



U n i t e d N a t i o n s

# 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**

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# 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									



## Lesson 1.1 Employ Presentation Techniques

1

**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



2

### 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

## Communication



- People attempt
- Share meaning
- Transmission of symbolic messages

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### 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.

## Verbal Communications



- **Pitch**
- **Volume**
- **Rate**
- **Gestures**
- **Word Whiskers**

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### Stage 1

#### Verbal Communication

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

- 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.
- 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.
- 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. Gestures:** 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. Word Whiskers:** 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

**NOTE:** 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 wagging, 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?



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### Stage 3 Introduction

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

#### Introduction 2

👉 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

### Fonts

- 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

#### Basic PowerPoint Guidelines

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

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### 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

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### 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 Balance 2

- 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

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### Stage 3

#### Graphics

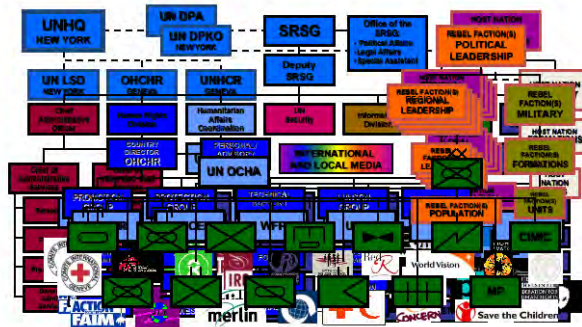
- Select good Graphics
- Every image has a reason
- Animated gifs are distracting
- Use bar graphs or pie charts instead of tables

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

#### Basic Rules

- 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?

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### 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

32

### 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:

- Introduction
- Body
- Final Summary
- 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

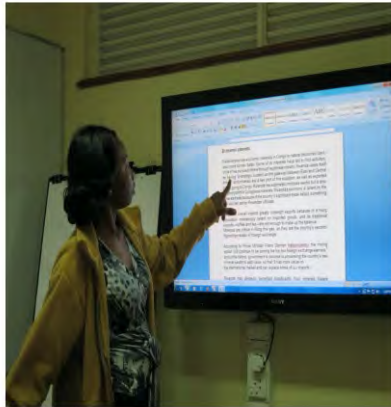
### Stage 4

#### 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

35

### 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

1

**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

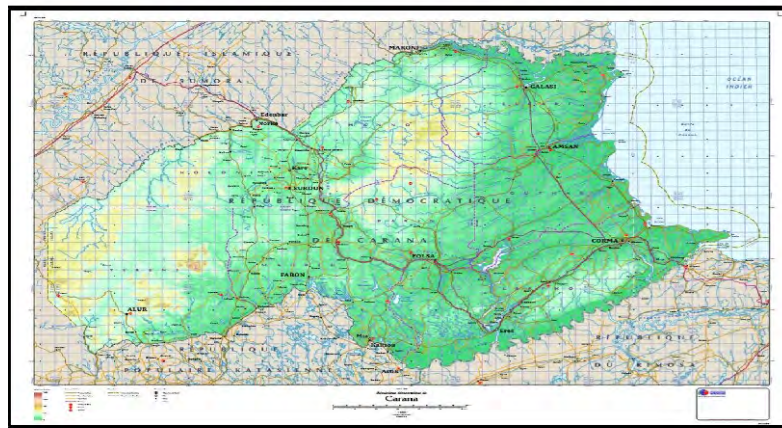
 This presentation is designed to provide you with a familiarisation with the CARANA scenario. This lesson will allow you to better understand Scenario CARANA, especially in the context of UN courses that utilise it for activities. It is necessary for you to understand what information can be found both 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 8<sup>th</sup> 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 8<sup>th</sup> 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

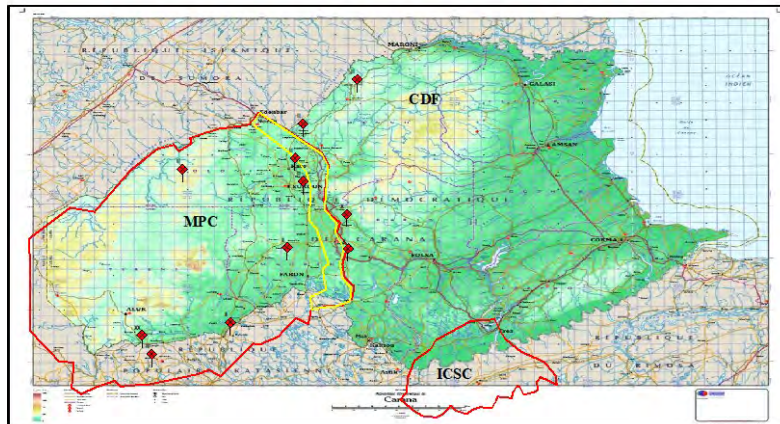
### Stage 1

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



7

### 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 Patriotique de Carana (MPC)



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

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### 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

10

### 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.

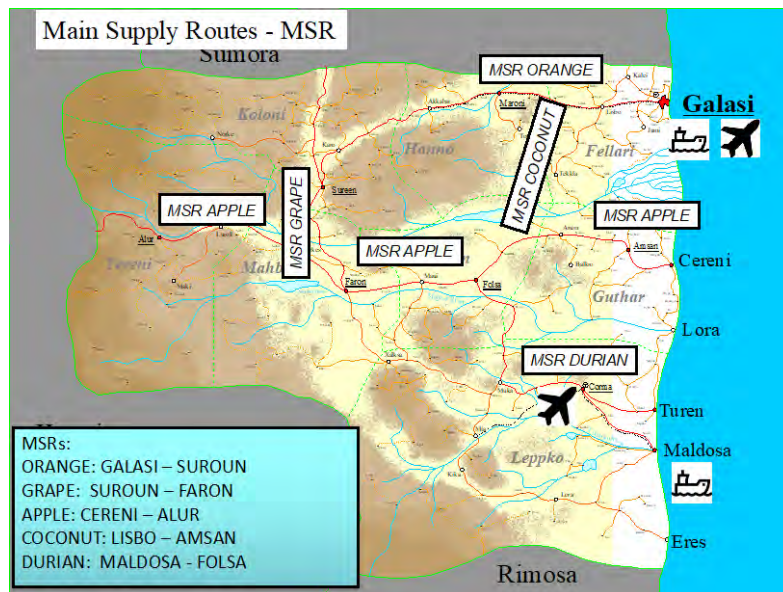
Food - The deterioration of the economy resulted in widespread poverty. The amount of usable agricultural areas has significantly decreased due to fighting and / or placement of landmines. The accessibility of food is therefore limited in certain areas.

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.

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

Banking - A full operational banking system exists 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.



## 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 withstand 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 withstand 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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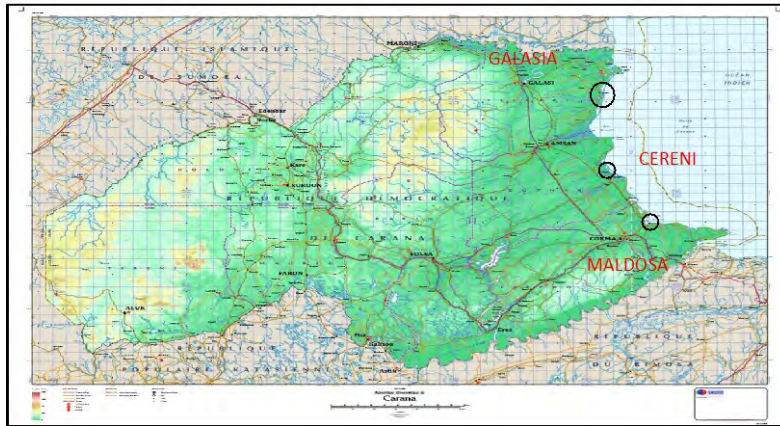
### Stage 1

#### Railways

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

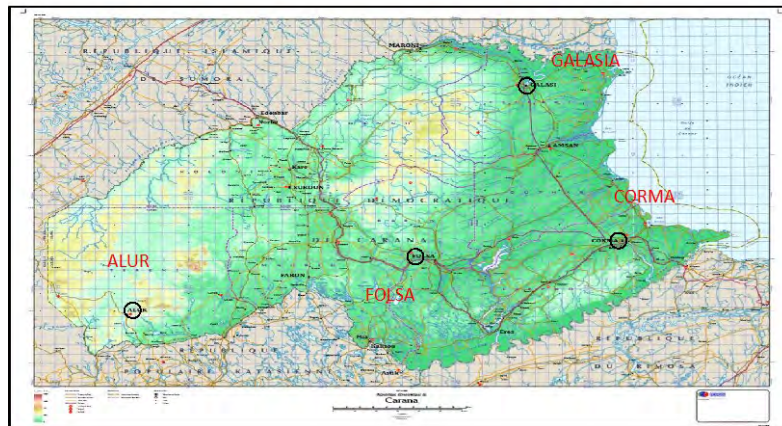
#### Harbours

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

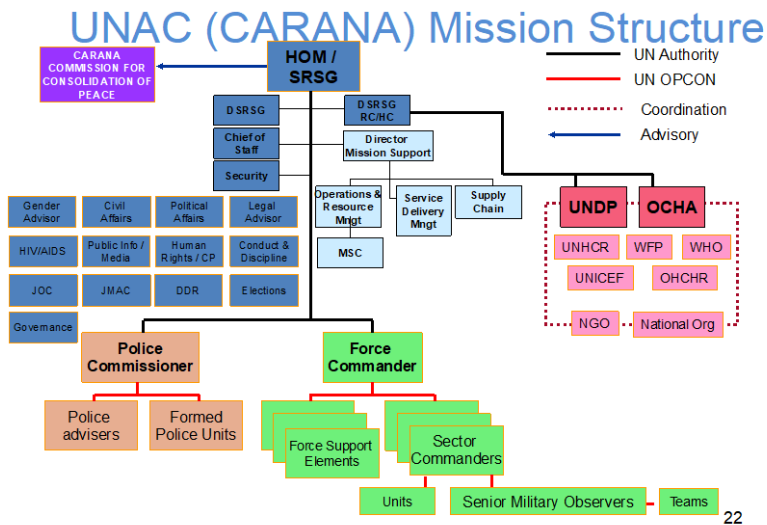
21

### 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



## 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

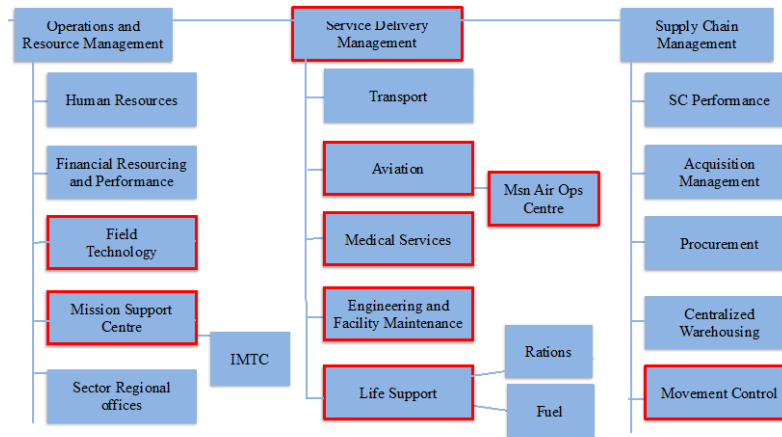
DSRSG Deputy HOM looks after the general operations of the mission.

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 Resources 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

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### Stage 2

#### **Logistics & Support**

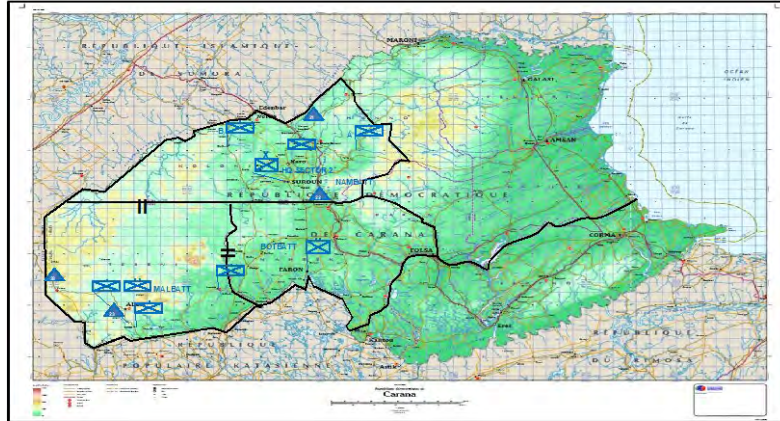
The units must be adequately equipped and self-sustained for, but not limited to, the four different sections, with integral support and maintenance elements, for operations in permanent and temporary deployment locations. The units must be able to logistically support any permanent or mobile detachments. 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

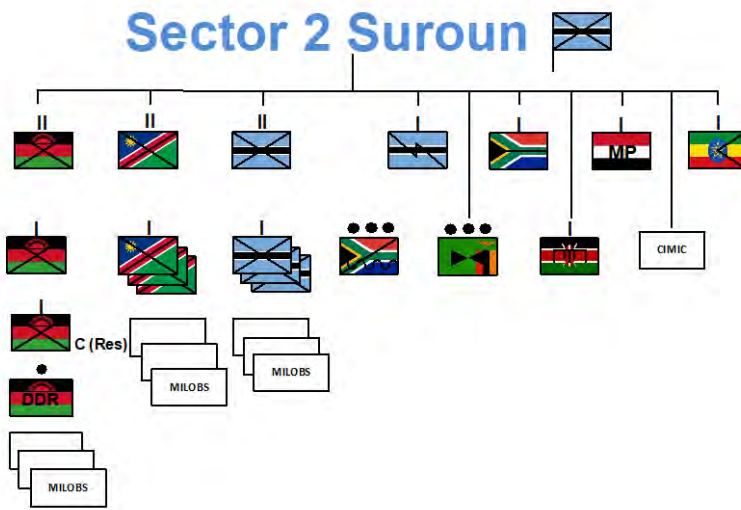


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### Stage 2

#### Phase 2 – Implementation

Sector Boundaries



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## 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 (ZAFIt)
- South African Fwd Med Det (SAFMD)

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### 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 (ZAFIt) 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

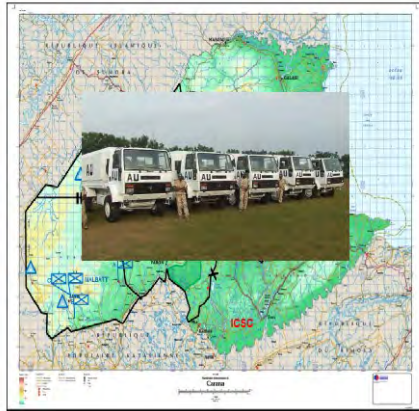
#### Sector 2 Headquarters

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

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## 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

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### Stage 2

#### Terini AO

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

### Terini AO

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

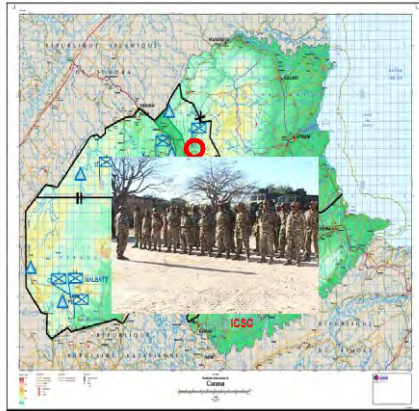
## Stage 2

### Koloni AO

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

HQ NAMBATT and HQ Coy are located at KARU, 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

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### 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 JULIETTE and guarding the fuel dump in this location.

## KOLONI AO



### Nixan

- C Coy NAMBATT

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### 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

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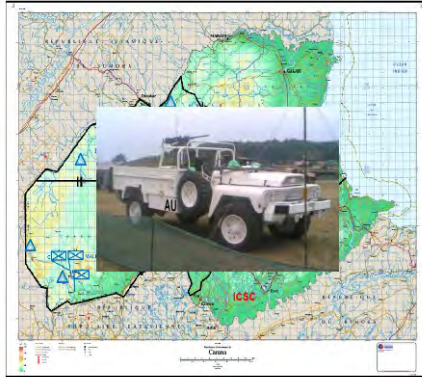
### Stage 2

#### 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

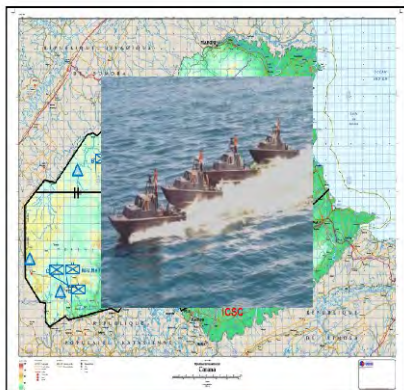
42

### 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

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## 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 MAHBK 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 MAHBK Provinces
- We are Sector 2 HQ
- Detailed information packs to be distributed

## Questions



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**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:

<b>Classroom</b>	1
<b>Total Periods</b>	1
<b>Total Time</b>	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:

<b>Classroom</b>	1
<b>Total Periods</b>	1
<b>Total Time</b>	<b>50 min</b>

**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 1.5 – Consider Human Rights in Logistics Planning



## 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



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 23<sup>rd</sup> 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 23<sup>rd</sup> 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

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## 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**

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- ✓ **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?

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## 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

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

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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?



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## 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.

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

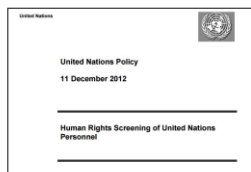
12

## 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 Secretariate** will undertake proactive screening



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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!**

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## 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



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**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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