advice (whether from bilateral partners, or other planners within the mission, who have experience in deploying with women). Considerations might include (but are certainly not limited to) those listed on subsequent three slides.

Gender – Considerations (1)

- Protective equipment sizes and models
- Medical support
- Welfare, health and personal supplies
- Accommodations

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Stage 4

Gender Considerations

- Ensuring that stockholding of protective equipment includes appropriate sizes/models for female soldiers. For example, poorly fitting body armour and helmets are not merely inconvenient but may impede a qualified soldier or police officer from moving, climbing in and out of vehicles promptly, firing their weapon accurately, and can result in (avoidable) injury.

- Ensuring that medical support is capable of supporting women's health requirements, including medications, supplies, and experience in female health concerns. This includes ensuring that female peacekeepers are able to raise sensitive matters with appropriate privacy with a medical professional.

- Ensuring that welfare, health and personal supplies held are suitable and reasonably available for both women and men. Examples include personal hygiene supplies (such as toiletries), morale items (such as treats, personal care items, magazines, sporting equipment etc).

- Ensuring that accommodation considers issues of privacy / security for sleeping and ablutions while maintaining team cohesion. This may involve improving lighting to ablution buildings; ensuring doors are lockable; installing cubicles/privacy screens in ablutions. Planners should

balance the need for a unit to be able to operate together with privacy/dignity concerns, and should consider that, for example, placing all women (regardless of section/office/unit) in one building far away from their colleagues can be highly damaging to morale and unit management.

Gender – Considerations (2)

- Ablutions appropriate in all locations
- Nations will have different norms
- Actively seek and rectify issues
- *Ensure female peacekeepers are employed appropriately*

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Stage 4

Gender Considerations (2)
- Pro-actively ensuring that ablutions and accommodations on all bases including forward and temporary operating bases are appropriate for women.
- Respecting that different nations will have different norms with regard what constitutes privacy, security, and dignity, and negotiating these sensitively.
- Actively seeking to understand in mission if there are other logistic practices or considerations which may be degrading the security, dignity and/or effectiveness of women peacekeepers (however unintended) or conversely would encourage and enable women peacekeepers and continue to amend practices where found.
- Ensuring that female peacekeepers are employed in their area of expertise and not only permitted but enabled to perform their role. Gender mainstreaming is achieved by actively encouraging women into roles across the mission, including frontline roles (given appropriate qualifications and experience). Women should not be re-allocated to alternative roles (such as traditionally female roles), or restricted from performing their duties by virtue of their gender. It is a regular, and highly undesirable occurrence, that qualified professional female peacekeepers with valuable expertise have been limited in their duties by restrictions regarding leaving the base; such as by re-allocating them to 'staff' or 'HQ' positions.
- Negotiating ambiguity with care in instances where UN Policies have not yet been amended to reflect SCR 2438 (for example, accommodation standards are currently under consideration).

It is not difficult to plan for an inclusive, safe working environment, but it can take time to change infrastructure once built. For this reason, where possible, plans should anticipate the increased participation of women, even if women are not currently deployed in that location.

Military and Police peacekeepers deployed to UN missions deliver an essential capability under threat. They have accepted the risks that come with this responsibility. Peacekeepers of all genders deserve the respect, dignity and safety afforded by having appropriate logistic support.

Gender – Considerations (3)

- Negotiate ambiguity where UN policies have not yet been amended

- Easier to plan but takes time to implement (ie. infrastructure changes)

- All peacekeepers deserve respect, dignity and safety

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Stage 4

Gender Considerations (3)

- Negotiating ambiguity with care in instances where UN Policies have not yet been amended to reflect SCR 2438 (for example, accommodation standards are currently under consideration).

☞ It is not difficult to plan for an inclusive, safe working environment, but it can take time to change infrastructure once built. For this reason, where possible, plans should anticipate the increased participation of women, even if women are not currently deployed in that location.

Military and Police peacekeepers deployed to UN missions deliver an essential capability under threat. They have accepted the risks that come with this responsibility. Peacekeepers of all genders deserve the respect, dignity and safety afforded by having appropriate logistic support.

Questions

☞ In these past two lessons the major concepts and the methodology that is used within the Logistics Estimate process, logistics and gender considerations in planning and the risk assessment matrix were discussed.

Stage 4 – Confirmation

In your own words, define the salient points regarding UN Security Council Resolution 2438 on Women and Peacekeeping.

Calls upon Member States and the UN Secretariat to conduct a range of concrete actions in order to increase the participation of women in peacekeeping operations.

Calls on Member States and the UN Secretariat to ensure safe, enabling and gender-sensitive working environments for women in peacekeeping operations. Specifically, this includes both the UN and T/PCCs providing adequate and appropriate infrastructure and facilities for women in missions, such as (but not limited to) accommodation, sanitation, health care, protective equipment, specific needs and demands for security and privacy.

Conduct a Logistics Estimate

Aim	Deliverable(s)
• Conduct a formal Logistics Estimate	• Discuss, analyse and produce a logistics estimate for Op BLUE HAMMER • Answer all deliverables • Backbrief the FC

Time Allocation	Notes
Discussion: (Syndicate) 170 mins **Presentation:** (Plenary) 30 mins **Total:** 200 minutes	**Given:** • Activity 3.2 Handout • CARANA Map • CARANA reference material

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RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
Maps of CARANA
CARANA reference material

TIME
Suggested time 200 minutes:
170 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
At the end of the lesson, participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. The presentation will be delivered in plenary after 170 minutes.

☞ **NOTES TO INSTRUCTORS:**

The aim of this activity is to reinforce the Logistics Estimate lesson and it will require the participants to conduct a formal logistics estimate required to formulate a support concept for an upcoming operation: Operation BLUE HAMMER. This activity will be compared to the CASEVAC activity where no lesson had been given on the logistics estimate process and to reinforce that deliberate and logical planning will aid in developing the logistics plan for any operation or task. The activity will only cover most functional aspects of logistics planning: maintenance, medical, supply and engineering, however planning for these aspects will be divided amongst the syndicates. The rationale is to provide progressive learning activities building up to an all-encompassing activity, Operation BLUE STEEL. Logistics functions of communications and transport will be added to the final activity, 3.4 or Op BLUE STEEL.

SCENARIO

Mission support planning is an on-going activity within a given UN Mission and involves careful consideration and interaction with various actors and organisations to be timely and effective. Concerning logistics planning within an integrated mission, the Mission Support Centre (MSC) is responsible for producing mission wide logistics plans that

provide the necessary support for on-going and future operations throughout the mission. Within the Force Headquarters the Force Commander (FC) has a continental staff (COS, U1, U2, U3, U4, U5, U6, U7, U8, U9 as well as other essential staff). In larger missions Sector Commanders will have a similar staff structure.

- The Sector 2 Commander is concerned with the increased level of violence in Sector 2 and has directed a more robust posture throughout the complete Area of Operations to deter violence.
- The Commander expects this operation to last for 14 days and has named it Op BLUE HAMMER.
- Unfortunately, the Sector 2 Headquarters located in SUROUN will not be able to provide the necessary command and control for this operation (expected to last 14 days) and the Sector 2 Commander directed that a Temporary Operating Base (TOB) be established near **FARON** located S of SUROUN.
- As most of the Sector 2 logistics units / elements are in SUROUN, the Sector G4 has identified that logistics elements must also deploy forward to the TOB to best support Op BLUE HAMMER. The TOB will include female soldiers.
- You are the Force U4 and as a solid staff officer you are planning two levels down and are concerned that the relatively new to mission and junior Sector 2 G4 will need your assistance in logistics planning. The Force COS is also concerned and fully supports your intentions and has asked for a Staff Brief after the initial planning with the Sector G4 occurs.
- Today's date is -----------, and the TOB needs to be operational No Later Than (NLT) 1600 Hours on _____. The TOB will need to support a Company (+) in terms of size.

Deliverables:

1. Complete a Logistics Estimate to include:
    *   Time appreciation
    *   Principles of logistics
    *   Key considerations for sustainment
    *   Mission Analysis (logistics planning factors or 5D(R), deductions (see note below for more amplification), risk analysis and support dependency matrix

2. To whom within MSD do you need to coordinate planning efforts and when should you meet?

3. To whom within the Force do you need to coordinate planning efforts and when should you meet?

4. Are there any general concerns that you need to consider (e.g. gender)?

5. Requests for Information (RFIs) greatly assist the planner to confirm or refute assumptions or deductions made. Prepare a list of logistics RFIs that you will wish to send to MSD and Sector HQ.

6. You will need to put your Deliverable 1 in the form of a power point presentation that will be briefed to the Force COS in 170 minutes. All other deliverables (2-5) will be discussed in syndicate.

Note: Given there are numerous logistics factors and issues to be considered each syndicate will be responsible for the following:

Syndicate 1 – Maintenance and Medical;

Syndicate 2 – Supply and Engineering; and

Syndicate 3 – Communications and Transport

Lesson 3.3 Logistics Reconnaissance

COURSE: Operational Logistics

MODULE: 3.3 Describe a Logistics Reconnaissance

DURATION: 50 MINS

LEARNING OBJECTIVES:

1. Describe Peacekeeping-Intelligence
2. Describe logistics intelligence / logistics preparation of the mission area (LMPA)
3. List the steps to undertake to conduct a logistics reconnaissance
4. List the types of information that you have to collect by logistics function (checklist)
5. Describe the information that can be obtained prior to the physical recce (INTREPs, SITREPs, map, open source, e.g. weather)

METHOD/APPROACH: Interactive Lecture

REFERENCES: OPLOG Training Guide, 2019 Military Peacekeeping-Intelligence Handbook (MPKI HB) and the 2020 Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook (PKISR HB)

TRAINING AIDS: Laptop, LCD Projector and Screen

TYPE OF LESSON: Theory

☞ By the end of this lesson, the participant will become familiar with peacekeeping-intelligence, logistics intelligence, the logistics reconnaissance, logistics checklists that can be used in the conduct of a reconnaissance and where information can be obtained prior to conducting a reconnaissance.

Review Module 3.2:

1. Define the 5D(R) factors utilised for logistics planners when completing a mission analysis.
For the requirements identified in the mission analysis, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the 5D(R) factors against the requirements.

- <u>Destination</u>. Determines nature of the requirement in relation to the location of the mission.
- <u>Demand</u>. Determines the magnitude of the requirement in terms of forecast of consumption.
- <u>Distance</u>. Determines the shape of the LOC.
- <u>Duration</u>. Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time.
- <u>Dependency</u>. Determine the type and quantity of units requiring logistic support.
- <u>Risk</u>. All the above factors (5D's) must always be assessed against a relative risk factor, which will determine the level of force protection required.

Learning Objectives

- Peacekeeping-Intelligence
- Logistics intelligence / logistics preparation of the mission area (LMPA)
- Logistics reconnaissance
- Checklists
- Pre-reconnaissance information gathering

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☞You will find that the subject matter presented within this lecture is not only applicable throughout this course but will serve you whenever you are called upon to participate in a reconnaissance within a United Nations Mission. Logistics staff officers and planners might be called upon to plan for and conduct a reconnaissance as part of developing a concept of support for an upcoming mission, operation, and task.

This Lesson will be conducted in 2 stages:
Stage 1
- Describe Peacekeeping-Intelligence
- Describe logistics intelligence / logistics preparation of the mission area (LMPA)
Stage 2
- List the steps to undertake a logistics reconnaissance
- List the types of information that you should collect by logistics function (checklist)
- Describe the information that can be obtained prior to the physical recce (INTREPs, SITREPs, map, open source, e.g.. weather)

Peacekeeping-Intelligence

- Non-clandestine acquisition and processing of information by a mission
- Purpose – support a common operating picture to support and plan for operations
- Strict rules
- JMAC, Force and Police involved in process

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Stage 1

Peacekeeping-Intelligence

☞ Peacekeeping-Intelligence (as distinct from other Intelligence definitions outside the UN) is the non-clandestine acquisition and processing of information by a mission within a directed mission intelligence cycle to meet requirements for decision-making and to inform operations related to the safe and effective implementation of the Security Council mandate.

Its purpose is to support a common operating picture to support planning and operations. There are strict rules regarding the acquisition and management of peacekeeping-intelligence in UN missions, which may be more restrictive than the expectations of uniformed personnel (whether military or police).

Further, intelligence acquisition and management responsibilities are spread across several organisations across the mission, including the JMAC, and Force and Police Intelligence elements.

Peacekeeping-Intelligence – Policy & Guidance

- 2019 Military Peacekeeping Intelligence Handbook
- 2020 Peacekeeping Intelligence, Surveillance and Reconnaissance Handbook
- Log Planner will have specific requirements
- Information valuable to HQ and units

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Stage 1

Peacekeeping-Intelligence

Military Peacekeeping-Intelligence (MPKI) functions are covered in detail in the 2019 Military Peacekeeping-Intelligence Handbook (MPKI HB) and the 2020 Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook (PKISR HB). Personnel seeking a detailed understanding of how to engage with the intelligence function to obtain essential Logistic Intelligence should first engage with this material.

☞ Beyond the intelligence requirements of the main effort of an operation, the logistic planner will have specific intelligence requirements, which must be met to achieve effective logistic support. Such intelligence requirements will be valuable not only at Force and Sector HQ, but also to the logistic planners in units, considering how to manage self-sustainment.

Stage 1

Key Definitions

Commander's Critical Information Requirement (CCIR). A CCIR can be anything that the Force leadership determines as information that is required to allow them to make timely and effective decisions and are not necessarily limited to PKI related issues.

Priority Peacekeeping-Intelligence Requirement (PIR). The PIRs should be drawn primarily from the CCIRs but can also be derived from strategic guidance from Force leadership. The PIRs form the basis of acquisition and therefore sufficient time should be spent on ensuring they are well thought out and truly represent the needs of the Force.

Specific Peacekeeping-Intelligence Requirement (SIR). Each PIR in turn is broken down into several SIRs, which relate back to the PIR. The point of breaking them down is to allow the U2 to get to the point where the acquisition units can start to answer the PIRs. The SIRs are best structured thematically to support this process.

Essential Elements of Information (EEI). The EEI is the final step in the PIR relationship and are effectively the individual questions that will be assigned against the acquisition assets. The EEIs relate to the SIR, which in turn relate to the PIR.

Request for Information (RFI). The RFI process allows for any individual or entity in the Mission to ask a question that needs to be answered by the PKISR capabilities under the Mission's command and control.

Logistics Intelligence

- Referred to Logistics Preparation of the Mission Area (LPMA)

- Conducted at the same time a HQ is conducting "Intelligence Preparation"

- Actions taken by logistics personnel to optimise the means of providing support

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Stage 1

LPMA

☞Logistics intelligence or the Logistics Preparation of the Mission Area (LPMA) - conducted at the same time as the HQ is conducting its "Intelligence Preparation" phase, is a key conceptual tool available to logistics planners in building a flexible, responsive mission support plan.

LPMA consists of the action taken by logistics personnel at all levels to optimise the means (mission structure, resources, strategic lift) of supporting the mission.

LPMA Actions

- Identify and prepare depots and FOBs
- Select and improve LOC
- Forecast and position stocks forward
- Identify available resources in Mission
- Ensure access to resources

❖ Refines Logistics Estimate
❖ Achieved through a recce

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Stage 1

LPMA Actions

☞ LPMA consists of the action taken by logistics personnel at all levels to optimise the means (mission structure, resources, strategic lift) of supporting the mission.

These actions include:
Identifying and preparing logistics depots and forward operating bases
Selecting and improving Lines of Communication (LOCs)
Forecasting and positioning mission stocks forward
Identifying resources currently available in the mission area for use by contingents
Ensuring access to resources in a timely manner

The LPMA refines the Logistics Estimate to allow logistics personnel to advise commanders on the most effective method of providing adequate and responsive support. The LPMA is achieved through reconnaissance of the mission area from a logistics support perspective.

Logistics Intelligence

- Assists logistics organisations in making support plans
- Information gathering at all levels
- Pose questions such as:
  ✓ State of Infrastructure?
  ✓ Terrain conditions?
  ✓ Utilities?
  ✓ Health issues?

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Stage 1

Logistics Intelligence

☞ Logistics intelligence is specific intelligence information that assists logistics organisations in making their plans. Information gathering will take place at all levels as well as between levels.

Certain questions, such as "What is the state of the area's infrastructure?" can be partially answered even prior to a visit to the mission area. Weather and environmental assessments can occur. Other questions may include:
- "What is the terrain like in the mission area and will it affect plans positively or negatively?"
- "What is the utility grid (water and sewer systems) like?"
- "Will the mission be in a population centre or rural area?"
- "What are the predominant health issues?"

Potential distribution sights can be identified and marshalling areas for equipment, vehicles and existing medical facilities in the area can also be identified.

Logistics Intelligence - Process

- Logistics planners must identify RFIs they need resolved

- RFIs will take time to action

- Need to specify critical due dates, boundaries and context

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Stage 1

Logistics Intelligence - Process

☞ Logistic planners must identify any Requests for Information (RFI) that they need to get resolved through the use of intelligence capabilities. Any such request will take time to action, accordingly, care should be taken to provide any critical due dates, clear geographic boundaries, and to provide sufficient context to allow assets to gather the correct information needed.

Logistics RFI (1)

- Condition of critical routes
- Condition of bridges
- Hostile threats on route
- Restricted areas
- Population Density
- Threats in area to be supported
- Local population activities, perceptions and behaviours
- Other UN activities in area

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Stage 1

Logistics RFI (1)

Logistic RFIs might include:

- Condition of critical routes (MSR, SSRs, alternate routes)
- Condition of critical bridges or other crossing assets
- Hostile threats on route. This may include threats of damage to roads or infrastructure such as bridges or ports, IED threats on route and the nature of threat to the convoy/vehicles being used to deliver sustainment, which may require force protection
- Restricted areas (whether restricted by the host nation, or by local armed groups)
- Population density and makeup in region
- Threats assessed in the area to be supported (which may affect force protection or whether a civilian support contract will be viable.
- Local population activities in the area (e.g. certain routes or regions are used by the population). Perceptions/behaviours of local population (noting that sustainment activities often represent wealth)
- Other UN activities occurring in the area to be sustained. Of note the civilian population does not readily distinguish a humanitarian aid supply vehicle from a military supply vehicle when both are painted white with a large UN on the side.

Logistics RFI (2)
- Shared resources and impact
- Flood risk
- Points and methods for in-loading personnel & materiel
- Existing infrastructure
- Water sources
- Transportation means & sources
- Medical risks
- Real-estate availability

❖ Not limited to Logistics application

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Stage 1

Logistics RFI (2)

Logistic RFIs might include:

- Other population using shared resources (e.g. a water source), and impacts on use
- Drainage/ flooding risk of a particular location (route, temporary camp, equipment park)
- Possible points and methods for in-loading of personnel, stores and equipment (e.g. establishing a Temporary Operating Base)
- Any existing infrastructure which might be used) in a new location (given Host Nation permission, including local sources for provision of supplies, health facilities, etc).
- Sources of potable and non-potable water
- Transportation means and systems
- Medical risks
- Real estate available for placing support infrastructure (e.g. for temporary workshops, storage of supplies etc).

☞Note that many Logistic RFIs may not be limited to logistic applications–nevertheless the wise planner ensures that any Logistic RFIs have been requested, regardless of an assumption that they may also be, for instance, CCIRs. There are several reasons for this, but a critical one is that while the commander may also have this information requirement, the logistician may need it at a different time, in a different level of detail, or for a different purpose.

Logistics RFI – Words of Wisdom

Always ensure that Logistic RFIs are specifically requested within the Force or Police intelligence acquisition process with the specific context, location and timeframe needed for logistic support – do not assume that the operational planner has understood the logistic implications.

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Stage 1

Logistics RFI

Always ensure that Logistic RFIs are specifically requested within the Force or Police intelligence acquisition process with the specific context, location and timeframe needed for logistic support – do not assume that the operational planner has fully understood the logistic implications.

Questions

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Stage 1 - Confirmation

Describe the actions taken in the Logistics Preparation of the Mission Area.

LPMA consists of the action taken by logistics personnel at all levels to optimise the means of supporting the mission (mission structure, resources, strategic lift)

These actions include:

- Identifying and preparing logistics depots and forward operating bases
- Selecting and improving Lines of Communications (LOCs)
- Forecasting and positioning mission stocks forward
- Identifying resources currently available in the mission area for use by contingents
- Ensuring access to resources in a timely manner

Reconnaissance (Recce) - General

- Operations prepared to the last detail including logistics support
- Reconnaissance (recce) conducted as part of the estimate process
- Answer/confirm Who, What, Where, When and Why
- Steps: Pre, Conduct and Post

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Stage 2

Recce - General

☞ It is an axiom that all military operations must be prepared to the last detail. This of course implies that the authority responsible for launching the operation has information well in time, regarding the aim, scope and the approximate date of launching such an operation.

This applies to UN military operations and in all cases the requisite logistics support needs to be well planned and analysed. Where a possible a reconnaissance must be conducted as part of the logistics estimate process (logistics preparation of the mission area).

A properly planned and executed Recce will answer/confirm the "Who", "What", "Where", "When" and "Why" questions in developing the support plan.

The 3 steps of a Recce are the pre-recce, the recce itself and the post recce

Pre-Recce

- Gather known information from SITREPs, Intelligence Reports, maps, open source, technical surveys

- Prepare a relevant but detailed recce checklist

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Stage 2

Pre-recce

☞ Prior to the actual reconnaissance a significant amount of information can be determined from several sources such as Operational Situation Reports (SITREP), Intelligence Reports, maps, open source (e.g. weather conditions) and from Mission Technical Surveys. The Technical Surveys are usually very thorough and contain valuable logistics information across the Mission that can be confirmed during the actual recce.

An all-encompassing Logistics Reconnaissance Checklist for UN operations, which could be applied to any situation in any part of the world would be the ultimate tool; however, one checklist cannot possibly serve to determine the entire logistical requirements for every task or mission. The Operational Logistics Training Guide has a checklist, which is designed as a guide for staff officers tasked with undertaking a reconnaissance for deployment to a new area of operations within the mission. Personnel selected must use their initiative, common sense, and experience to include any areas that this checklist does not cover.

Recce Checklist - Supply

Gather known information on:
- General
- Disposal / Hazardous waste
- Local Procurement / Labour
- Fuel
- Rations / Water
- Repair parts
- Defensive stores
- Tentage
- Storage / Material Handling

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Stage 2

Recce Checklist – Supply

General - How many trucks can be stored/parked? What is the carrying capacity of trucks? What is the surface area (hardstand, grassy field, etc)? What is the availability of office areas? What is the status of the roads and their impact on movement of materiel and supplies?

Disposal / Hazardous Waste - Are there national/local regulations regarding the disposal of material?

Local Procurement - What is the method of contracting and procuring from the local economy? Are there any limitations, controls on access to the market? Does this vary for different types of supply or different parts of the mission? What currency is being used?

Fuel - What is the availability of petrol, propane, and miscellaneous fuel (transmission fluid, brake fluid, etc.)? What is the method of storage and dispensing?

Rations / Water - What types of fresh rations are available (meats, vegetables, fruit, fish, bread)? Hard rations? What types of storage including refrigeration and cooling are available? What is the purification capability (Reverse Osmosis Purification Unit) spare water, packaged or bulk water? Location of nearest bore? Does this pose a security problem? Timeframes required if new bore is needed? What are the feeding facilities?

Repair Parts - Storage capacity and national resupply procedures under a Wet Lease MOU. Are there local sources for replenishment? Are rates of usage known? Has Mission Essential Equipment been identified? Are high usage/mission essential parts held in sufficient stock?

Sewage - What are the disposal procedures for garbage, grey (cooking and cleaning) and black (human waste) water?

Defensive Stores requirements - Concertina / razor / barbed wire, 6' pickets, 2' pickets, sandbags corrugated steel availability?

Tentage Requirements - Amount, type (4-man, 10-man, etc.), source, special heaters storage?

Contract Labour - Cleaners, food services, laundry; Contingency if threat level changes and contract labour cannot support? Wages – how much, what currency and who will pay?

Storage / Material Handling Equipment (MHE) -Type (covered warehouse, open storage, shed, etc)? Are storage facilities heated, dry and waterproof? Is power and lighting available within storage facilities?
Is security storage available for classified property? What is the availability of MHE (e.g. trucks, forklifts, pallet jacks, etc.)? Is MHE appropriate for the weight and dimensions of the load?

Recce Checklist - Transport

Gather known information on:

- Equipment / Support available
- Resources
- Availability of personnel (labour)
- Routes

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Stage 2

Recce Checklist – Transport

Equipment/support available:

What modes of transport are available (air, road, rail, water, other)?
What Material Handling Equipment (MHE) is available?
What types and cargo capacity of transport are available? This may be Host Nation support, Cross-contingent support, UN support (Civilian or Enabling units (transport or logistic units).
What are the spare parts requirements?
What are the driver license requirements?
What maps are available (road maps, tactical maps, etc.)?

Availability of personnel (labour)

Routes

Where are the locations of nodes of support?
What are the route clearance considerations including host nation restrictions?
Parking areas? Possible dumping and loading sites?
What are the seasonal concerns (rainy season, ice in mountains) and security measures required?
What is the condition of the existing Main Service Routes (MSRs), the respective

carrying capacity and classification of bridges and possible chokepoints?
What are the possible locations for check points / roadblocks?
What are possible alternative routes?

Recce Checklist - Maintenance

Gather known information on:
- General
- Security
- Command and Control
- Facility capabilities
- Equipment and Tools
- Workshops
- Spare parts
- Vehicles
- Local supply

Stage 2

Recce Checklist – Maintenance

General - What are the frequency and types of operational tasks? What is the number of maintenance personnel required? What level of mobile activity can be expected? What repair and recovery capability does the UN and supporting forces have? Will the TCC have to provide maintenance to other foreign contingents in this mission (will be part of the MOU)? What is the cannibalisation policy? What environmental factors will affect equipment maintenance?

Security - What degree of security will be provided to detachments, Mobile Repair Teams (MRTs) and recovery?

Command and Control - What is the Command and Control relationship? What is the method of communications for detachments? Who controls the maintenance priorities? What level of maintenance liaison is proposed?

Facility capabilities - What is the overall capacity for the repair of electronic modules from electronic equipment, overhauls of electrical, mechanical equipment assemblies, general engineering fabrication, modifications, inspections, refrigeration, medical equipment maintenance and calibration?

Equipment and Tools - What is the availability of tools, test equipment and technical manuals?

Maintenance Workshops - Where is/are the workshop(s) located? Are there alternatives? Are there any suitable civilian workshops? Water availability? Sufficient power / electricity (capacity of supply)? Waste disposal procedures? Hard standing? Adequate entry, exist and circuit routes? Adequate area to hold repairable equipment? Adequate living and working accommodations? Where are equipment repair pools to be set up? Who controls and maintains? What is the system for authorising release from the pools? What is the back loading policy? What preservation methods are required? Is there welding - Argon Arc, Acetylene and adequate storage of all industrial gases? Refuelling? Lighting?

Spare Parts - What is the system of supply of repair parts for contingent owned and UN owned equipment and other foreign contingents? Where are the spare parts sourced? Where are the spare parts stored?

Equipment - What is the availability of repair and recovery vehicles, tow bars, cranes (6,000 -10,000 lbs) and forklift (6,000 lbs)?

Local Supply – Is there adequate supplies of steel, wood, nuts and bolts and fuel products? What is the method of contracting, procuring from the local market? Are there any limitations, controls on access to the market?

Recce Checklist - Engineers

Gather known information on:

- Status of MSR
- Security / Escort
- Electricity
- Accommodations
- Water Supply
- Sewage / Garbage
- Defensive stores
- Vehicles / Equipment

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Stage 2

Recce Checklist – Engineers

MSR
What is the status of the MSR and are there any mine clearance requirements?

Security / Escort
Will there be a requirement for additional security or an armed escort to assist with engineering tasks?

Electricity
Type of AC power is available, the specific voltage and number of cycles? What is the overall reliability of the electricity? What types and capacity of generators are available or required?

Accommodations
What is the availability for sleeping, feeding and work?

Water Supply
What is the overall quality of the water and its availability? Will there be a requirement for purification?
Will there be a requirement for water transportation and storage?

Sewage/Garbage
Is there a treatment plant? What are the disposal procedures for garbage, grey and black water and waste oil? What is the availability of dumpsters? What is the availability of contractors? Latrines and abolition areas?

Defensive Stores

What types and quantities of defensive stores are required and who will provide?

Vehicles and Equipment
What specialised equipment (bridge laying, demining), tractors, graders, bulldozers and Materiel Handling Equipment are required and are their sufficient spare parts?

Recce Checklist - Medical

Gather known information on:

- Facilities
- Personnel
- Hospitals
- Ambulance
- Supplies
- Disease / Venomous animals
- Aero MEDEVAC

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Stage 2

Recce Checklist – Medical

Medical Facilities
Where are they located and what is the lighting and power supply, heat and air conditioning, bed capacity, ventilation, water supply (hot and cold), toilet facilities, refrigeration, fly screens and storage capabilities?

Local Medical Personnel
Military
Civilian

Local Hospital(s)
Name(s); Name of and phone number of management; Bed capacity; Staff specialists (general surgery; Internal medicine; orthopaedics; neurosurgery; anaesthesia; radiology; pathology; dermatology; tropical medicine); Laboratory; X-Ray; Dental facilities

Ambulance
Contingent resources, Mission resources or private company (contract)

Supplies
Storage (space, dry, cool, secure); Method of resupply (national, international, local); Labelling

<u>Diseases and venomous animals</u>

Are there known diseases and venomous animals in the Area of Operations and sufficient vaccines or antidotes available?

<u>Aero MEDEVAC</u>

What aviation resources are available?

Are stretchers compatible with these aircrafts? Is the refrigeration of medical supplies in transit insured? What are the requirements?

Recce Checklist - Communications

Gather known information on:

- Telephones
- Internet
- Radios
- General

Stage 2

Recce Checklist - Communications

Telephones
Local provider, external provider, satellite, security of telephone communication

Internet
Provider
Security of Internet connection, speed and overall bandwidth

Radio
HF, VHF, UHF
Frequencies
Voice procedure SOPs
Radio Rebroadcast (RRB) capabilities
Mounted / Dismounted
Air-Ground-Air (include frequency of operation) interoperability
Secure network

General
What facilities exist for safeguarding classified material?
Storage of spare equipment
Electrical power (voltage, frequency)

Recce - Conduct

- Normally logistics planners will be included on a recce with operational planners
- Detailed itinerary will be followed
- A proper recce will answer or confirm the logistics concerns on the checklist
- Leads to a recce report and contributes to support plan

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Stage 2

Recce – Conduct

☞ Normally logistics planners will be included on a recce with operational planners.
A detailed itinerary will be followed.
A proper recce will answer or confirm the logistics concerns on the checklist.
This leads to a recce report and contributes to a/the support plan.

Post Recce

- Recce report will include suitability of logistics capabilities

- Include unresolved issues

- Assist in continued planning and development of concept of support / plan

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Stage 2

Post Recce

☞ The recce report will include the overall suitability of logistics capabilities and should also include any unresolved issues encountered during the recce.

The recce report will assist in the continued planning and ultimately lead to a support concept of operations and plans.

Questions

☞ In this lesson, peacekeeping-intelligence, logistics intelligence, the logistics reconnaissance, logistics checklists were covered in detail.

Stage 2 – Confirmation

1. What will a properly planned and executed recce answer and confirm in general terms?

A properly planned and executed Recce will answer/confirm the …Who, What, Where, When and Why questions in developing the support plan.

2. What are the 3 steps of a Recce?

Pre-recce, the recce itself and post recce

Plan a Log Recce

Aim	Deliverable(s)
• Plan a Logistics Reconnaissance	• Discuss, analyse and plan for a log recce • Answer all deliverables • Backbrief the RAO
Time Allocation **Discussion:** (Syndicate) 120 mins **Presentation:** (Plenary) 30 mins **Total:** 150 minutes	**Notes** **Given:** • Activity 3.3 Handout • CARANA Map • CARANA reference material

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RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
Maps of CARANA
CARANA reference material

TIME
Suggested time 150 minutes:
120 minutes - discussion and preparation in syndicate
30 minutes - presentation in plenary

PREPARATION
At the end of the lesson, participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. The presentation will be delivered in plenary after 120 minutes.

NOTES TO INSTRUCTORS:

The aim of this activity is to reinforce the Logistics Reconnaissance lesson and will require the participants to plan for a reconnaissance to confirm logistics requirements and capabilities for an upcoming task and part of the overall logistics estimate process. This learning activity will provide necessary planning skills development that will be greatly assist the participants for the final learning activity: Operation BLUE STEEL.

SCENARIO
As indicated, mission support planning is an on-going activity within a given UN Mission and involves careful consideration and interaction with various actors and organisations to be timely and effective. However, the situation on the ground can change very quickly and planning windows can be significantly shortened based on emergencies and unforeseen developments.

- You are a uniformed logistics planner working within the new Field Office located in SUROUN. 3 Hours ago, you have received an urgent plea for assistance from the United Nations High Commission for Refugees (UNHCR) that 10,000 Individually Displace Persons (IDPs) will be seeking shelter in the vicinity of **KARO** located N of SUROUN 72 hours from now. UNHCR indicated there were large groups of women and children among the IDPs and there have been instances of rape and abuse reported.

- Upon receiving the call for assistance, you immediately reached out to the Sector 2 HQ staff and were able to meet with them to conduct some "hot planning". Unfortunately, Sector 2 cannot communicate with higher HQ as required for potential support and direction and guidance so Sector 2 working with the various UN Agencies: UNHCR, World Food Programme (WFP), Office for the Coordination Humanitarian Affairs (OCHA), Food and Agricultural Organisation (FAO), and UNICEF and several NGOs in the area must establish an IDP Camp within the next 72 hours. There are no IDPs present in KARO at present.

- From the meeting at Sector 2 you have a good understanding of their concept of operations, which includes the following:
    - NAMBATT will be responsible for establishing a parameter for the Camp
    - The Kenyan Engineers will work with the UN Agencies to build camp and provide potable water
    - The Sector 2 Formed Police Unit (FPU) will provide crowd control but have limited integral support
    - A Platoon of female officers and soldiers will be formed to deal with security requirements and concerns surrounding the reported rape and abuse

Deliverables:

1. Prepare a list of logistics RFIs for the Sector HQ.

2. Prepare a list of logistics RFI for the FPU.

3. Prepare a list of logistics RFIs for the UN Agencies.

4. Conduct a pre-reconnaissance.

5. Prepare a reconnaissance checklist to cover the following logistics functions: general, supply, transport, maintenance, engineers, medical and communications.

6. Produce a reconnaissance plan and timeline.

7. **You will need to put your deliverables in the form of a power point presentation that will be briefed to the Regional Administrative Officer in 120 minutes.**

RESOURCES
Syndicate Room
Laptop with projector
Whiteboard
Maps of CARANA
CARANA reference material

TIME
Suggested time 550 minutes:
500 minutes - discussion and preparation in syndicate
50 minutes - presentation in plenary

PREPARATION
Syndicates will be divided into two planning groups, so only 2 x syndicate rooms are required. Participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. The presentation will be delivered in plenary after 500 minutes.

NOTES TO INSTRUCTORS:

The aim of this activity is to allow the two Planning Groups (A and B) to have considerable time to complete a deliberate planning activity. This activity will be referred to as Operation BLUE STEEL and will require the participants to utilise the knowledge and skills gained from previous lessons and learning activities. The Planning Groups must complete a time appreciation and build in appropriate time for detailed rehearsals. The instructors for Group A should take the final rehearsal for Group B and the instructors for Group B should take the final rehearsal from Group A.

SCENARIO

MAP ORIENTATION
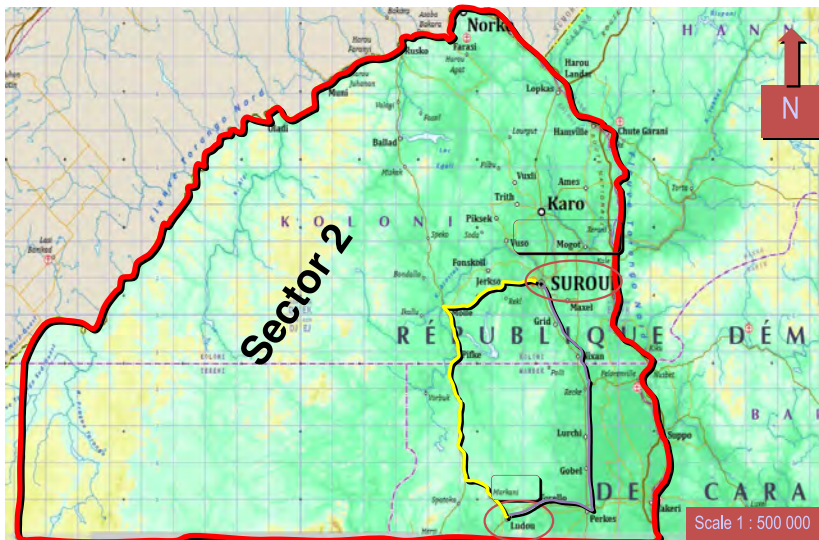
- The Force Commander (FC) has been receiving a lot of reports of increased IED strikes along the Main Supply Route (MSR) within Sector 2 and wants to increase counter IED operations and security as this MSR is vital to on-going mission operations. The FC has advised his U5, to begin planning for a TOB. The U5 has asked you as the Force U4 to participate in the planning process to cover all aspects of logistical support.

- From your conversations with the U5 you understand the following:
  - A Company from Sector 2 (NAMBATT) has been tasked for this upcoming task
  - The task has been named Operation BLUE STEEL and will be conducted over 3 distinct phases: Deployment, Sustainment and Redeployment.
  - A temporary TOB will be established at location LUDOU for a period of 120 days
  - The TOB must be operational within 14 days (today is _____)
  - Security and counter IED operations will take place on the MSR between location FORELLO to BEKS with the assistance from the Mission Engineer unit located in Galasi
  - The NAMBATT company will include 20 females
  - There are not suitable logistics resources within Sector 2 for establishing the TOB, particularly regarding engineering assets and sustainment operations will prove problematic for medical aspects especially regarding CASEVAC due to helicopter and crew availability
  - Upon the conclusion of Operation BLUE STEEL, 14 days have been allocated to close out the TOB and redeploy the troops and equipment

Today's date is _____ and the TOB needs to be operational No Later Than (NLT) 1600 Hours on _____. The TOB will need to support a Company (+) in terms of size and the security situation in this part of CARANA is considered high risk.

Deliverables:

1. Complete a Logistics Estimate to include:
   - Time appreciation
   - Principles of logistics
   - Key considerations for sustainment
   - Mission Analysis (logistics planning factors or 5D(R), deductions for all logistics functions (supply, medical, maintenance, transport, and communications) and risk analysis
   - Dependency Support Matrix

2. What other organisations need to be contacted to assist in the planning?

3. Are there any specific planning concerns that you need to consider (e.g.. gender)?

4. Requests for Information (RFIs) greatly assist the planner to confirm or refute assumptions or deductions made. Prepare a list of logistics RFIs that you will wish to send and where will you send them?

5. Conduct a pre-reconnaissance.

6. Prepare a reconnaissance checklist to cover the following logistics functions: general, supply, transport, maintenance, engineers, medical and communications.

7. Produce a reconnaissance plan and timeline

8. You will need to put deliverable 1 in the form of a 15-minute power point presentation that will be briefed to the COS in 500 minutes. All other deliverables will be discussed in Syndicate (deliverables 2-7). The presentation must cover all logistics support planning considerations for all 3 phases of Operation BLUE STEEL (Deployment, Sustainment and Redeployment)