



## Lesson 2.1 Review UNHQ and Mission Construct

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**COURSE:** Operational Logistics

**MODULE:** 2.1 - Review United Nations Headquarters and Mission Construct

**DURATION:** 50 MINS

**LEARNING OBJECTIVES:**


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

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

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

## Review



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### Review Module 1.1: Employ Presentation Techniques

Referring to the Mnemonic Device, give me one type of Verbal Aid?

Comparison

Reason

Example

Statistics

Testimony

What are The 5 steps of preparing a Briefing?

Research

Plan

Draft

Revise


Practice

## Learning Objectives



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

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

This Lesson will be conducted in 2 Stages:

Stage 1 – Review of the United Nations Headquarters

Stage 2 – Review of a generic Mission Headquarters and Mission Support Organisation.

## UN Principal Organs



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

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### Stage 1

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

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

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

**Security Council** has lead responsibility under the UN Charter to maintain international peace and security.

**General Assembly** is where all Member States meet and vote on decisions. The principle of equality means each Member State has one vote.

**Secretariat** refers to the departments and offices with international staff to carry out the day-to-day work of the Organisation. These are in UN Headquarters in New York as well as in Geneva, Vienna, Nairobi and other locations.

**ECOSOC** is the central body coordinating the economic and social work of the UN. **ICJ** is in The Hague, Netherlands. The Court settles legal disputes only between nations and not between individuals, following international law.

**Trusteeship Council** supervised Trust Territories, which were former colonies or dependent territories. The Trusteeship Council suspended operation in 1994.

## Security Council (SC)

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



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### Stage 1

#### Security Council

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

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

Non-permanent members are elected for a 2-year period:

Belgium (2020), Cote d'Ivoire (2019), Dominican Republic (2020), Equatorial Guinea (2019),

Germany (2020), Indonesia (2020), Kuwait (2019), Peru (2019), Poland (2019) and South

Africa (2020).

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

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

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

peacekeeping operation, including the use of force.

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

### Security Council - Mandate



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

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## Stage 1

### Security Council Mandate

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



## General Assembly (GA)



- Main deliberative, policymaking and representative organ
- 193 members
- Decision-making body
- Meets Sep-Dec
- Councils, committees and Working Groups
- C-34 Special Committee on PKO who report to 4<sup>th</sup> Committee
- 5<sup>th</sup> Committee – Admin and Budget

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### Stage 1

#### The General Assembly (GA)

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

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

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

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

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

## GA – C34/5<sup>th</sup> Committee



- C-34 debates a change in capacity or capability within a mission
- 5<sup>th</sup> Committee addresses changes to mission budgets
- Funding Cycle

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### Stage 1

#### C34 / 5<sup>th</sup> Committee

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

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

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

## Secretary-General (SG) / Secretariat



- SG = “Chief Administrative Officer” appointed for 5-year term
- Secretariat = executive arm of the UN
- Nominated by Security Council and appointed by General Assembly

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### Stage 1

#### Secretariat

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

- The Secretary-General (SG) is the “Chief Administrative Officer” of the Organisation.
- The UN Secretariat is the executive arm of the UN and is led by the Secretary-General.
- António Guterres, former prime minister of Portugal, who also led the United Nations refugee agency, took the office as the UN secretary general on Sunday, 1 January 2017.
- The Secretary-General is nominated by the Security Council and appointed by the General Assembly to a 5-year term.

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

## Secretariat



- Sets the agenda for UN deliberative and decision making bodies
- 44,000 personnel serving around the world
- Offices in New York, Geneva, Nairobi, Vienna

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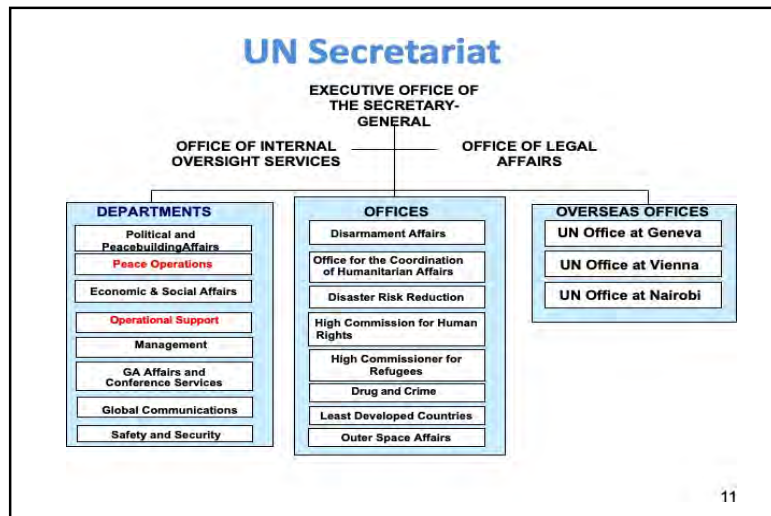
### Stage 1

#### Secretariat

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

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

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



## Stage 1

### Secretariat Organisation

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

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

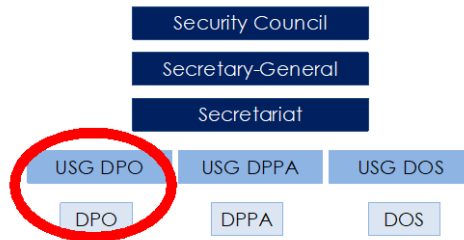
Within the Secretariat, the several key departments relevant to a commander or planner are highlighted in red. These include the Department of Peace Operations and the Department of Operational Support. These Departments are structured very differently to a military strategic headquarters, and functions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

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

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

## Department of Peace Operations (DPO)

- Led by USG Mr. Jean-Pierre Lacroix
- Responsible for executive direction and administration of all UN peacekeeping operations



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### Stage 1

#### Department of Peace Operations (DPO)

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

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

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

1. Office of Rule of Law and Security Institutions (OROLSI) supports rule of law components in United Nations peace operations and special political missions as they work with national authorities to protect civilians, extend State authority, re-establish law and order and stabilise conflict and post-conflict situations.
2. Office of Military Affairs (OMA) works to deploy the most appropriate military capability in support of United Nations objectives; and to enhance performance and improve the efficiency and the effectiveness of military components in UN peacekeeping missions.
3. The Policy, Evaluation and Training Division (DPET) are mandated to develop and



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

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



## Stage 1

### DPO Organisation

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

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

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

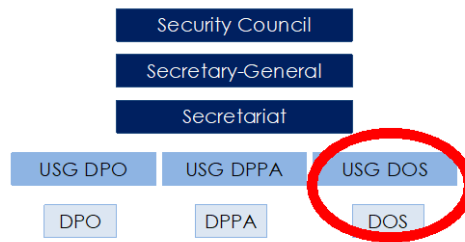
**Police Division** - The Police Division creates policy and guidance and defining the parameters of international police peacekeeping. It also provides technical advice to the police components of UN peace operations. The Police Division further improves efforts to recruit, select, deploy and rotate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

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

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

## Department of Operational Support

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



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### Stage 1

#### Department of Operational Support (DOS)

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

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

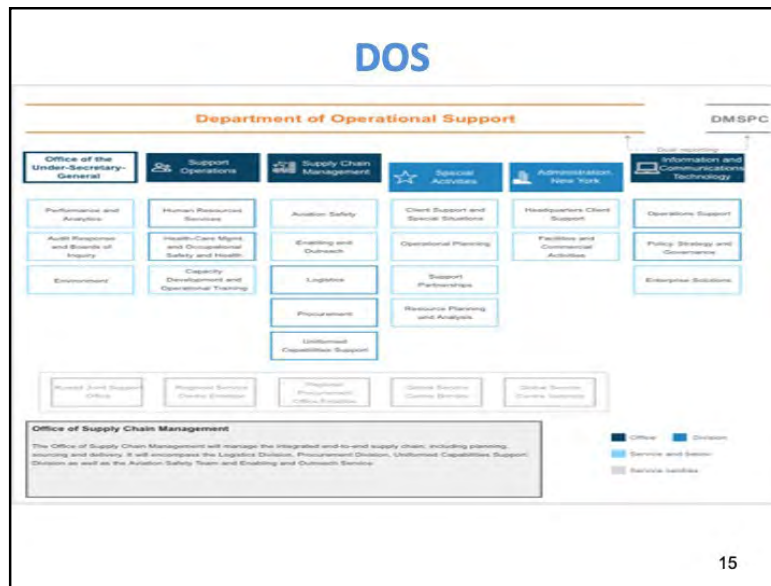
Department consists of:

Office of Support Operations

Office of Supply Chain Management Division for Special Activities Division of Administration

Information and Communications Technology

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



## Stage 1

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

Uniformed Capabilities Support Division (UCSD) is responsible for:

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

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

## Questions



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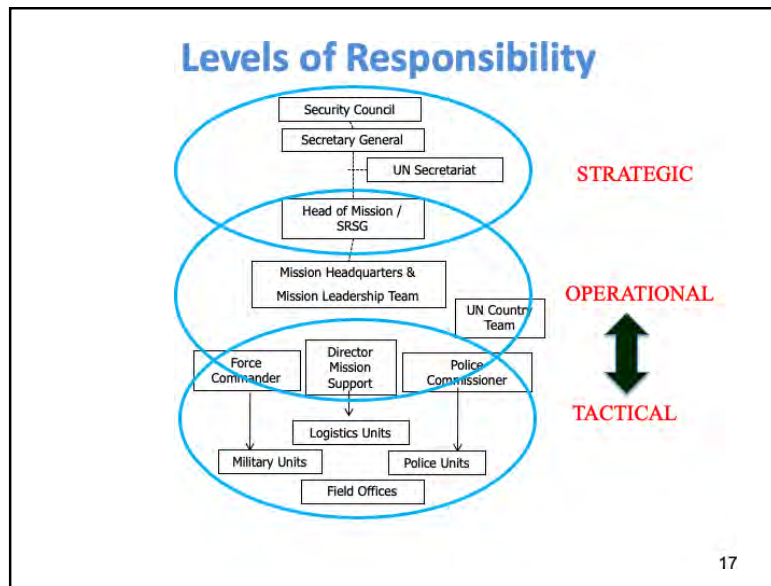
### Stage 1 Confirmation:

**1: What are the 3 main Departments within the UN Secretariat that potential peacekeepers are most likely to deal with?**

DPO, DOS and DPPA


**2: What is DOS responsible for throughout a peacekeeping mission?**

- Delivering support to UN field operations
- Support includes finance, procurement, logistics, communications & information technology



## Stage 2

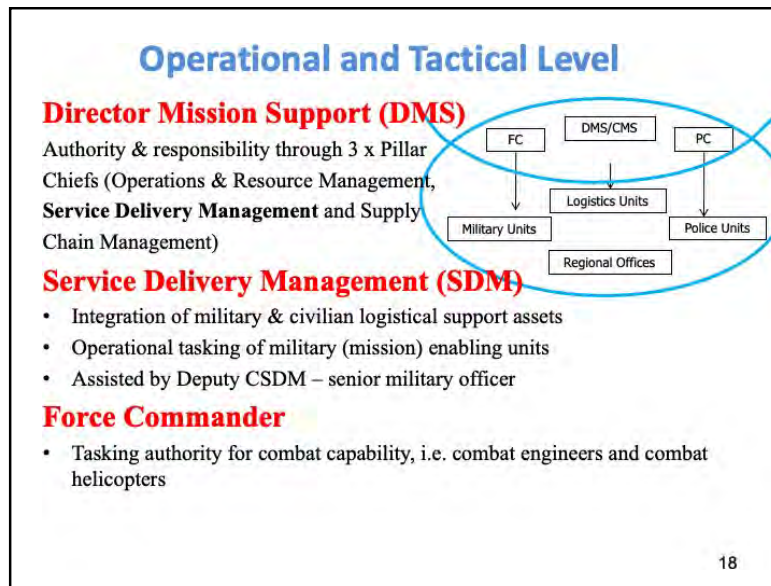
### Levels of Responsibility

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

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

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

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



## Stage 2

### Operational and Tactical Level

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

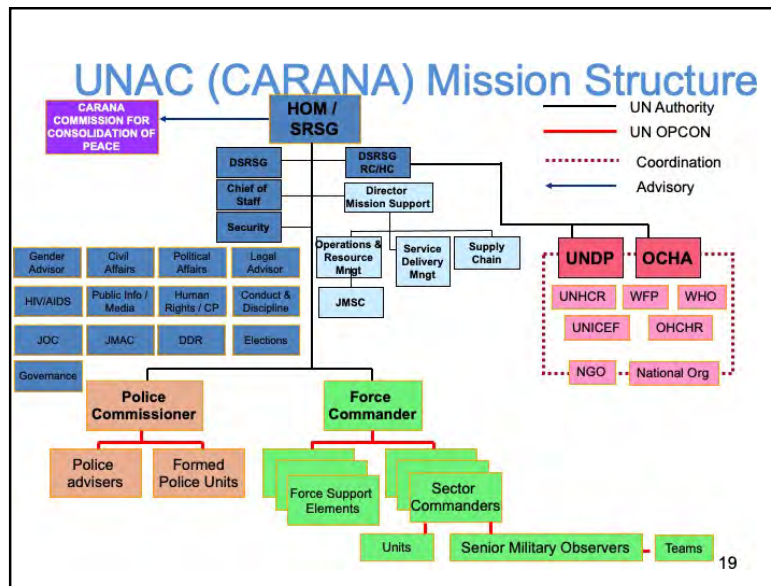
Effective provision of administrative and logistical support is the responsibility of the Director or Chief of Mission Support (DMS/CMS). They are the sole UN authority in the mission area who can commit UN financial resources. The DMS/CMS reports to the HOM.

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

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


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





## Stage 2

### CARANA Mission Organisation

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

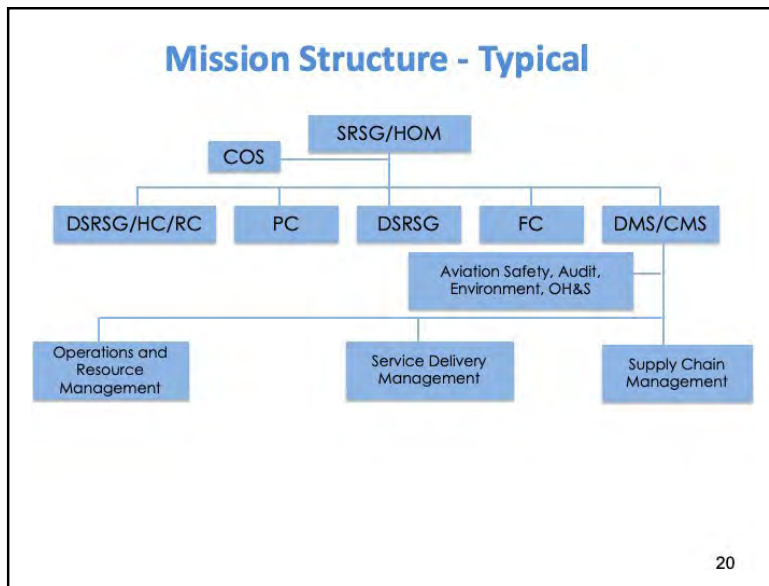
Abbreviations used are as follows: HOM – Head of Mission, SRSG – Special Representative of the Secretary-General, DSRSG – Deputy SRSG, RC – Resident Coordinator, HC – Humanitarian Coordinator, JOC – Joint Operations Centre, JMAC – Joint Mission Analysis Cell, MSC – Mission Support Centre, DDR – Disarmament,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

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

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

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

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



## Stage 2

### Typical Mission Structure

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



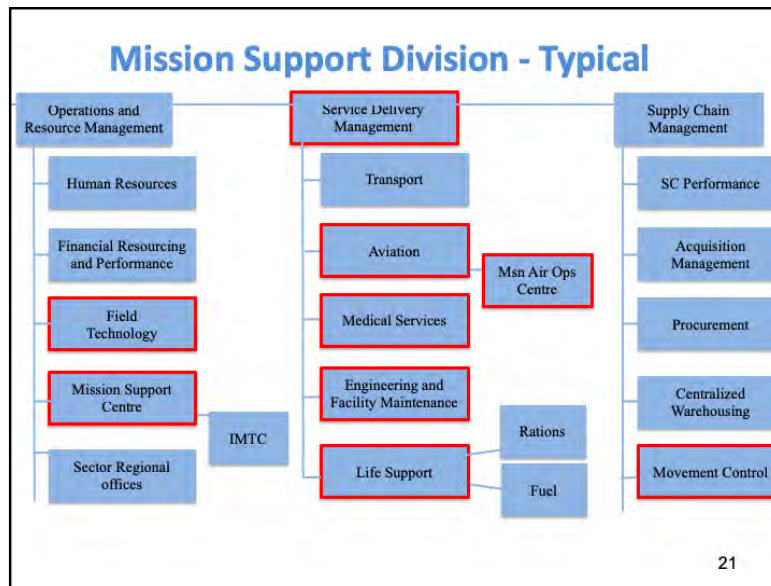
You can ask the participants to identify the titles:

SRSG = Special Representative of the Secretary-General HOM = Head of Mission

COS = Chief of Staff

DSRSG/HC/RC – Deputy Special Representative of the Secretary-General/Humanitarian Coordinator/Resident Coordinator

PC= Police Commissioner FC= Force Commander



## Stage 2

### Mission Support Division – Typical Structure

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



Why do you think these sections would be integrated?

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

## Integrated Approach – UN Missions



### Integration Benefits

- Coherent UN response
- Effective utilisation of expertise & assets
- Employment of a common strategic approach
- Ensure continuity of assistance during peace process stages

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### Stage 2

#### Integrated Approach

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

- Coherent and ranging response actions
- Improved employment of experience, expertise & assets
- A logical and phased strategic approach to managing the conflict
- And assured continuity of support offered during the different phases of the mission as it evolved and matured

## Integrated Missions Doctrine



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

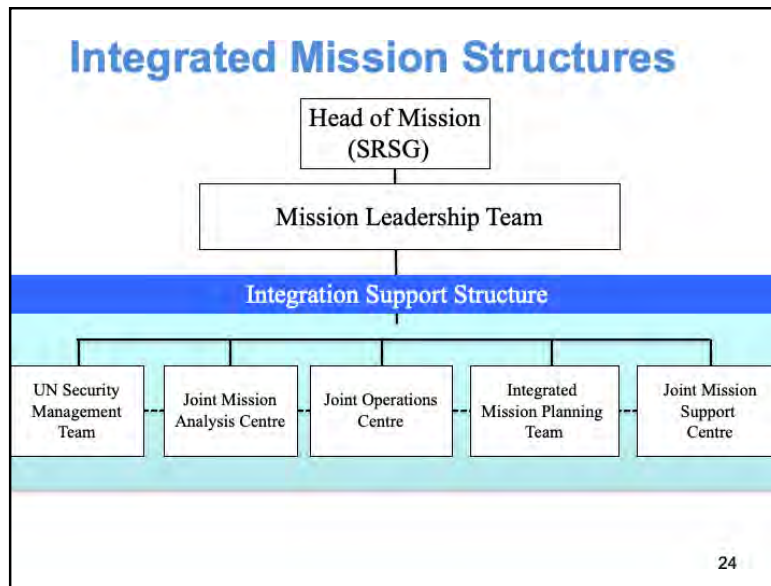
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### Stage 2

#### Integrated Mission Doctrine

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

1. There will be “no exit without strategy” – which means the development of a good integrated plan and transition strategy from the start, with partners.
2. Integrated UN standards will be accepted – namely disarmament and reintegration standards, Integrated Mission Planning Process (IMPP), Integrated Mine Action Standards (IMAS), etc.
3. Managers will be selected who can implement an integrated approach.



## Stage 2

### Integrated Mission Structure

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

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

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

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

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

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



## Some Lessons Learned



1. Integrated planning is not a magic cure
2. Nature and degree of integration for a mission should be determined country-specific realities
3. UN needs to continually evolve

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### Stage 2

#### Integration Lesson Learned

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

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

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

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

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

Evolution of administrative, budgetary and procedural practices, within and

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

## Questions



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

### Stage 2 Confirmation:

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

The envisioned benefits of integration would be:

- Coherent and ranging response actions
- Improved employment of experience, expertise & assets
- A logical and phased strategic approach to managing the conflict
- And assured continuity of support offered during the different phases of the mission as it evolved and matured

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

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

## Create Mission Support Structure

|                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>Aim</b></p> <ul style="list-style-type: none"> <li>• Discuss and present a basic Mission Support Structure that could be utilised in an Integrated Peace Support Operation</li> </ul> | <p style="text-align: center;"><b>Deliverable(s)</b></p> <ul style="list-style-type: none"> <li>• UN Mission Support vs national structures</li> <li>• Analyze various Mission Support Structures</li> <li>• Integration and day-to-day interactions</li> </ul> |
| <p style="text-align: center;"><b>Time Allocation</b></p> <p><b>Discussion:</b> (Syndicate) 120 mins<br/> <b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 150 minutes</p>                                   | <p style="text-align: center;"><b>Notes</b></p> <p><b>Given:</b></p> <ul style="list-style-type: none"> <li>• Activity 2.1 Handout</li> </ul>                                                                                                                   |

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## Learning Activity

### 2.1 – Create a Mission Support Structure and Establish Syndicates

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard

#### TIME

Suggested time 150 minutes:

120 minutes - discussion and preparation in syndicate / 30 minutes - presentation in plenary

#### PREPARATION

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



#### NOTES TO INSTRUCTORS:

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

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

#### DELIVERABLES:

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

2. Provide examples of applicable mission and mission support structures. Presentations need to include applicable organisational structures (mission and mission support), the mission mandate, leadership, Troop and Police Contributing countries and current logistics concerns and issues.
3. How does integration affect interactions between the Components (Military and Police) and Mission Support?
4. Which parts of Mission Support must be engaged on a daily basis? For specific planned operations?
5. How might you adapt your standard practices to the Mission Support structure?



## Lesson 2.2 Review UNSOC and UN Terminology

1

**COURSE:** Operational Logistics

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

**DURATION:** 50 MINS

**LEARNING OBJECTIVES:**


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

**METHOD/APPROACH:** Interactive Lecture

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

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

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

## Review



2

### Review Module 2.1:

#### **What are the 6 main organs of the United Nations?**

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

#### **Why is it important as planners to understand the organs of the UN?**

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



## Learning Objectives



- Review of the Continental Staff System
- Review the Police Component
- Terminology

3



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

This Lesson will be conducted in 2 Stages:

Stage 1 – Review of the continental staff (categories, role, headquarters, uniformed vs. civilian Staff)

Stage 2 – Discuss United Nations terminology related to logistics practices

## “The Staff”



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



- General Karl Von Clausewitz

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### Stage 1

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

### Line and Staff Officer

- **Line** - Responsible for achieving objectives, missions or tasks
- **Staff** - Assist the Commander in exercising of command and control (C2)
- **Staff System** - Means by which information and advice are channelled for effective use

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#### Stage 1

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

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

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

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

### Categories of Staff

- **Personal Staff** - Aide de Camp, Executive Assistant
- **General Staff** - Planning, coordinating and supervising the execution of operations and training
- **Special Staff** – Medical, Legal, Religious, Public Information



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#### Stage 1

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

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

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

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

## Role of Staff



- Assist the commander and support subordinate commanders
- Provide the commander with timely, accurate, and critical information
- Staff has no authority<sub>7</sub>

### Stage 1

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

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

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

## Headquarters (HQ)



- Location where commander exercises command
- Consists of staff officers, support personnel, vehicles, equipment, communications and facilities
- Supervision / control done in Operations Centre

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### Stage 1

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

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

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

### Functions of HQ



- Routine Operations
- Current Operations
- Future Operations

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#### Stage 1

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

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

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

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

## Uniformed Staff UN Peace Missions



- Execute tactical / operational objectives
- Develop plans and operations
  - ✓ Security - Guard, Check points, Patrols, Escort
  - ✓ Evacuation
  - ✓ Offensive operations
  - ✓ Defensive operations

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### Stage 1

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

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



## Civilian Staff UN Peace Mission



- Assist in achieving strategic political objectives
- Includes Mission End-State, priorities and support requirements

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### Stage 1

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

The presenter can ask the audience:

**Where does the Mission's organisation get its direction or what document is frequently used to help guide their priorities?**

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

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

Campaign Plan.

**Do Missions have such a "Plan"?**

No

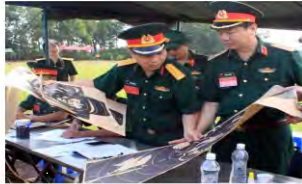
**What are the pitfalls of the lack of prioritisation?**

Each organisation working towards the UNSC without synchronising the efforts.

**What are the mitigating factors or possible solution?**

Civil-Mil-Police Integrated Planning in all facets of in planning while heavily utilising Liaison Officers for an all-informed network.

## General Staff System



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

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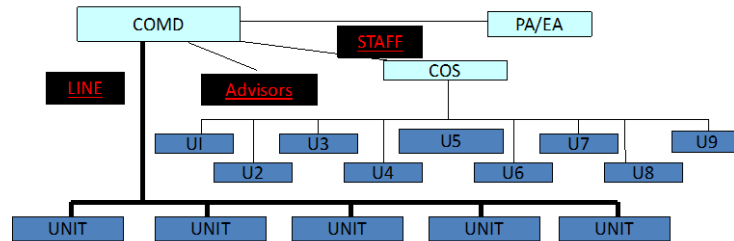
### Stage 1

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

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


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

## Force Staff System



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### Stage 1

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

## Chief of Staff (COS) - Responsibilities

- Coordinate / direct staff activities
- Coordinate with higher and adjacent HQ staff
- Assists Commander
- Understand Comd's intent and subordinate units' capabilities and limitations

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### Stage 1

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

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


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

## U1 - Responsibilities

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

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### Stage 1

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

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

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

including aspects of prevention and response to alleged misconduct.

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

## U2 - Responsibilities

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

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### Stage 1

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

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

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



## U3 - Responsibilities

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

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### Stage 1

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

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

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

## U4 - Responsibilities

- Supports planning and conduct of operations across logistics functions:
  - ✓ Supply
  - ✓ Maintenance
  - ✓ Transport/Movements
- Coordinates logistics issues with Mission Support Division

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### Stage 1

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

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

## U5 - Responsibilities

- Prepares future plans
- Leads Operational Planning Process (OPP) or Military Decision-making Process (MDMP) with COS
- Develops contingency plans

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### Stage 1

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

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

plans.

## U6 - Responsibilities

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

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### Stage 1

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

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

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

## U7 - Responsibilities

- Facilitates training based on doctrine / policy
- Conducts exercise planning
- Conducts training evaluation
- Determines the requirements for and allocation of training resources

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### Stage 1

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

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



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

## U8 - Responsibilities

- Plan, coordinate and implement assigned engineer tasks
- Tasks include advising on military engineering capabilities and developing support plans

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### Stage 1

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

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

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

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

## U9 - Responsibilities

- Facilitates interface between the Military Component and other entities in Mission
- Coordinates the military UN-CIMIC operations with other UN agencies
- Act as the Force's focal point for Quick Impact Projects

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### Stage 1

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

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

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

## Specialist Advisors

- Advise Comd and staff on specific military functions
- Includes but not limited to Legal, Medical, Public Information, Provost and Gender

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### Stage 1

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

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

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

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

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

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

## Liaison Officers



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

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### Stage 1

Liaison Officers play a significant role performing the following tasks:

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



## Principles of Liaison



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

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### Stage 1

The principles of liaison include:

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

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

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 **Stage 1 – Confirmatory Activity.**

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

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

## Police Component



- Assistance to Host-state police

- Provide interim law enforcement



- Protect UN personnel and material

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### Stage 1

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

#### **Assistance to host-state police and other law enforcement agencies**

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

#### **Interim law enforcement**

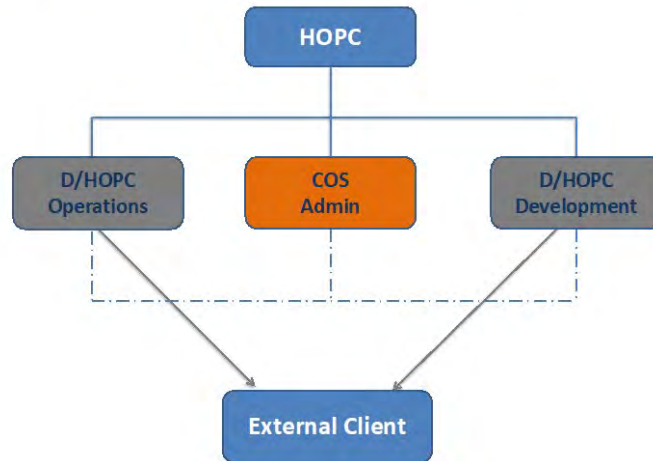
In some missions, United Nations Police Officers are directly responsible for all policing and other law enforcement functions and have a clear authority and responsibility for the maintenance of law and order. They are, among other things, entrusted with powers to arrest, detain and search.

#### **Protecting United Nations personnel and material**

United Nations Police Officers, particularly members of Formed Police Units,

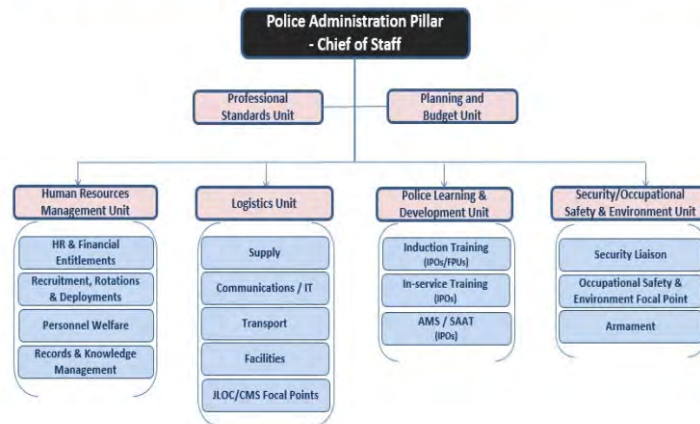
support host-state police and law enforcement agencies in the execution of their functions. United Nations Police are not, however, considered as law enforcement officers under the legislation of the host country and their prerogatives are consequently limited: they may, however, stop, detain and search individuals in accordance with the mandate of the mission and specific directives issued by the Department of Peace Operations.

## UN Police Organisation Chart



This is a sample of a generic UN Police Component Organisation Chart  
HOPC = Head of Police Component

## Organisation Chart – Admin Pillar



This is a sample of an organisation chart for the administrative pillar within and would carry out the functions similar to a U1 (Administration); U4 (Logistics) and U7 (Training) within the Force HQ.

## Role of UNPOL Chief of Staff (COS)

|                                                                                                                                                           |                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <ul style="list-style-type: none"> <li>• Oversees UNPOL's Admin Pillar</li> <li>• Principal adviser to HOPC concerning all admin matters</li> </ul>       | <b>Principal</b>  |
| <ul style="list-style-type: none"> <li>• Establishment of a Women's Police Network</li> <li>• Represent HOPC at mission- and HQ-level meetings</li> </ul> | <b>Additional</b> |
| <ul style="list-style-type: none"> <li>• Others - TBD by HOPC</li> </ul>                                                                                  | <b>Additional</b> |

## Key Documents for UN Police



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

## Terminology (1)



- Memorandum of Understanding
- Statement of Unit Requirements
- Letter of Assist

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### Stage 2



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

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

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

**Letter of Assist (LOA):** a contractual document that the United Nations signs with Member States, authorising the latter to provide specific goods and/or services to the United Nations.

LOAs are usually used when the goods or services are unique or specialised when they are not listed in the COE manual. Thus, an agreement must be reached eg.: compensation. Examples are riverine boats/ships, special aircrafts, UAVs, etc.

## Terminology (2)



- Contingent Owned Equipment
- United Nations Owned Equipment
- Loaned Equipment

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### Stage 2

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

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

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

## Questions



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

### Stage 2 – Confirmation

#### **In your own words describe Contingent Owned Equipment**

COE is Major equipment, minor equipment and consumables deployed and operated by a contingent in the performance of peacekeeping operations.

#### **What is the main difference between a wet and dry lease?**

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



## Accurately Apply UN Terminology

| <b>Aim</b>                                                                                                                 | <b>Deliverable(s)</b>                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Discuss key UN terminology</li></ul>                                               | <ul style="list-style-type: none"><li>• Force HQ vs national structures</li><li>• Discuss key UN terminology</li><li>• National practice</li><li>• Risks</li><li>• Presentation*</li></ul> |
| <b>Time Allocation</b>                                                                                                     | <b>Notes</b>                                                                                                                                                                               |
| <p><b>Discussion:</b> (Syndicate) 120 mins<br/><b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 150 minutes</p> | <p><b>Given:</b></p> <ul style="list-style-type: none"><li>• Activity 2.2 Handout</li></ul>                                                                                                |

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## Learning Activity

### 2.2 - Accurately Apply UN Terminology

---

#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard

#### TIME

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

#### PREPARATION

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

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

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



#### NOTES TO INSTRUCTORS:

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

#### DELIVERABLES:

1. In lesson 2.2, the role of the staff in a Force or Police Component headquarters was discussed. How do these respective organisations compare to your own national structures? What are the similarities? What are the major differences?
2. In your own words describe a Memorandum of Understanding (MOU), Statement of

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

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

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

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



## Lesson 2.3 Apply Principles of Logistics

1

**COURSE:** Operational Logistics

**MODULE:** 2.3 - Apply Principles of Logistics

**DURATION:** 50 MINS

**LEARNING OBJECTIVES:**


- 1) Describe the UN Principles of Logistics
- 2) Outline how UN budgetary and procurement processes drive some logistics functions and principles

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

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

## Review



2

### Review Module 2.2

What are some of the tasks performed by Liaison Officers?

Liaison Officers play a significant role performing the following tasks:


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

## Learning Objectives



- UN Principles of Logistics
- UN budgetary and procurement processes

3

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

This Lesson will be conducted in 2 Stages:

Stage 1 – Describe the UN Principles of Logistics

Stage 2 – Outline the UN Budgetary and Procurement processes

## UN Principle of Logistics



- Overview
- UN vs. National
- 10 x Principles

4

### Stage 1

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

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

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

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

## Responsibility



- Support to a mission is task-tailored
- UN and Member State collective responsibility
- A planner needs to understand applicable policy / manual

Which policy / manual is key for a Logistic Planner?

5

### Stage 1

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

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

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



## Foresight



- Identify available resources early and often
- Anticipate changes (ie. delivery)
- Close cooperation with Mission Support

How does climate / environment impact a Units?

6

### Stage 1

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

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

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

## Flexibility



- Conform operational plans to changes environment
- Develop and rehearse Contingency Plans
- Clear lines of command and control

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

7

### Stage 1

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

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

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

## Economy



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

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

8

### Stage 1

**Economy.** On any mission, resources are rarely plentiful and must be used effectively, efficiently, and economically. Early integration of all available assets provided by the contributing Member States should be the main goal. When possible, this integration should be planned prior to deployment to avoid duplication of resources at the mission site.

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

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

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

## Simplicity



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

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

9

### Stage 1

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

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

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

## Cooperation



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

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

10

### Stage 1

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

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

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

## Sufficiency



- Resources must meet sustainability needs
- Planners must consider stock provisioning and maintenance
- Unit planning aligns with Component HQ

Why do T/PCCs commonly ask MSD for resources?

11


### Stage 1

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

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

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

**Accountability**



- Know what resources are available / serviceable
- UN funding constrained
- Potential operational impacts
- DMS controls and prioritises scarce assets

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### Stage 1

**Accountability.** The full accounting for assets is essential. The UN and contingents in the mission area must know what they have available and what is and is not serviceable. Accountability also means who is accountable to initiate, carry out, and audit logistical functions. Accurate accounts must be kept for all assets that are purchased and issued to contingents for the support of a mission. This includes any equipment classified as COE.

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



**Visibility**



- Full audit trail
- Planners require access to accurate information
- Consider visibility of the mission and its practices

13

### Stage 1

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

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

## Interoperability



- Ability to provide and accept logistics services
- Shared Responsibility
- Planners need to know who is providing what service

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

14

### Stage 1

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

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

What document should a Logistician seek when arriving at the mission? SUR/MOU and the mission's logistic support dependency matrix

## NOT a Principle of Logistics



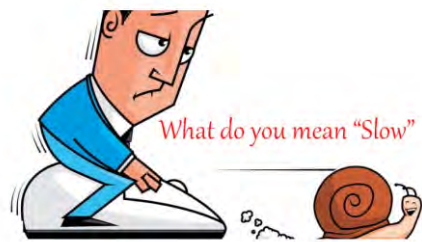
- Surprise

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### Stage 1

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


## Impact of the Principles



- Accountability and Visibility unique within a UN Mission
- Responsiveness / Survivability
- So What?

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### Stage 1

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

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

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

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

## Questions



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### Stage 1 Confirmation:

#### 1: Name the 10 UN principles of logistics.

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

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

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

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

## UN Missions - Budgets



- Negotiated in 5<sup>th</sup> Committee / agreed in GA

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




- Face constant scrutiny

- Mission is constrained in managing budgets

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### Stage 2

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

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

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

## UN Missions - Procurement




- Avoid “ad hoc” procurement as it is consuming
- Innovation vs Reality
- Deliberate and long term approach
- Marathon not a sprint

What happens when the Operational Environment changes?

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### Stage 2

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

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

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

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




## Emergency Procurement



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

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### Stage 2

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

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

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

## Emergency Situation



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

21

### Stage 2

An emergency situation for the purposes of procurement is:

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

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

\* Note the level at which a decision is made for ‘other events.’

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


## Procurement – Mission Specific



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

22

### Stage 2

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

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

## Questions



23

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

### Confirmation Stage 2

**Describe some of the situations where emergency procurement might occur within a Field Mission.**

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

## Analyse Principles of Logistics

|                                                                                                                                                  |                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Aim</b> <ul style="list-style-type: none"><li>• Discuss and debate principles of logistics</li></ul>                                          | <b>Deliverable(s)</b> <ul style="list-style-type: none"><li>• How UN Principles shape logistics</li><li>• UN vs National Practice</li><li>• Budget constraints</li><li>• Consultation and risks</li><li>• Responsibilities</li></ul> |
| <b>Time Allocation</b> <p><b>Discussion:</b> (Syndicate) 70 mins<br/><b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 100 minutes</p> | <b>Notes</b> <p><b>Given:</b></p> <ul style="list-style-type: none"><li>• Activity 2.3 Handout</li></ul>                                                                                                                             |

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## Learning Activity

### 2.3 – Analyse Principles of Logistics

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard

#### TIME

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

#### PREPARATION

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



#### NOTES TO INSTRUCTORS:

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

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

#### DELIVERABLES:

- 1) How do UN Principles of Logistics shape UN logistic practices?
- 2) How does UN logistic practices vary from national practices? **(2-3 examples only)**

- 3) How does UN budget constraints shape logistics principles and decision-making?
- 4) Compare and contrast UN logistics framework to own logistic planning processes. **(2-3 examples only)**
- 5) When in the logistic process should consultation with Mission Support Division be required?
- 6) What are the risk(s) to contingent operational effectiveness of not adapting Component HQ processes to mission environment?
- 7) How might different UN logistic practices change uniformed responsibilities during planning and logistic support?





## Lesson 2.4 Describe Authority, Command & Control

1

**COURSE:** Operational Logistics

**MODULE:** 2.4 - Describe Authority, Command and Control

**DURATION:** 50 MINS

**LEARNING OBJECTIVES:**

- 1) Describe the Authority, Command and Control (AC2) structure within UN and how it applies in UN missions
- 2) Describe various organisational and other cultures in UN missions (civilian, military, police)


**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

**END OF LESSON TEST:** N/A

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

## Review



2

### Review Module 2.3

Name the 10 UN principles of logistics.


Responsibility  
Foresight  
Flexibility  
Economy  
Simplicity  
Cooperation  
Sufficiency  
Accountability  
Visibility  
Interoperability

## Learning Objectives



- Authority, Command and Control (AC2)
- Organisational Culture

3


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

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

This Lesson will be conducted in 2 Stages:

- 1) Describe the Authority, Command and Control (AC2) structure within UN and how it applies in UN missions
- 2) Describe various organisational and other cultures in UN missions (civilian, military, police)

## AC2 Terms




- Differs from C2 concepts of many countries
- UN Operational Authority
- UN Operational C2
- UN Tactical C2
- Administrative Control
- Tasking Authority
- Technical Reporting

4

### Stage 1

#### AC2 Terms

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

The important terms are:

United Nations Operational Authority

United Nations Operational Command and Control United Nations Tactical Command and Control Administrative Control

Tasking Authority

Technical Reporting

## UN Operational Authority



- Authority transferred by Member States (MS) to UN
- UN can use operational capabilities for missions and tasks
- Vested in Secretary-General and onward to HOM
- Under authority of SC
- Issue operational directives

5

### Stage 1

#### United Nations Operational Authority

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

## UN Operational Command and Control



- Authority delegated to Military or Police Commander
- Direction, coordination & control of uniform pers
- Assign tasks, designate objectives and give direction

6

### Stage 1

#### United Nations Operational Command and Control

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

## UN Tactical Command and Control



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

7

### Stage 1

#### United Nations Tactical Command and Control

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

## Administrative Control



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

8

### Stage 1

#### Administrative Control

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

Administrative Control is a national responsibility given to the National Command Centre (NCC) in a peacekeeping mission.

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



## Tasking Authority



- Vested with senior mission leaders
- FC, PC, DMS
- Assign tasks to mission enabling assets
- Deploy, redeploy all or part of enabling asset

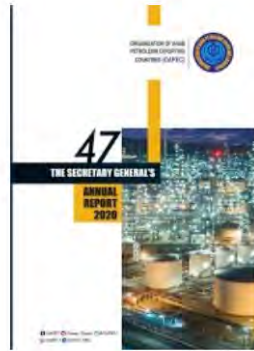
9

### Stage 1

#### Tasking Authority

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

## Technical Reporting



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

10

### Stage 1

#### Technical Reporting

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

**UN Operational Authority in the Mission**




- HOM - authority over all UN personnel (uniformed pers through FC / PC)
- FC / PC accountable to HOM
- Major operations and redeployment needs HOM concurrence

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## Stage 1

### UN Operational Authority in the Mission

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

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

#### United Nations Operational Authority

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

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

## Operational Authority - Consequence



- Op plans and logistics support must not be made in isolation
- AC2 policy requires HOM occurrence for major ops
- Concurrence requires support to be well researched and close coord with MSD


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### Stage 1

#### Operational Authority - Consequences

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

AC2 policy requires that major operations must have HOM concurrence.

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

## UN Operational C2 in the Mission



- FC / PC have Op C2 over their troops, units and pers
- Joint ops require HOM to establish C2 structures
- These structures must be exercised and tested

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### Stage 1

#### UN Operational Command and Control

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

## UN Operational C2 - Consequences




- FC / PC Op C2 limited to resourcing and capability agreed in MOU
- Mission Support Division can provide advice on MOU/COE framework for all units

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### Stage 1

#### UN Operational Command and Control Consequences

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

## Administrative Control in the Mission



- National Contingent Commanders (NCC) retain admin control over non-operational issues
- PC / FC shall establish a coord chain with the NCCs
- UN Op Control vs. National Op Control


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### Stage 1

#### Administrative Control

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

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

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

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

## Administrative Control - Consequences



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

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### Stage 1

#### Administrative Control - Consequences



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

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



## Tasking Authority – Enabling Units



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

17

### Stage 1


#### Enabling Units - Tasking Authority



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

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

### Tasking Authority - Consequences




- Very challenging concept for commanders
- Support normally planned and provided may now be requested
- Subject to availability and duration

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#### Stage 1

#### Enabling Units - Tasking Authority Consequences

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

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

## AC2 - Implications




- DMS tasking authority of Enabling Units
- Military/Police are supporting efforts to civilian led mission
- Finance and Resource delegations with MSD
- Op planning must incorporate relevant MSD decision makers early & often

19

### Stage 1

#### AC2 – Implications

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

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

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

## Questions



20

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

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

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

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

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

mission.

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

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

## Analyse Authority, Comd and Control

|                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>Aim</b></p> <ul style="list-style-type: none"> <li>• Discuss and debate concept of authority, command and control within a UN mission construct</li> </ul> | <p style="text-align: center;"><b>Deliverable(s)</b></p> <ul style="list-style-type: none"> <li>• Compare National vs UN practice</li> <li>• AC2 impact on decision-making</li> <li>• Debate working methods and friction points</li> <li>• Determine critical information</li> </ul> |
| <p style="text-align: center;"><b>Time Allocation</b></p> <p><b>Discussion:</b> (Syndicate) 120 mins<br/> <b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 150 minutes</p>        | <p style="text-align: center;"><b>Notes</b></p> <p><b>Given:</b></p> <ul style="list-style-type: none"> <li>• Activity 2.4 Handout</li> <li>• Carana Map – 500K</li> </ul>                                                                                                            |

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## Learning Activity

### 2.4 – Analyse Authority Command and Control

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard  
Carana Map 500K

#### TIME

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

#### PREPARATION

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



#### NOTES TO INSTRUCTORS:

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

#### SCENARIO

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

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

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

**Deliverables:**

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

- 1) How does AC2 within a UN mission differ from national practices? (No more than 2-3 examples)
- 2) How does AC2 change or impact decision-making processes (including logistic planning and resource allocation)?
- 3) How must working methods (such as orders groups, consultation processes) be changed in order to adapt to include civilian, military and police?
- 4) How must the logistic planning process change in order to incorporate AC2 (incorporating correct personnel and adjusted timelines)?
- 5) Where are points of friction most likely to occur within the planning process? What are some suggested skills and methods that can be utilised to resolve these frictions?
- 6) What critical information is required in order to effectively make use of aviation assets?
- 7) In some missions contractors are used as Enabling Units rather than military resources. What issues or areas of concern would you have with contracted support? What issues or areas of concern would you have with military support?



## Lesson 2.5 Describe Mission Support Division (MSD)

1

**COURSE:** Operational Logistics

**MODULE:** 2.5 - Describe Mission Support Division

**DURATION:** 100 MINS

**LEARNING OBJECTIVES:**


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

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

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



## Review



2

### Review Module 2.4

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

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

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

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

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

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

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

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

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

## Learning Objectives



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

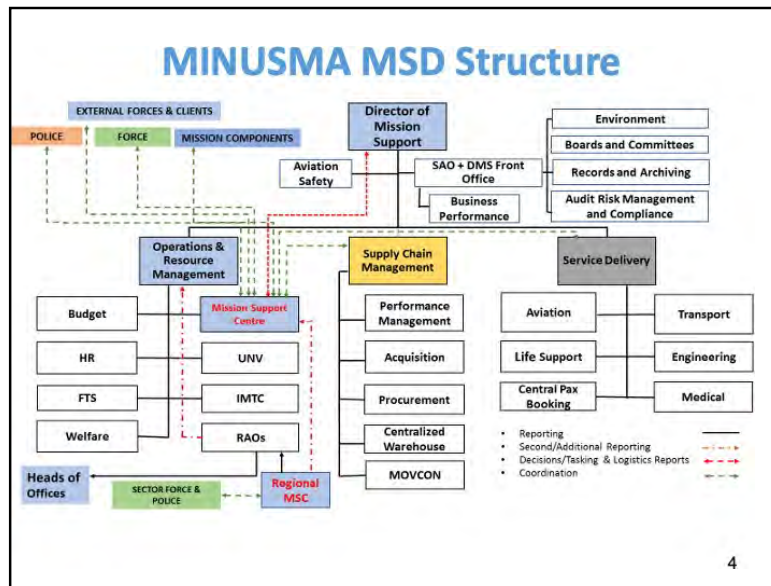
3



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

This Lesson will be conducted in 4 Stages:

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



## Stage 1

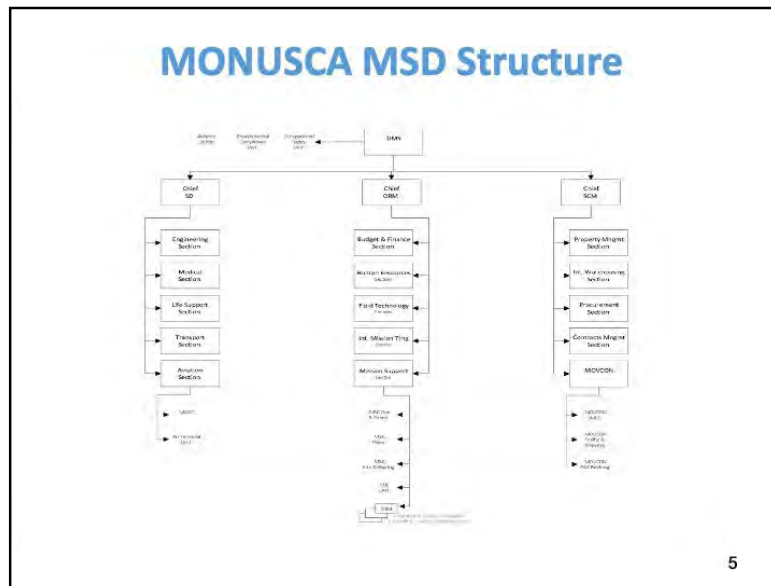
### MSD Structure - MINUSMA



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

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


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



## Stage 1

### MSD Structure - MONUSCO

The following diagram depicts how MSD is structured in MONUSCO.

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

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

## Director Mission Support

- Responsible and accountable to HOM
- Manages mission human, financial and physical resources
- Supported by 3 Pillars

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### Stage 1

#### Director of Mission Support

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

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

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

## Operations & Resource Management

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

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### Stage 1

#### Operations and Resource Management

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

Human Resources Section (HRS)

Financial Resourcing and Performance Section (FRRS)

Field Technology Section (FTS) [former Geospatial, Information Technology and Telecommunications Services (GITTS)]

Mission Support Centre (MSC) – the MSC will be discussed in more detail in this lesson

Integrated Mission Training Centre (IMTC) UN Volunteers (UNV) Office

Welfare Unit

Coordination of Sector/ Regional Offices

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

## Field Technology Section (FTS)



Responsible for:


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

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### Stage 1

#### Field Technology Section

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

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



## Service Delivery Management

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

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### Stage 1

#### Service Delivery Management


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

Aviation

Engineering and Facilities Maintenance Medical Services

Transport Life Support

Passenger Booking Service (this function may alternatively be performed within the MSC)

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

### Aviation



- Fast, secure, cost effective and logistics enabler
- Support and services provided through:
  - ✓ Commercial contracts
  - ✓ Partnership agreements
  - ✓ Letters of Assist (LOA)
- POCs – Chief Mission Air Operations Centre and Chief Air Field Unit

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## Stage 1

### Aviation Section


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

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

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

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

## Engineering



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


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### Stage 1

### Engineering Section

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

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

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

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

### Major vs Minor Engineering



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




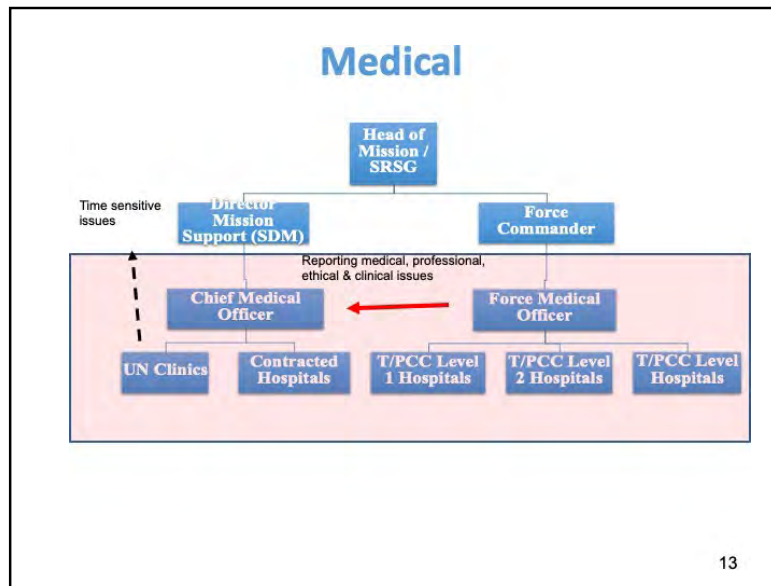
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## Stage 1

### Major and Minor Engineering responsibilities

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


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



## Stage 1

### Medical Section

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

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

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

## Transport




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

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### Stage 1

#### Transport Section

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

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

Within the mission, a planner (such as U4 staff) may find themselves engaging with several different organisations when considering transport support.

POC - The Chief Transportation Officer (CTO) within the SDM Pillar is responsible for the coordination, allocation, distribution, accounting and maintenance of UN owned vehicles. The CTO may also run a motor pool of UN-owned and rental

vehicles. The CTO is a UN contracted civilian and will cooperate closely with the MSC for tasks. The Transport Section is responsible for managing the UN's civilian transport fleet.

## Life Support - Fuel



- Life Support arranges commercial contracts for supply, storage and delivery of bulk POL to all team sites
- Contingents are responsible for storage and internal distribution within the unit

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### Stage 1

#### Life Support Section (Fuel)

Life Support Section executes the following details:

- Contract management – raising, monitoring, paying bills
- Controlling of delivery (volume and quality)
- Fuel delivery – transportation (air & ground) to team sites without fuel site
- Wet season/ contingency planning (3-4 months ahead)

Contingents are responsible for the storage and internal distribution of fuel within the unit.



## Life Support – Rations / Water



- Life Support arranges commercial contract for fresh, frozen and dry rations and raw water
- Contingents responsible to purify (water), storage and internal distribution
- POCs – Chief Life Support

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### Stage 1

#### Life Support Section (Rations and Water)

It is an UN Responsibility to arrange commercial contract for fresh, frozen and dry rations and raw water.

It is a Contingent responsibility to purify (water), the storage and internal distribution within the unit

## Supply Chain Management

- Oversees end-to-end supply chain processes: plan, source, deliver, return and disposal
- Sections include: Acquisition Management, Procurement, Warehousing, MOVCON and Property Management


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### Stage 1

#### Supply Chain Management

Supply Chain Management is responsible for planning and execution, monitoring and control, guidance and coordination of all supply chain areas that are integrated on the basis of end-to-end processes, namely, Plan, Source, Deliver, Return and Disposal and cover activities related to demand planning, acquisitions, procurement, warehousing, asset and inventory management, transportation and freight planning (air, land, sea), expediting movement and tracking distribution, business intelligence and performance management. The Chief Supply Chain Management reports directly to the DMS. Supply Chain Management pillar will consist of the following Sections/Units:

Acquisition Management Section  
Procurement Section  
Centralised Warehousing Section  
Movement Control Section (MOVCON)  
Property Management.

 In an integrated mission, MOVCON will ideally have expert military personnel integrated into the section to assist in the specialist issues of military movement (such as dangerous goods, specialised military equipment, and integration with military strategic lift). If this is not the case, Police and Force may need to take additional effort to ensure MOVCON understands any specialist considerations.

**Movement Control (MOVCON)**



- Provide multi-modal transportation operations
- Develop systems to facilitate movement of equipment and personnel
- Normally integrated
- Number of detachments operating at air and seaports
- POC – Chief MOVCON

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## Stage 1

### MOVCON Section

The function of MOVCON is to:

- Provide multi-modal (road, air, sea, rail) transportation operations for delivery and distribution of goods
- Administration and control of all MOVCON activity in the mission
- Develop systems/infrastructure to facilitate the movement of UNOE/COE and all personnel
- Maintain a structure capable of multi-modal transportation means for cost effectiveness and efficient utilisation of transport resources

MOVCON will normally be situated with the Chief Supply Chain Management to enable effective coordination.

MOVCON is normally integrated, thus ensuring is effective movement of military and police forces and equipment.

MOVCON normally has a number of detachments operating at airports, seaports, and railheads.

## Questions



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### Stage 1 Confirmation:

**1. What commodities does Life Support provide to contingents?**

Fuel, rations and raw water

**2. What are the 3 pillars operating under the Director Mission Support?**

Operations and Resource Management, Service Delivery Management and Supply Chain Management

## MSC – General




- Integrated
- Reports to DMS through Chief Operation and Resource Management
- AC2 for the provision of logistics support

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### Stage 2

#### Mission Support Section - General

 MSC, usually an integrated civilian-military-police section, is one of the three major joint and integrated sections at operational level, in a mission. The other two as described in Module 2.2 are the Joint Operations Centre (JOC) and the Joint Mission Analysis Centre (JMAC), which due to the nature of their tasks and functions, report to Mission Chief of Staff.

However, the MSC being purely meant for mission logistics support activities, reports to the Director of Mission Support through Chief Operations and Resource Management (CORM. It was cited on several recent mission interviews that the Chief MSC would prefer to report directly to the DMS effectively becoming a 4th pillar.

MSC delivers integration of command, control and accountability for the provision of the support.

## MSC- Functions (1)



- Planning, prioritisation, tasking, monitoring and reporting all log functions
- Review and prioritises all requests for logistics support
- Ensure budget and human resources identified and allocated for ops / projects
- Plan, coordinate and task logistics resources

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### Stage 2

#### MSC Functions

1. Integrated planning, prioritisation, coordination, tasking, monitoring and reporting of all logistics functions and harmonise employment and tasking of the logistics resources of all Mission components.
2. Review and prioritises all requests for logistics support from all mission components as well external partners and international/regional/national entities, in accordance with the Mission's aims and objectives, and allocates the most suitable approved civilian, commercial or military support resource to meet the requirements in the most effective and economic manner. This does not include standard and regular life support sustainment for uniformed component and FTS and General Supply items for all mission offices/staff, which are dealt in routine by concerned MSD sections.
3. Ensure that budgetary and human resources are identified and allocated for approved operations and projects.
4. Plan, prioritise, integrate, coordinate and task logistics resources on behalf of DMS/Chief ORM.

## MSC- Functions (2)



- Coordinate tasking of all Mission level air, land and maritime transport
- Work closely with Regional Administrative Officers
- Mission's Single Point of Contact - non-mission actors
- Provide overview of MSD projects and realigns as required


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### Stage 2

#### MSC Functions continued

5. Coordinate tasking of all Mission Level air, land and maritime transport assets for all movements by air, water or surface in consultation with Mission Air Operations Centre (MAOC) and Joint Movement Coordination Centre (JMCC).
6. Work in close coordination with the Regional Administrative Officers (RAOs) to ensure that all logistics support issues raised by RAOs at Mission are timely and efficiently addressed by MSD Sections at Mission level.
7. Serve as the Mission's single point of contact at all levels for the coordination of logistics issues with approved non-Mission actors and potential clients/users, such as Government and Non-Government Organisations (NGO's), UN agencies and Regional entities.
8. MSC provides an overview of Mission Support Division priority projects and realign them to changing mission priorities.

### MSC- Functions (3)



- Update DMS on current deployments, rotations and ops
- Prepare annual MSD Plan
- Utilise Information Management System for monitoring and reporting
- Manage the COE Unit

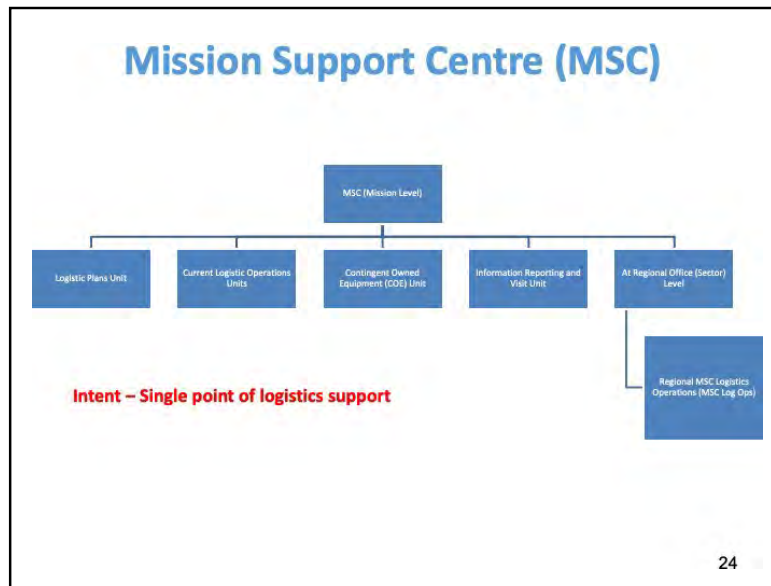
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## Stage 2

### MSC Functions continued

9. Update DMS and Mission Support Division senior management with reference to ongoing troop/police deployments, rotations, operations and impact on Mission resources and capabilities.
  
10. Provide Mission Support Division key operational priorities and inputs into mission strategic documents and prepares annual **Mission Support Division Plan**. This requires close collaboration and coordination with key mission partners such as the strategic planners, uniformed components and substantive pillars is essential to ensure integrated planning, unity of effort and adaptation to changing mission environments.
  
11. Monitor and report all logistics functions for the efficient use of mission logistics resources using an information management system (such as UMOJA).
  
12. Manage the Contingent Owned Equipment (COE) Unit. The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the Memorandum of Understanding (MOU) and the Contingent Owned Equipment (COE).





## Stage 2

### Mission Support Section - Organisation

Mission Support Centre normally falls within Operations and Resource Management. The intent of an MSC is to provide all Mission components with single point of coordination for all aspects of logistics support in the Mission area of responsibility.

## MSC- Structure

- Chief MSC
- \*Deputy Chief MSC
- Logistics Plans Unit
- Current Logistics Operations Unit (CLOU)
- COE Unit
- Information, Reporting and Visits Unit
- Regional MSC


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### Stage 2

#### Mission Support Section - Structure

**Chief MSC:** The Chief MSC is an experienced logistics officer at the P-5 level with a thorough knowledge of United Nations logistics system and United Nations administrative procedures. The Chief MSC is also the principal advisor to CORM/DMS on all logistics planning and operations matters. Chief MSC is responsible for the planning, coordination and monitoring of all logistics operations for the Mission on behalf of the DMS. Chief MSC leads an integrated team of military, civilian and UN Police Officers under the integrated support concept.

**Deputy Chief MSC:** The Deputy Chief MSC is an experienced logistics officer at the P-4 level with a thorough knowledge of United Nations logistics system and United Nations administrative procedures. The Deputy Chief MSC assists Chief MSC in the supervision of planning, coordination, monitoring and reporting of all logistics operations for the Mission. Deputy Chief MSC is also responsible to Chief MSC for the performance management, training and technical supervision of all MSC staff, especially Logistics Operations Officers/Assistants in the Field Offices. The Deputy Chief MSC performs all the functions of Chief MSC during his absence.

 **Note:** in some missions, the Military Chief U4 also performs the role of Deputy Chief MSC. This can pose significant challenges in span of responsibility and may cause conflicts of interest as a result of the dual chain of command to Force Commander and DMS. Most missions keep the Chief U4 and the integrated military Deputy Chief as separate appointments (who nevertheless work closely together).

### Logistics Plans Unit



- Prepares medium and long-term logistics plans
- Functions include:
  - ✓ Provide logistics inputs to strategic mission documents
  - ✓ Works closely with DOS, FHQ U5 and Police planners
  - ✓ Lead recce and assessment visits for potential deployment

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## Stage 2

### Logistics Plans Unit


Within MSC, Logistics Plans Unit serves as the logistics planning element within MSC. This unit through an integrated military, UNPOL and civilian team of experienced planning officers, plays an integral role in the development of plans for all significant Mission support activities. The unit prepares medium and long-term logistics plans to ensure centralised planning, coordination and prioritisation of all logistics functions and centralised employment and tasking of the logistics resources of all Mission components.

The main functions to be performed by the MSC Plans Unit are as follows:

- Analyse Secretary General's Reports, SC Resolutions, Military Operational Directives and other policy documents to determine the support required.
- Provide logistics inputs to strategic mission documents like Integrated Strategic Framework and Mission Concept.
- Works in close coordination with Force Generation Services and Movement Control Section at UNHQ, FHQ U5 Branch, Police Planners, Mission Strategic Planning Unit and ensure that all planners in the mission have a common understanding of logistics planning/support
- Provide advice to other Mission components in planning logistics support to them substantive, military or police operations.
- Draft and review the Mission Support Plan and Mission specific logistics SOPs and disseminate after approval by Chief MSC and CORM/DMS.

- Lead reconnaissance and logistics assessment visits to potential deployment
- Develop plans for deployment, redeployment and repatriation of Mission elements in close coordination with relevant Mission components.
- Develop logistics annex for various contingency plans, such as Mission evacuation/relocation, in consultation with relevant Mission components
- Plan medium and long-term important logistics projects/tasks as per the priorities set by the senior Mission management.
- Conduct logistics briefings, training for new staff, military and police units and personnel upon deployment to the Mission area

### Current Logistics Operations Unit



- Prioritises execution of Mission level logistics plans
- Functions include:
  - ✓ Provide routine support to all Mission entities
  - ✓ Forecast/prepare short term/immediate log support plans
  - ✓ Coordinate and prioritise tasking of air, land, maritime transport assets

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## Stage 2

### Current Logistics Operations Unit (CLOU):

MSC Current Logistics Operations Unit (CLOU) is an integrated unit headed by a civilian logistics officer and assisted by logistics specialist civilians, military and police staff. They perform the integrating and coordinating functions of providing logistics support to all Mission components, including but not limited to military/police deployments, reconfiguration, rotations or repatriations and authorised support for UN Agencies and non-UN entities. The unit prioritises execution of Mission level logistics plans to ensure centralised coordination employment and tasking of the Mission level logistics resources and prioritisation of all centrally coordinated logistics support in accordance with the Mission's objectives.


The main functions to be performed by the Current Logistics Operations Unit are as follows:

- Provide routine support to all Mission entities including civilian, military and police.
- Ensure requests from other UN and non-UN entities are reviewed and screened properly.
- Forecast and prepares short term/immediate logistic support plans, coordinate and implement cross cutting logistics support across the Mission area.
- Carry out logistics support coordination with Mission Support Division (MSD) Sections to establish Mission priorities and resource allocation within the framework of the overall Mission Support Plan and guidance from mission senior management.
- Coordinate and prioritise tasking of all air, land and maritime transport assets for the

movement by air, water or surface of personnel and cargo in consultation with Mission Air Operations Centre (MAOC) and Joint Movement Coordination Centre (JMCC).

- Keep a track of all out bound logistics including coordination and synchronisation of cargo convoys to regions. Coordinate with U35 for ensuring that a cargo convoy planning is synchronised with Force protection capabilities at the given time.
- Maintain an overview of inbound logistics through close coordination with SCM and regularly brief Chief MSC regarding schedule/ timelines of inbound logistics.
- Advise Chief MSC on current logistics operations and on the execution of policy guidelines/decisions pertaining to major logistics support.
- Mobilise a Logistics Operations Room on a 24/7 basis in the event of emergencies.
- Maintain a detailed situational awareness of stocking levels of critical commodities.

## COE Unit



- Planning and supervising COE availability in the Mission
- Functions include:
  - ✓ Plan/supervise COE inspections
  - ✓ Process Verification Reports (VRs)
  - ✓ Provide COE technical advice

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## Stage 2

### COE Unit:

An integrated unit within MSC, headed by a civilian COE officer and assisted by COE specialist civilians, military and police staff. The COE Unit functions include planning and supervising COE availability in the mission. The Unit performs this function by verifying through physical inspections of COE. It monitors and reports on the correct performance of agreed responsibilities as detailed in the MOU by both TCC/PCCs and the United Nations.

The main functions to be performed by the COE Unit are as follows:

- Planning and supervising COE/MOU Arrival, Operational Readiness, Repatriation, and other periodic inspections of all formed military and police units deployed in the mission to verify by physical inspection that the TCC/PCCs.
- Processing Verification Reports (VRs) raised because of inspections and forwarding them to senior mission management for approval and subsequent submission to UN Headquarters (UNHQ) on a quarterly basis in accordance with the schedules as promulgated by UNHQ.
- Analysis of VRs to identify, in consultation with assigned unit staff, unit commanders, and other appropriate mission and UNHQ staff, formed unit major equipment and self-sustainment deficiencies and surpluses as compared to MOU
- Supervision of the maintenance of inventories of COE held by all military/police units deployed to the mission.
- Overseeing issuance of UNOE and services, which have been provided to units

which should be self-sustained and reflect as necessary in verification reports for financial reimbursement.

- Provision of COE related technical advice, briefs and training for formed military/police unit personnel and other appropriate Mission staff on all aspects of the management and implementation in the field of the COE system.
- Participating in Pre-Deployment Visits (PDV) to TCC/PCC home countries.
- Development of mission specific policies, procedures and guidelines for the implementation and management, in the Mission, of the MOUs.
- Chief COE Unit serves as a member of and secretary to the mission's COE/MOU Management Review Board (CMMRB).



## Information, Reporting and Visits Unit



- Focal point for up-to-date info on Mission strength, disposition and capabilities
- Functions include:
  - ✓ Prepare logistics summaries
  - ✓ POC for all visits and delegations coming to the Mission

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### Stage 2

#### Information, Reporting and Visits Unit:

The Information, Reporting and Visits Unit serves as a focal point for the collection, analysis and dissemination of up-to-date information on the troops, police and civilian strength and deployment details and capabilities and status of all Mission logistics support assets and the status of major ongoing projects and activities. The Unit serves as the Business Intelligence Unit within MSC. It tracks key logistics support indicators to provide Mission Support Management with necessary statistics regarding trends and capabilities, for strategic planning capacities. The unit also acts as service desk to plan and coordinate logistics support for all visits/delegations to the Mission when authorised by the senior mission leadership.

The main functions to be performed are as follows:

- Collect, collate, analyse, interpret and disseminate all support information in the Mission area through electronic media.
- Monitor and analyse weekly and any other reports from all MSD elements.
- Receive regular reports from Force, Police and Regions (including Mission HQ) regarding updated troops/police and civilian deployed strength
- Prepare logistics summaries, conduct logistics briefings and presentations
- Provide CLOU, Planning Unit and Chief MSC with all relevant and timely information and reports on logistics matters in the Mission.
- If tasked, track key logistics performance indicators and cost capturing for support provided to non-mission entities.
- Maintain a statistical database of requested logistics information for providing senior leadership with analysis and trends to facilitate informed decision making.

- Carry out regular liaison with the Desk Officers of Current Logistics Operations Unit, Logistics Plans Unit and MSC Regional Office Staff.
- Be a focal point for all visits and delegations coming to the Mission.
- Be prepared to work beyond normal working hours in the Logistics Operations Room in the event of emergencies or crises as assigned by Chief MSC.

## Regional MSC



- Located in the Field Offices (Sectors)
- Managed by the RAO
- Tasks include:
  - ✓ Liaise with Sector HQ, Military contingents and Police on resource requirements
  - ✓ Coordinate provision of logistics support

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## Stage 2

### **Regional MSC (Support at Sector Level):**

Located in Field Offices (Sectors) Regional MSC are managed by a Regional Administration Officer (RAO). Under the RAO, the Regional MSC Log Ops supervisor leads the Log Ops team to coordinate the day-to-day logistics support activities of all MSD components in the Regional Office. MSC Regional Log Ops staff are expected to coordinate and ensure delivery of a full range of approved and authorised logistics support to all Mission components and external clients in the field under the supervision of the RAO.

The main functions to be performed by the MSC Log Ops staff in Regional Offices are:

- Provide advice and guidance to RAO on logistics support.
- Assist the RAO in preparing the short- and medium-term support requirements
- Liaise with Sector HQ, Military Contingents, FPU, UNPOL and substantive personnel at the Field Office level.
- Coordinate the provision of adequate logistics support, under supervision of the RAO, to designated locations within the Field Office Area of Responsibility (AOR), as required.
- Oversee the proper utilisation of all UNOE, Contingent Owned Equipment and assets, as well as premises leased or procured from Host Government by the Mission.
- Advise the RAO for the continued requirement for procurement of land for Mission camps/offices and the establishment of premises including renewals of leases.
- Keep a track of all inbound and out bound logistics including coordination for logistics convoys in and out of AOR.
- Maintain an overview of all the logistics stocks in AOR including critical life

support commodities held at warehouse as well as with contingents and timely advise RAO and MSC regarding any shortfalls anticipated.

- Convene the weekly MSD meeting, under authority of the RAO, involving all MSD Sections and Military/Police logistics staff in the Field Office to discuss the status / progress of ongoing support or projects.
- Prepare and submit the weekly Regional Office Logistics report.
- Act as the focal point on behalf of the RAO to liaise with UN Agencies, non-UN entities and local authorities in the provision of approved logistics support in the field office.

## Questions



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### Stage 2 Confirmation:


#### Name the various functions performed by the Missions Support Centre?

##### MSC Functions

1. Integrated planning, prioritisation, coordination, tasking, monitoring and reporting of all logistics functions and harmonise employment and tasking of the logistics resources.
2. Review and prioritises all requests for logistics support from all mission components as well external partners and international/regional/national entities.
3. Ensure that budgetary and human resources are identified and allocated for approved operations and projects.
5. Plan, prioritise, integrate, coordinate and task logistics resources. Coordinate tasking of all Mission Level air, land and maritime transport assets for all movements by air, water or surface in consultation with MAOC) and JMCC.
6. Work in close coordination with the Regional Administrative Officers (RAOs).
7. Serve as the Mission's single point of contact at all levels for the coordination of logistics issues with approved non-Mission actors and potential clients/users.
9. MSC provides an overview of MSD priority projects and realign them to changing mission priorities. Update DMS and Mission Support Division senior management with reference to ongoing troop/police deployments, rotations, operations and impact on Mission resources and capabilities.
10. Provide MSD key operational priorities and inputs into mission strategic documents and prepares annual Mission Support Division Plan.
11. Monitor and report all logistics functions for the efficient use of mission logistics

- resources using an information management system (such as UMOJA).
12. Manage the Contingent Owned Equipment (COE) Unit. The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the MOU and the COE.

### Routine vs Non-Routine Support




- MSD responsible for Mission level logistics support
- Supports Mission and Non-Mission Actors
- Support classified as Routine and Non-Routine

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### Stage 3

#### Routine vs Non-Routine Support

 As indicated the Mission Support Division is responsible for overall Mission level logistics support. This support is vast and covers the familiar logistics functions such as supply and transport but also includes atypical functions such as engineering, medical and communications.

Additionally, support is not only for Mission actors (Civilian, Military and Police Components) but also occasionally for the Host Nation and other actors (UN Agencies and International and Non-Governmental Organisations).

Essentially support can be classified as routine and non-routine each having their own processes.

## Routine Support



- Standard issues, repairs, replacements or technical support
- Recurring in nature and not involving any new project, major resources or substantial labour costs
- For Mission Components
- SDM / SCM managed

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### Stage 3

#### Routine Support

Routine logistics support will refer to standard issues, repairs, replacements or technical support as per established entitlements and recurring in nature not involving any new project, major resources or substantial labour cost provide directly to Mission elements (Force, Police and Civilian Pillars). These will be managed by the SD and SCM Sections at both Mission and Field Office levels.



**Routine Support - Examples**



- Life Support – rations, fuel
- Engineers – Minor repairs/work
- FTS – Standard issue, help desk
- Transport – Fleet management
- MOVCON – routine movements
- Aviation – Regular flights
- Medical – support, equipment and medicine to Lev I, II and III

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### Stage 3

#### Routine Support Examples

Examples below (though not exhaustive) indicate routine support:

Life Support - Rations, water, fuel, routine general supply

Engineering - Minor works/repairs, operations of generators, Water Treatment Plants maintenance, facilities management

Field Technology Section - Standard issue of CITS equipment, help desk

Transport - Fleet Management, Vehicle maintenance, repairs, dispatch MOVCON  
- Routine passenger and cargo movements

Aviation - Regular flights

Medical - Medical support, equipment and medicines at Level I Hospitals (clinics), II, III Hospitals

## Non-Routine Support



- Support provided to non-Mission elements
- Support to special projects (DDR)
- Support to special ops (Ebola, elections)
- New projects and unplanned requirements
- Staffed through MSC to CORM / DMS

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### Stage 3

#### Non-Routine Support

All support provided to non-Mission elements (in support of the mandate) including on cost recovery, special projects (such as DDR, major troop deployments etc.), special operations (such as support to Ebola, elections support etc.), strategic planning/projects (new office/land space acquisition/ large scale reconfigurations etc.) and any unplanned/unbudgeted requirements to operational necessity which require significant resources and labour cost from all MSD components will be considered non-routine and will be submitted to the Chief MSC for assessment and review for approval by either Chief ORM or the DMS.

The Chief MSC upon approval by either Chief ORM or DMS will then coordinate the appropriate Services with MSD to execute the requirements and deliver the required goods and services. The MSC will develop support plans, coordinate, monitor and report the progress of all such projects and any key challenges.

## Non-Routine Support – Examples (1)



- Life Support – special issue of rations, water or fuel to Host Country
- Engineers – major works, land acquisition, new projects
- FTS – special issue of CITS equipment

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### Stage 3

#### Non-Routine Support Examples

The examples below though not exhaustive indicate non-routine support:

Life Support - special issue of rations, fuel, water and general supply items to Host Country such as police, military, government, DDR camps and special support tasks.

Engineering - major works/ repairs/ construction, land acquisition, space allocation, new projects (reconfigurations of Force, Police or Civilian postures

FTS - special issue of CITS equipment, special support tasks, new projects

## Non-Routine Support – Examples (2)



- Transport – special vehicle allocation support to Host Country
- MOVCON – major troop repatriation, special passenger
- Aviation – Special flights
- Medical – supply of eqpt, medicine and treatment for non-Mission actors

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### Stage 3

#### Non-Routine Support Examples

The examples below though not exhaustive indicate non-routine support:

Transport - Special vehicle allocation and support tasks to Host Country (HC)

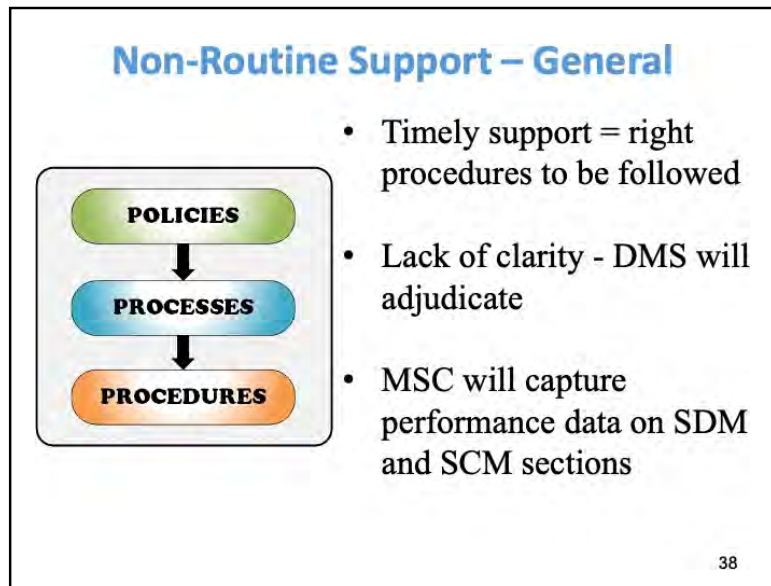
MOVCON - Special passenger and cargo movements (host country, other partners), major

troops repatriations / deployment support/ induction

Aviation - Special flights, tasks routed through MSC and JMCC

Medical- Supply of equipment/medicines/treatment at Mission facilities or third-party logistics (3PL) for non-Mission elements like DDR.

Special Support Issues - Support to Host Country, Electoral Support, Support to DDR, etc



### Stage 3

#### Non-Routine Support - General

To ensure that MSD is responsive to clients' needs and that required and authorised support is obtained in a timely manner, the right procedures to request and obtain approval should be followed, where there is lack of clarity, the DMS will adjudicate. The MSC **will** also capture performance data on the SD and SCM Sections on the fulfilment of tasks from the MSC Tracking Tool.

## Questions



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### Stage 3 Confirmation:

#### Provide some examples of Non-routine support requests.

Life Support - special issue of rations, fuel, water and general supply items to Host Country such as police, military, government, DDR camps and special support tasks.

Engineering - major works/ repairs/ construction, land acquisition, space allocation, new projects (reconfigurations of Force, Police or Civilian postures)

FTS - special issue of CITS equipment, special support tasks, new projects

Transport - Special vehicle allocation and support tasks to Host Country)

MOVCON - Special passenger and cargo movements (host county, other partners), major troops repatriations / deployment support/ induction

Aviation - Special flights, tasks routed through MSC and JMCC

Medical- Supply of equipment/medicines/treatment at Mission facilities or 3rd party logistics (3PL) for non-Mission elements like DDR.

Special Support Issues - Support to Host Country, Electoral Support, Support to DDR, etc

### Sources of Logistics Support



- 4 Main Sources
  1. UN Owned Equipment
  2. Enabling Units
  3. Commercial Sources
  4. Contingents - MOU

40

#### Stage 4

#### Sources of Logistics Support

The UN normally draws logistics support for its missions from a combination of four main sources:

- UN owned equipment (UNOE) sourced from the UN Global Service Centre (Brindisi and Valencia), the UN Regional Service Centre (Entebbe), other UN missions and on occasion other UN agencies (UNHCR, WHO, etc)
- Enabling units provided by TCCs operating under the UN (MSD) via a MOU
- Commercial sources arranged by the UN (local and international contracts)
- Contributing countries via a MOU.

## UN Owned Equipment




- Supplies, equipment, buildings and land belonging to the UN
- Strategic stocks of eqpt held in Brindisi, Valencia and Entebbe
- Contracts established to acquire additional eqpt

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### Stage 4

#### United Nations Owned Equipment (UNOE)

 Definition of UNOE - Property in UN terminology consists of supplies, equipment, buildings and land belonging to or under the charge of the UN, whether acquired by purchase, rent, loan, donation, trust, or other means. UN-owned equipment (UNOE) is the only mission property that must be entered into the **UMOJA System of Records** and reported to UNHQ.

UN maintains strategic stocks of equipment for deployment to missions at the UN Logistics Base in Brindisi, Italy.

UN will establish contracts to acquire additional equipment to be managed as UNOE. Movement and sustainment of that equipment is also provided through contracts both external and internal to the mission area.



## Brindisi – The Movie

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### Stage 4

#### United Nations Logistics Base – Brindisi, Italy



We will now look at the UN Logistics Base in Brindisi in more detail with this 6-minute movie. For information and in accordance with budget documentation, UNLB operates as a unified entity comprising the Global Service Centre (GSC), Brindisi and the United Nations Information and Communications Technology Facility (UNICTF), Valencia. Note the various sections and responsibilities within the Support Centre.

## Enabling Units




- Engineers
- Medical
- Aviation
- Logistics

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### Stage 4

#### Enabling Units

 Enabling assets consist of construction engineer units, Unmanned Aerial Systems, manned airborne ISR aircraft, enabling assets with composite engineer units, medical, utility and cargo military aircraft, logistics units, signal, transportation and movement units and supply.

The classification of these units is agreed in the Statement of Unit Requirement (SUR), MOU / Letter of Assist (LOA) prior to deployment.

## Commercial Sources



- Strategic lift
- Construction
- Expendables: Fuel, Rations and Water

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### Stage 4

#### Commercial Services:

- Strategic lift
- Construction services
- Expendables (fuel, rations, water, etc)

## Contingent Owned Equipment



- Provided by a Police or Military contingent
- Major Equipment
- Self-Sustainment

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### Stage 4

#### Contingent Owned Equipment:

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

## Questions



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In this lecture we discussed the Mission Support Division (MSD), which is extremely important to logistics planners and commanders in the provision of support across the Mission. We also explored the various sections of a typical MSD with emphasis on the Joint Mission Support Centre. The various sections where uniformed personnel could be employed as part of an overall integrated approach were highlighted as well as typical routine and non-routine requests that involve MSD. Last, the sources for logistics supporting a UN Mission were discussed.

### 1. What are the 4 sources from which the UN normally draws logistics support for its missions?

- UN owned equipment (UNOE) sourced from the UN Global Service Centre (Brindisi and Valencia), the UN Regional Service Centre (Entebbe), other UN missions and on occasion other UN agencies (UNHCR, WHO, etc).
- Enabling units provided by TCCs operating under the UN (MSD) via a MOU.
- Commercial sources arranged by the UN (local and international contracts); and
- Contributing countries via a MOU.

## Engage with Mission Support

|                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>Aim</b></p> <ul style="list-style-type: none"> <li>• Discuss and debate possible process and support solutions from the scenario provided</li> </ul> | <p style="text-align: center;"><b>Deliverable(s)</b></p> <ul style="list-style-type: none"> <li>• Identify the correct level of interaction</li> <li>• Discuss differences in organisations</li> <li>• Identify potential conflicts</li> <li>• Identify logistics priorities</li> </ul> |
| <p style="text-align: center;"><b>Time Allocation</b></p> <p><b>Discussion:</b> (Syndicate) 120 mins<br/> <b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 150 minutes</p>  | <p style="text-align: center;"><b>Notes</b></p> <p><b>Given:</b></p> <ul style="list-style-type: none"> <li>• Activity 2.5 Handout</li> <li>• CARANA Map – 500k</li> </ul>                                                                                                              |

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## Learning Activity

### 2.5 – Engage with Mission Support

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard  
Carana Map 500K

#### TIME

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

#### PREPARATION

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



#### NOTES TO INSTRUCTORS:

It is essential for incoming uniformed commanders and planners to understand the structure of Mission Support Division of the mission in question and the various roles and responsibilities.

Furthermore uniformed commanders, staff and planners must seek out and confirm the correct points of contact. Forming and maintaining proper relationships will significantly improve an unformed officer in planning for and obtaining both routine and non-routine support.

This activity in concert with the lesson will enhance the knowledge, skills and attitudes of the participant. Although the CARANA scenario is being utilised as a backdrop, the syndicates only need a copy of the Carana Map 500K. Once again, facilitators must ensure to introduce the activity, provide direction and guidance, develop a timeline, monitor and receive a rehearsal. **The ultimate deliverable will be a PowerPoint Presentation (Staff Brief) in plenary on Day 4.**

#### SCENARIO

- The Mission Support Centre (MSC) has just ascertained the Sector 2 Commander (SC) has convinced the new Force Commander (FC) that despite the agreed to Statement of Unit Requirements (SUR), the BOTTBATT HQ and its HQ Company

need to move from their present location in FARON to a smaller town in SIRASI for security reasons. The BOTBATT location in FARON is well established and there have been no major issues with this camp. The FC has indicated that the new location needs to be in place within 5 weeks' time. Initial analysis by the MSC reveals that building a camp within 5 weeks for BOTBATT is simply not feasible and no land negotiations have been made with the Host Country.

- Also the United Nations Police (UNPOL) operating within Sector 2 has surged 40 Individual Police Officers into the town of FORELLO, a location that is due to be closed by UNAC in 60 days.
- C Company from NAMBATT located in NIXAN has recently experienced late delivery of rations and fuel from the contractor and the Sector HQ in SUROUN is looking to acquire three additional night vision goggles that are being supplied to all Sectors from Mission Support Division.
- You are a uniformed planner working with the MSC.

#### **Deliverables:**

The ultimate deliverable is to prepare and present a PowerPoint presentation (Staff Brief) to the Chief MSC on correct process/support solutions at in Plenary on Day 4.

- 1) Identify the correct level of interaction for each logistic issue within MSC or associated section (and Sector equivalent).
- 2) Discuss the difference in style of approach appropriate for different cultures and organisations.
- 3) Define the layers of cultural noise that can interfere with effective communication and how would you adapt your communication style to different in-mission cultures (national and military/police/civilian)?
- 4) Identify potential conflicts between support requests from units vs UN support procedures.
- 5) Prioritise logistic issues for resolution at appropriate level.





## Lesson 2.6 Diversity and Cultural Considerations in UNLOG

1

**COURSE:** Operational Logistics

**MODULE:** 2.6 - Describe Culture and Diversity

**DURATION:** 50 MINS

**LEARNING OBJECTIVES:**

1. Discuss the concepts of Diversity and Cultural Considerations as they relate to UN Logistics

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

## Review



2

### Lesson 2.5 Review

Name the various functions performed by the Missions Support Centre?

- a. Integrated planning, prioritisation, coordination, tasking, monitoring and reporting of all logistics functions and harmonise employment and tasking of the logistics resources of all Mission components.
- b. Review and prioritises all requests for logistics support from all mission components as well external partners and international/regional/national entities, in accordance with the Mission's aims and objectives, and allocates the most suitable approved civilian, commercial or military support resource to meet the requirements in the most effective and economic manner. This does not include standard and regular life support sustainment for uniformed component and FTS and General Supply items for all mission offices/staff, which are dealt in routine by concerned MSD sections.
- c. Ensure that budgetary and human resources are identified and allocated for approved operations and projects.
- d. Plan, prioritise, integrate, coordinate and task logistics resources on behalf of DMS/Chief ORM.
- e. Coordinate tasking of all Mission Level air, land and maritime transport assets for all movements by air, water or surface in consultation with Mission Air Operations Centre (MAOC) and Joint Movement Coordination Centre (JMCC).
- f. Work in close coordination with the Regional Administrative Officers (RAOs) to ensure that all logistics support issues raised by RAOs at Mission are timely and efficiently addressed by MSD Sections at Mission level.
- g. Serve as the Mission's single point of contact at all levels for the coordination of logistics issues with approved non-Mission actors and potential clients/users,

- such as Government and Non-Government Organisations (NGO's), UN agencies and Regional entities.
- h. MSC provides an overview of Mission Support Division priority projects and realign them to changing mission priorities.
  - i. Update DMS and Mission Support Division senior management with reference to ongoing troop/police deployments, rotations, operations and impact on Mission resources and capabilities.
  - j. Provide Mission Support Division key operational priorities and inputs into mission strategic documents and prepares annual Mission Support Division Plan. This requires close collaboration and coordination with key mission partners such as the strategic planners, uniformed components and substantive pillars is essential to ensure integrated planning, unity of effort and adaptation to changing mission environments.
  - k. Monitor and report all logistics functions for the efficient use of mission logistics resources using an information management system (such as Umoja).
  - l. Manage the Contingent Owned Equipment (COE) Unit. The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the Memorandum of Understanding (MOU) and the Contingent Owned Equipment (COE).

## Learning Objectives



- Organisational Culture
- Diversity and Gender



3

By the end of this session participants will be able to:

Discuss difference between sex and gender

Recognise the impact of cultural diversity in a UN peace ops environment

Debate how different organisational cultures interact in a UN peace mission

Uniformed officers deploying on their 1<sup>st</sup> mission, will, find that the cultural differences that exist among the major components (civilian, military and police) are substantial. Understanding these differences will be useful with the aim of fostering professional relationships among the organisations. It is important that participants realise their own bias in term of gender differences and how these biases can impact their interaction within the mission area.

## What is Diversity?

Diversity = variety, different types  
Diversity in a human context refers to  
differences such as...



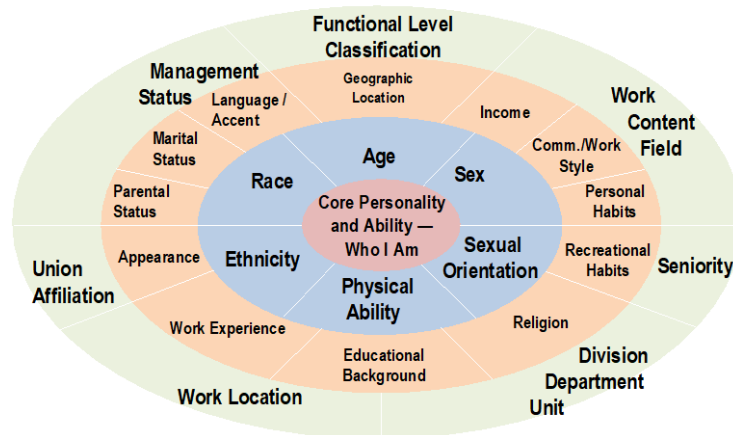
4

Stage 1

Ethnicity, race, professional backgrounds, religious or political beliefs, gender and much more.

Have participants produce differences...

## Layers of Diversity



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### Stage 1

The graphic here is based on research conducted by experts in the field of diversity, Gardenschwartz & Roe, who suggest there are many layers/elements of diversity; keeping this in mind is essential in recognising and valuing the many aspects of diversity and its impact on who we are and how we see the world

The core difference between us, of course, is our personality--something that distinguishes us from everyone else.

The primary elements of diversity are things we cannot change, such as age, race, physical ability; these are usually things people know about us simply by observing us.

The secondary elements are subtler, such as geographic location, work style, educational background, etc.

The outer ring are the organisational aspects of diversity; these may perhaps be things we don't think of immediately when we think of diversity but can make a real difference in how we relate to one another, particularly in the workplace.

This graphic can also be used to think about how messages and biases can influence the way we think about others: For example, we all receive messages--subtle and explicit--about things like race, ethnicity, sexual orientation, etc., from our families and friends. Until we recognise these messages and understand them, they subtly influence the way we view and interact with others. Conversely, it's important to recognise that others are always looking at us and interpreting our behavior through their "lenses" and experiences.

Values and beliefs; Religions and their roles

Customs – birth, death, weddings, "coming of age", hospitality, greetings, sharing

Respect; Perception of time; Perception of space (intimate, personal, social, public);

Physical contact

Relationships; Occupation; Social class; Societal and community structures

Use of authority; Looks and abilities; Education; Family  
Sexual orientation; Individual v Collective (group) identity and decision-making processes

## Organisational Culture (1)



What types of organisational cultures are present within a UN peace operation?

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### Stage 1

Diversity does not only pertain to individuals, but manifests itself in organisations: how they are structured, how they work, and what vision they have

Allow time to participants to reply to the question. Prompt them to arrive to mention: Military, each national contingent has a different operational culture; Police, same as military; civilians, someone working with UN will have different working habits than someone working for an NGO; National Institutions etc.



## Organisational Culture (2)



- Uniformed personnel will experience a wide range of professional differences among themselves and with other actors
- These differences can cause friction
- Prove an obstacle to planning logistics support

7

### Stage 1

A military or police officer in a UN mission will experience a range of professional differences in their working environment, which can at best cause friction, and at worst prove an obstacle to planning for logistic support in an already complex mission.

## Challenges posed by Cultural Differences



- Communication and problem solving using different mind-sets and backgrounds
- Natural to believe that one's "way of thinking" is correct (cognitive bias)
- Must be able to adapt

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### Stage 1

#### National / cultural differences across contingents

This may include differences in national culture, and even sub-cultures within various organisations. A professional staff officer in any multi-national headquarters will brace themselves for two certainties:

1. Colleagues from other nations will seek to communicate and problem solve using fundamentally different heuristics, which go beyond which "procedure" is being used; and
2. It is a natural tendency to believe that one's personal "way of thinking" is correct, and that others should adapt. The most successful staff officers are able to see how their own behaviours impact others, and adapt accordingly.

## Police and Military Cultures



- UN doctrine often considers Police and Military as “Uniformed”
- Often do not share common terminology / professional cultures
- Operational-level planning may not be known

9

### Stage 1

#### Police and Military Cultures

UN doctrine often considers Police and Military contingents together as “uniformed”, especially if they seem to use similar rank structures, it must be recalled that in most nations the organisations share very little similarities.

It follows that they may not share common terminology, will often have very different professional cultures, and most importantly, their training, experience and professional development is markedly different (as is appropriate given their very different roles and capabilities).

Concepts such as operational-level planning may not be known to some organisations. Care must be taken to ensure that military planners do not assume that police personnel will (or should) follow the military planning process or terminology.

## Civilian vs Uniformed (1)

### Uniformed personnel must consider:

- ✓ Complexity of UN missions/inflexibility of funding
- ✓ Duration of uniformed deployment
- ✓ Limited likelihood of perceiving all factors
- ✓ Civilians are professionals with UN experience
- ✓ Frustration is shared by all



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### Stage 1

#### Civilian and Uniformed Cultures

There are several factors, which uniformed personnel must consider when understanding the point of view of civilian colleagues and experts:

- The complexity of UN missions, and the inflexibility of its funding structure, which means that change requires a long-term perspective.
- The duration of a uniformed individual/unit's deployment/rotation.
- The limited likelihood that uniformed personnel can perceive all of the factors associated with an issue
- That Civilian personnel are professionals in their own field and are far more experienced in the unique methods and processes of UN missions.
- That however much the uniformed person may be frustrated with a particular situation, it is likely your civilian Mission Support counterpart has been equally frustrated but for a longer period of time.

## Civilian vs Uniformed (2)

- ✓ Perceived civilian inflexibility could be a result of a higher decision
- ✓ Civilians must manage long-term consequences of short-term change
- ✓ Ask a request vs Demand a request
- ✓ 24/7 work temp not realistic



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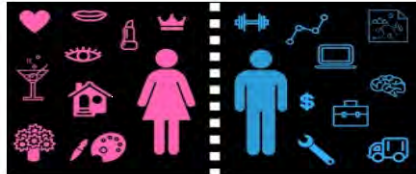
### Stage 1

#### Civilian vs. Uniformed Cultures

- What may appear as civilian inflexibility is often a function of a decision well beyond the mission's control, such as a General Assembly resolution
- That Civilian personnel must manage the long-term consequences of well-meant but destructive short-term change.
- That while, military and police (to differing degrees) operate within a hierarchical structure where orders are to be obeyed, UN civilian culture is very different. When seeking support of the civilian component, a wise uniformed member asks for a request, not a demand. This distinction is essential for a respectful relationship.
- That a uniformed expectation of a 24/7-work tempo is not realistic in the context of a long-term civilian workforce. Civilian staff can and will surge in an emergency, but while uniformed personnel are deployed for a limited period at high tempo, civilian personnel must sustain capability over the life of the mission.

## Gender and Sex

What is the difference between gender and sex?



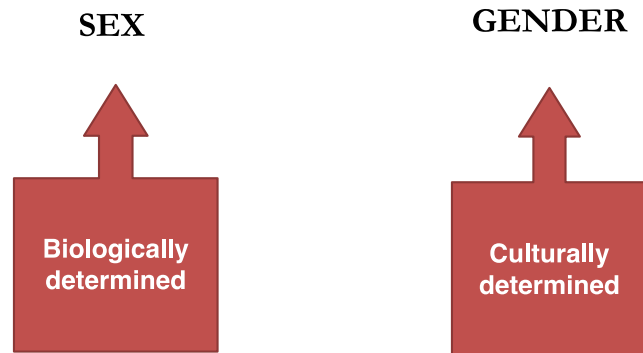
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### Stage 1

Link this stage of the presentation to the previous one by saying: gender is a fundamental difference between human beings, and it affects how we interact with each other.

Pose the question to participants and allow them to discuss.

## What is the difference between gender and sex?



13

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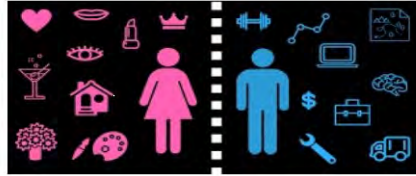
### Stage 1

We all have in our mind images of what we think a man, or a woman should be or do. These are our gender bias. They affect women AND men.

We all have them, and the struggle for gender equality means fighting these biases.

What is important is that while sex is determined at birth, gender is culturally determined and can change and does change across cultures and time.

## Learning activity



14

### Activity steps

- Print all the pictures.
- Place the man and woman picture on the wall.
- Divide participants into small groups (2/4 people)
- Distribute the pictures randomly among the small groups.
- Tell all the small groups to decide under which category (man or woman) to place each picture.
- Allow them 2/3 minutes to discuss and then place the pictures according to their decision.

Once all the pictures have been placed ask them ... So what?

Underline how the fact that certain objects are categorised as more male or female represent our expectation of the role each gender must play in a given society.

Some groups may want to escape the dual classification by putting their picture/s in a 'third' category recognising that the object may go for either gender. This is a more appropriate attitude in term of gender equality.





15



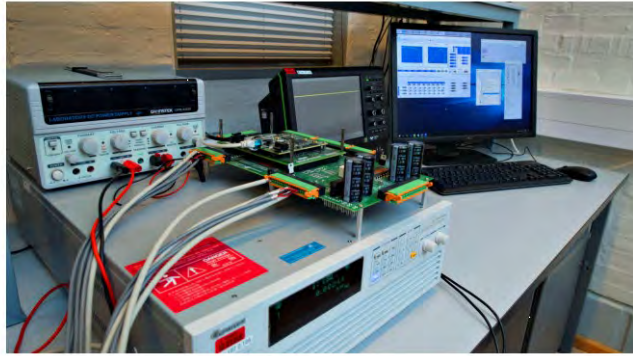
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36

## Gender Equality



- Women and men have the same opportunities
- Rights, roles and responsibilities do not depend on Sex
- A means to gain equality of access or outcomes

37

### Stage 1

Equity is giving everyone what they need to be successful.  
Equality is treating everyone the same.

Equity is the means/process to gain equal access, opportunity or outcome.

## UN Framework



- UN SCR 1325 on Women Peace and Security
- UN SC 2538 encourages Member States to increase the number of uniformed women in peacekeeping operations

## Gender Equality – Key Messages

- Promote equality
- Observe carefully
- Investigate properly
- Report accurately
- Behave respectfully



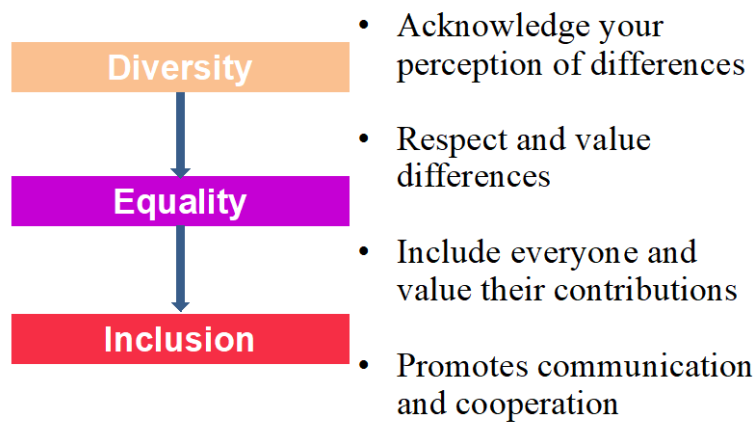
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### Stage 1

There are many different tasks and activities of a peacekeeping operation that can have a direct, beneficial impact on women's safety, security and gender equality.

- Promote equality
- Observe carefully
- Investigate properly
- Report accurately
- Behave respectfully

## Why is it Important?



40

### Stage 1

Why is it important to recognise diversity?

- Acknowledges everyone is different
- Acknowledges that we all have bias, and these must be recognised
- Despite differences, everyone wants to be respected and heard
- Everyone wants their contribution valued
- Promotes communication and cooperation
- All this is critical for effective work in a UN mission

Avoid stereotyping and prejudice

Beliefs about all people of a certain type.

Judgements or opinions that are formed without real knowledge or examination of facts.

Prejudices are generally negative.

## Key Considerations for Planners (1)



- Mission structures are highly complex
- You do not possess the full control and authority of resources
- Cannot be a UN expert on a 6-12 month deployment
- Your capacity to engage different individuals from different organisational cultures is critical for your work

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### Stage 1

Mission structures are highly complex, and organisations seeking resources will not have the full control and authority over the assets and resources they need to perform their responsibilities.

Further, it is not reasonable to expect that personnel deployed for 6-12 months into a mission can possibly absorb and comprehend the myriad of policies and practices of a complex UN mission.



## Key Considerations for Planners



- Make sure men and women are included in your teams
- Identify key Mission Support personnel
- Develop a close working relationship
- Engage early and often when planning
- Mainstream gender and cultural considerations into logistics plans and estimates
- Mission mandate trumps individual component objectives

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### Stage 1

Accordingly, the most fundamental responsibility of a Military or Police Officer appointed in a planning / logistics role is to:

- Identify the key Mission Support personnel who can advise them on the various functions.
- Develop a close working relationship with those personnel at each level. Do not be rank sensitive – identify the expert and/or the decision-maker, regardless of rank. Developing a good working relationship require acknowledge the differences, recognising own prejudices and bias, respect the other person.
- Engage them early and often when planning (or even considering contingencies)
- Introduce timeframes / expectations early, as often UN processes require a longer lead-time. Mission Support contacts may need to adjust your expectations.
- Recall that the mission mandate trumps individual pillar objectives

## Questions



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### Confirmation:

Why is it important to recognise diversity?

- Acknowledges everyone is different
- Despite differences, everyone wants to be respected and heard
- Everyone wants their contribution valued
- Promotes communication and cooperation

## Discuss Culture and Diversity

|                                                                                                                                |                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Aim</b></p> <ul style="list-style-type: none"><li>• Discuss and debate the importance of culture and diversity</li></ul> | <p><b>Deliverable(s)</b></p> <ul style="list-style-type: none"><li>• Under facilitator lead conduct a discussion on related cultural and diversity related issues</li></ul> |
| <p><b>Time Allocation</b></p> <p><b>Discussion:</b> (Syndicate) 50 mins</p> <p><b>Total:</b> 50 minutes</p>                    | <p><b>Notes</b></p> <p><b>Given:</b></p> <ul style="list-style-type: none"><li>• Activity 2.6 Handout</li></ul>                                                             |

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## Learning Activity

### 2.6 – Discuss Culture and Diversity

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard

#### TIME

Suggested time 50 minutes:  
50 minutes - discussion and preparation in syndicate

#### PREPARATION

At the end of the lesson participants will assemble in their assigned syndicate rooms and conduct a guided discussion with their facilitator.

#### Deliverables:

a. "Fresh Perspective":

1. Go around the room and ask each team member to share something about their background (example - education, skills, race, etc.).
2. Pair each person in the group with another person who has a different background.
3. Instruct each person to list the distinct challenges the other person faces on a daily basis.
4. Gather again as a team or in small groups and discuss the biases and stereotypes you encountered.

b. "Gender in a Box":

Divide participants into smaller groups of three. Show some websites with ads that show people of different genders in different life situations and have the smaller groups discuss.

1. While participants are talking, hang up two flipcharts.
2. After about 15 minutes, ask participants to come back and provide feedback on the qualities of 'men' and 'women', as presented through the web sites. Make notes of qualities they list on the two flipcharts. Try to use key words or short phrases.

3. Ask participants to look at the lists and identify possible contradictions among characteristics listed under MEN and under WOMEN.
4. Ask participants to look for qualities that seem to be independent of “will” – for example, physical qualities, such as height, are largely a matter of genetics and can be influenced only to a certain degree. Put a box around these qualities.
5. Ask the group to find matching opposites in the men and women’s lists, and then circle and connect them using a marker of a different colour, for example submissive – dominant.
6. Proceed to the debriefing and evaluation to explore further the process of gender socialisation, and to make connections with gender-based violence.



## Lesson 2.7 Discuss Lessons Learned – UN Missions

1

**COURSE:** Operational Logistics

**MODULE:** 2.7 - Discuss Lessons Learned - UN Missions

**DURATION:** 50 MINS

**LEARNING OBJECTIVES:**


1. Discuss how working methods (such as orders groups, consultation processes) may need to change to adapt to include civilian, military and police and facilitate processes required to mitigate knowledge losses due to uniformed rotation; and
2. Facilitate logistic planning process change required to incorporate AC2 (incorporating correct personnel and adjusted timelines) and consider skills and methods needed to resolve frictions (soft skills and planning changes)

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

 By the end of this lecture the participants will be exposed to various lessons learned that were identified by numerous missions during the Operational Logistics Training Guide Development Working Group in August 2020.

## Review



2

### Review Module 2.6

Why is it important to recognise diversity?


- Acknowledges everyone is different
- Despite differences, everyone wants to be respected and heard
- Everyone wants their contribution valued
- Promotes communication and cooperation

## Learning Objectives



- Changing work methods and mitigating knowledge loss - uniformed rotation
- Facilitate logistics planning process change and resolving friction

3

 This lesson will be extremely useful during a deployment to a mission and will be used for Activity 2.7 – Debate with Real Life Lesson Learned. The learning curve is steep for uniformed officers deploying to a mission especially if this is the first time working in a United Nations Mission as policies and practices are widely different to national ones. Many uniformed officers are not in a real position to contribute positively until they have some time in the Mission and this can vary from 1-3 months (sometimes more). Knowing this these, lessons learned should benefit deployed uniformed officers if they are applied during their tenure if applicable.

This Lesson will be conducted in 1 Stage:

1. Discuss how working methods (such as orders groups, consultation processes) may need to change to adapt to include civilian, military and police and facilitate processes required to mitigate knowledge losses due to uniformed rotation and facilitate logistic planning process change required to incorporate AC2 (incorporating correct personnel and adjusted timelines and consider skills and methods needed to resolve frictions (soft skills and planning changes).

## Mission vs National Logistics Support



- Rely on MSD for logistics support vs Higher Logistics Command
- Priorities may not align
- Contractors
- Mission support requires more coordination and redundancy
- Variety of assets/units

4

### Stage 1

#### How best to describe the differences between UN mission support versus home-nation logistic support?

- Reliant on Mission Support Division for logistical support as opposed to Higher Logistical Command echelon
- Priorities may not align all the time between military, police and civilian components therefore requires more simplified approach to planning is required
- Contractor Officer Representatives can monitor contracts/scope of work & performance rating
- Logistic support in UN missions requires more coordination and redundancy in logistics planning and execution
- There can be greater variety of assets/units to choose from in order to execute mission



## Factors – Best Use of Integrated Support



- Understand units' MOU/SUR
- Understand units' overall capabilities and limitations
- Missions Factors (Environment, Operational, Hostility)
- HQ – mitigate shortfalls and provide solutions
- UN Policies - Vague

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### Stage 1

**What factors must be considered to make the best use of TCC/PCC and UN logistic support/ resources collectively to achieve the mandate?**

- A clear understanding of the units' MOU/SURs (which describe its capability)
- Understanding units' overall capabilities and limitations
- Mission Factors i.e. security, terrain, in a non-permissive environment
- At the Headquarters Level we must find way to mitigate their shortfalls and provide solutions
- Overall UN policies which is vague at times, not straight forward calls for interpretation

## Mission Support Impact on Operations



- Requires a mind-set shift for many Commanders
- Education on UN Logistics
- Time – assembly of personnel, equipment, contracts, etc.
- Planning Cycle – 6-9 months in Mission or greater outside Mission
- Equipment failure

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### Stage 1

**How will the UN logistics support concept (including changes in command and control) change how operations are planned and resourced compared to TCC/PCC commanders' previous expectations?**

- Requires a shift in mind-set
- Individuals must be educated on UN Logistics Support Concept
- Time factors associated with assembly of personnel, equipment, contractual agreements, and logistics itself
- Planning cycle is 6-9 months out, while outside of UN construct 2 years or greater out for Force Generation
- Limited by assets in theatre for maintenance parts and other problematic equipment failures

## Considerations for Integration



- Combined Planning Meetings
- Form relationships
- Long range planning considering variables (rainy season, holidays, etc)
- Provide in-brief(s) to newly assigned personnel
- Shared understanding
- Right pers at right meetings
- Proper Handover and Overlap

7

### Stage 1

**What considerations are required to ensure good integration between Military/Police and Mission Support pillars to ensure Military/Police elements have the best advice at the right time?**

- Combined Planning Meetings between the Force and Mission
- Forming relationships with your counterparts
- Long range planning and consideration for other variables i.e. Rainy Season & Holiday Observance
- Provide an in-brief to newly assigned personnel within the theatre
- Ensure everyone has a shared understanding & can see the desired End state both Force & Mission
- Making sure we have the right personnel in the right meetings
- Battle Handover/overlap of key log personnel is vital

## Planning Practices – Consult with MSD



- From onset include all parties in the process (including MSD)
- Form relationships
- Schedule combined planning briefs
- Understand capabilities and limitations of MSD
- Collaborate during all phases of planning process

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### Stage 1

**How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?**

- From the onset include all parties (including MSD) at the earliest stage concerning planning
- Form relationships and work together more congruently
- Schedule combined planning briefs to ensure consultation is rendered from the Mission
- Understanding capabilities & limitations of MSD is a key and collaborating during all phases

## Planning Considerations



- Units' MOU/SUR to validate capabilities
- National caveats and national policies
- Resupply demands (sustainment)
- Ability to articulate gaps and shortfalls to higher HQ
- Deliberate Planning should be the ideal

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### Stage 1

Describe the planning considerations (in terms of information required, timelines, and any freedoms/limitations), which must be considered when planning a military, or police operation in a UN mission (having regard for AC2, COE/MOU requirements, mission support constraints, etc).

- Consideration for units' MOU/SUR to validate capabilities
- National caveats, governmental policies, & unit willingness to perform assigned missions
- Resupply demands for that unit
- The ability to articulate gaps and shortfalls to Headquarters/MSC/Regions
- Deliberate Planning from the onset, not a hasty plan

## Component Logistics Inputs



- Share concepts of support to MSD
- Conduct appropriate backbriefs
- Proper handover of planning (long to mid to current)
- Understand shortfalls from the onset

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### Stage 1

**Describe a generic concept of how to conduct the Logistic aspects of / inputs to military or police planning.**

- Shared concept of support by the Force/Police to the Mission
- Backbriefs from the Sector Commanders (Tactical) to FC (Operational) to UNHQs (Strategic) to resonate effects
- Long-range planning handed to mid-range planning and then in turn tracked in a current operations manner
- Understanding the requirements/capabilities/shortfalls from the initial set

## Templates and Tools



- Consider useful templates such as 5DR for Logistics Estimate
- Develop a standard format for Logistics Estimate
- Maintain a capabilities matrix
- Develop SOP's and update them
- Conduct Tabletop exercises with key stakeholders
- Develop a standard backbrief

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### Stage 1

#### Tools/templates

- Consider which tools or templates would be useful if a mission does not already have robust logistic planning practices. For example, during Mission Analysis (duration, distance, destiny, demand, dependency and risk or 5DR) and Logistics Estimate.
- Have a standard format for proceeding through a logistic estimate
- Keep a table of which units have 'non-standard' arrangements for self-sufficiency in their MOU (capabilities matrix)
- Develop SOPs of the most common procedures. SOPs are only useful if they are followed and if they are kept up to date.
- Use a Tabletop Exercise which forces all key stakeholders to expand on their tasks & purposes and shortfalls
- Develop logistics checklist for all logistics operations
- After developing any plan, have a standard backbrief format and require Sectors to backbrief their understanding of the plan to Force HQ. This helps ensure all understand.

## Constraints/Restrictions



- Contractual solutions not most efficient means
- MOU shortfalls
- National caveats
- Procurement timelines
- “Cross-talks” with leadership – not respecting Chain of Command
- Seasonal weather
- Budget – lacks flexibility

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### Stage 1

#### Constraints / Restrictions

- Contractual solutions within theatre not the best efficient means
- MOU shortfalls have a major impact on the execution of tasks / ops
- National caveats i.e. restriction of night movement, emplacement of key personnel within unit formations, Commanders/National leadership sometimes imposes limitations on their troops to perform their assigned mission
- Procurement timeline/processes
- Cross-talks with the leadership place a void on mission execution, approval process
- Operations must be aligned with seasonal weather
- Budget management lacks flexibility at operational & tactical level especially due to hefty bureaucratic procedures of UN



## Recce Considerations



- Understand infrastructure (billeting, storage, etc.)
- Detailed planning to set conditions for log operations
- Account for all log functions (medical, engineers, supply, etc.)
- Heed Lessons Learned and empirical knowledge

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### Stage 1

#### Logistic Considerations for reconnaissance

- Understanding the logistical infrastructure i.e. billeting, life-support, & resupply considerations
- Planning considerations must be considered to set conditions for logistical operations
- Account for the totality of all logistics i.e. Medical, Communication, Maintenance, Contracting,
- Reliance on lessons learned, empirical knowledge, and common-sense

## Questions



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In this lecture we discussed various lessons learned that were identified by numerous missions during the Operational Logistics Training Guide Development Working Group in August 2020. In addition, the concept of diversity was explored and its overall importance within a UN Mission.

### Confirmation

**How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?**

- From the onset include all parties (including MSD) at the earliest stage concerning planning
- Form relationships and work together more congruently
- Schedule combined planning briefs to ensure consultation is rendered from the Mission
- Understanding capabilities & limitations of MSD is a key and collaborating during all phases

## Real Life Lessons Learned

| <b>Aim</b>                                                                                     | <b>Deliverable(s)</b>                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Discuss and debate Real Life Lessons Learned</li></ul> | <ul style="list-style-type: none"><li>• National vs UN support concepts</li><li>• Factors in utilizing Mission logistics capabilities</li><li>• Integration and planning considerations</li></ul> |
| <b>Time Allocation</b>                                                                         | <b>Notes</b>                                                                                                                                                                                      |
| <p><b>Discussion:</b> (Syndicate) 50 mins</p> <p><b>Total:</b> 50 minutes</p>                  | <p><b>Given:</b></p> <ul style="list-style-type: none"><li>• Activity 2.7 Handout</li></ul>                                                                                                       |

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## Learning Activity

### 2.7 – Debate Real Life Lessons Learned from the Missions

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard

#### TIME

Suggested time 50 minutes:  
50 minutes - discussion and preparation in syndicate

#### PREPARATION

At the end of the lesson participants will assemble in their assigned syndicate rooms and debate the real-life lessons learned that have been recently identified by unformed officers and Mission Support Division civilian staff.



#### NOTES TO INSTRUCTORS:

This activity will take place completely in syndicate and will afford the participants more time to reflect, discuss and debate the mission lessons learned from lesson 2.6. The instructor must lead the discussion and debate to cover the deliverables listed below. There are no right or wrong answers, and the aim is to solicit discussion.

#### DELIVERABLES:

1. Describe the differences between UN mission support versus home-nation logistic support.
2. What factors must be considered to make the best use of TCC/PCC and UN logistic support/ resources collectively to achieve the mandate?
3. How will the UN logistics support concept (including changes in command and control) change how operations are planned and resourced compared to TCC/PCC commanders' previous expectations?
4. What considerations are required to ensure good integration between Military/Police and Mission Support pillars to ensure Military/Police elements have the best advice at the right time?
5. How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?
6. Describe the planning considerations (in terms of information required, timelines, and any freedoms/limitations), which must be considered when planning a military, or police operation in a UN mission (having regard for AC2, COE/MOU requirements, mission support constraints, etc).



## Lesson 2.8 Contingent Owned Equipment (COE)

1

**COURSE:** Operational Logistics

**Module:** 2.8 - Apply the United Nations Principles of Contingent Owned Equipment (COE)

**DURATION:** 50 MINS

**Learning Objectives:**


1. Describe the key elements of a Memorandum of Understanding and associated Statement of Unit Requirement between the UN and T/PCC
2. List the main lease arrangements that can occur between UN and T/PCC
3. Describe Major Equipment categories
4. Describe Self-Sustainment categories
5. Describe the dispute resolution mechanism used to manage COE
6. Describe mission factors and relationship to key elements of COE Framework
7. Outline the various COE verification and inspection processes
8. Identify common solutions to known COE inspection shortfalls

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide, 2020 COE Manual

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

 By the end of these three lessons, you will be able to identify the major concepts and the methodology that is used within the United Nations Contingent Owned Equipment (COE) reimbursement framework. These lectures and this course are not designed to make you

an expert on COE; however, it will afford you the necessary information that is required within the mission area to successfully deal with issues and matters related to COE.

## Review



2

### Review Module 2.7:

**How, where, and when might planning practices change to incorporate consultation with Mission Support at the appropriate phases of planning?**

- From the onset include all parties (including MSD) at the earliest stage concerning planning
- Form relationships and work together more congruently
- Schedule combined planning briefs to ensure consultation is rendered from the Mission
- Understanding capabilities & limitations of MSD is a key and collaborating during all phases

## Learning Objectives



- List the main lease arrangements
- COE Framework
- Major Equipment categories
- Self-Sustainment categories
- Dispute resolution mechanism
- Verification Process
- Common solutions verification shortfalls

3



You will find that the subject matter presented within these three periods is not only applicable throughout this course but will serve you whenever you are called upon to deal with COE related issues. A logistics staff officer / planner must possess the ability to clearly understand COE in order to ensure compliance with recognised standards and to ensure proper reimbursement is being obtained.

This Lesson will be conducted in 2 Stages covering the following Learning Objectives:

### Stage 1

- List the main lease arrangements that can occur between UN and T/PCC
- Describe the key elements of COE Framework and COE Manual
- Describe Major Equipment categories
- Describe Self-Sustainment categories
- Describe the dispute resolution mechanism used to manage COE

### Stage 2

- Describe the process by which UN manages the MOUs through inspection of Contingent Owned Equipment by the COE unit
- Identify common solutions to known COE inspection shortfalls



## COE Reimbursement Methodology



Built on **3** Principles:

- ✓ Simplicity for reimbursement
- ✓ Accountability – performance standards
- ✓ Financial Management & Control (highly regulated system)



Detailed in the COE Manual

4

### Stage 1

Built on the principles of:

1. Simplicity – very straight forward system of reimbursement
  2. Accountability – standards are set for Troop Contributing Countries and the United Nations to achieve in order to obtain reimbursement
  3. Financial Management and Control – highly regulated system to ensure compliance.
- Methodology detailed in the COE Manual

## Types of Binding Arrangements



- Statement of Unit Requirements (SUR)
- Memorandum of Understanding (MOU)
- Letter of Assist (LOA)

5

### Stage 1

#### Statement of Unit Requirements (SUR)

The SUR augmented (largely replaced) the UN 2008 Generic TCC Guidelines. The SUR are designed to assist respective member states in their preparations for deployment on a mission and outlines tasks, logistics and administrative concepts. The SUR is the basis for generating and deploying UN military unit by capability and is mission specific (i.e. medium utility helicopter unit to MINUSMA (Mali); level 2 hospital to UNMISS (South Sudan); etc.) SURS are non-binding except as incorporated in the MOU.

It should be noted that the associated Memorandum of Understanding (MOUs) and/or Letter of Assistance (LOA) would be negotiated based on the capabilities outlined in this document.

#### Memorandum of Understanding (MOU)

One of the goals of the COE system is to have a MOU signed by the TCC/PCC and the United Nations prior to deployment, stipulating the obligations of each party related to personnel, major equipment, and self-sustainment. The final form of the MOU can vary as long as the substantive elements of the model MOU remain consistent for all Member States. The legal aspects of the MOU are to be in accordance with the financial rules and regulations of the UN. It is understood that no change/amendment, addition to, or deletion from the model MOU is to affect or diminish the legally binding nature of the MOU on the parties.

#### Letters of Assist (LOA)

When essential items or services are not available through commercial sources, a requisition, known as a Letter of Assist (LOA), may be raised for the requisitioning of that

item from a Government whether they are supplying troops to the mission. LOAs can involve both UN Owned Equipment (UNOE) and Contingent Owned Equipment (COE) and can be used for extraordinary events not covered under a Memorandum of Understanding or Contribution Agreement (ie. equipment sales). Reimbursement for the provision of the item will be processed through UNNY. The authority for the approval of LOA always remains with the Department of Operational Support (DOS) in the United Nations Secretariat.

## Personnel

- 1 July 18 - **\$1,428** per person per month
- Deductions can be made for absent personnel
- \$1.28 daily allowance + \$10.50 recreational leave allowance per day (up to 15 days of leave over 6-month period)
- Listed as MOU Annex A



6

### Stage 1

The Secretary-General established a Senior Advisory Group (SAG) to consider rates of reimbursement to TCC/PCCs in 2011. The SAG recommended a new methodology that was adopted by the General Assembly that will consider personnel costs every 4 years.

The Government (TCC/PCC) will be reimbursed for contingent personnel at the rate of US\$1,428 per person per month as at 1 July 2018, regardless of rank. This rate will be subject to change from time to time, which will be decided by General Assembly resolution.

While the reimbursement rate is intended to compensate the T/PCC for the opportunity cost associated with providing personnel to UN peacekeeping, the actual salary and allowance provided to contingent personnel remains at T/PCC discretion and may vary considerably from contingent to contingent.

Deductions may be made to reimbursement for contingent personnel in respect of absences as listed in the memorandum of understanding, in accordance with General Assembly resolution 67/261, paragraph 11.

Contingent personnel will receive directly from the peacekeeping mission a daily allowance of \$1.28 plus a recreational leave allowance of \$10.50 per day for up to 15 days of leave taken during each six-month period.

## Major Equipment (ME)



- 26 primary categories
- Generic Fair Market Value (GFMV) – “average”
- Estimated Useful Life
- Maintenance Rate (Wet Lease)
- Minor Equipment
- Listed as Annex B to MOU

7

### Stage 1

**Major equipment**, means major items directly related to the unit mission as mutually determined by the UN and the TCC/PCC. Major equipment is accounted for either by category or individually. Separate reimbursement rates apply for each category of items of major equipment. These rates include reimbursement for minor equipment and consumables in support of the item of major equipment. There are 26 primary ME equipment categories in the COE Manual (Chapter 8).

**Generic Fair Market Value (GFMV)** means an equipment valuation for reimbursement purposes. It is computed as the average initial purchase price plus any major capital improvements, adjusted for inflation and discounted for any prior usage, or the replacement value, whichever is less. The generic fair market value includes all issue items associated with the equipment in the performance of its operational role.

**Estimated Useful Life** is the average life span of ME and is used in the calculation process for reimbursement.

**Maintenance rate** means the reimbursement rate to compensate the Government for maintenance costs comprising spare parts, contracted repair, and third- and fourth-line maintenance that is required to keep major equipment items operational to the specified standards and return the item to operational condition upon return from the mission area. The costs of personnel involved in first- and second-line maintenance is excluded from

the rate, as they are reimbursed separately. The rate includes an incremental transportation rate to cover general transportation costs of spare parts. This rate forms part of the “wet lease” rate.

**Minor equipment**, means equipment in support of contingents, such as catering, accommodation, non-specialist communication and engineering, and other mission-related activities. Specific accounting of minor equipment is not required. Minor equipment is divided into two categories: items designed to support major equipment; and items that directly or indirectly support personnel. For personnel-related minor equipment, the rates of reimbursement for self-sustainment apply.

## Major Equipment - Dry Lease



- T/PCC provides equipment



- UN responsible for maintenance

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### Stage 1

The TCC/PCCs are reimbursed under wet or dry lease as per rates adopted by the General Assembly. A dry lease is for equipment use only, with maintenance and support being provided through the UN.

Reimbursement is limited to those items of major equipment (including associated minor equipment and consumables) specifically agreed to by the UN. Should a contingent provide less major equipment than that stipulated in the MOU, the TCC/PCC would be reimbursed only for major equipment that was actually provided.

The TCC/PCCs are reimbursed as per rates in General Assembly documents. These rates are listed in Chapter 8 of the COE Manual. Rates of reimbursement for special equipment will be negotiated separately between the TCC/PCC and the UN. Reimbursement rates will be adjusted for any period for which TCC/PCCs are not meeting the standards.

The COE Manual also has sample lease options in Chapter 2, Annex B.

## Major Equipment - Wet Lease



- T/PCC provides equipment



- T/PCC responsible for maintenance

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### Stage 1

A wet lease provides for reimbursement for the use of the serviceable equipment and its associated maintenance and consumables (e.g., fluids, oils, lubricants). If not provided by the UN, fuel can also be included in the wet lease.

Reimbursement is limited to those items of major equipment (including associated minor equipment and consumables) specifically agreed to by the UN. Should a contingent provide less major equipment than that stipulated in the MOU, the TCC/PCC would be reimbursed only for major equipment that was actually provided.

The TCC/PCCs are reimbursed as per rates in General Assembly documents. These rates are listed in Chapter 8 of the COE Manual. Rates of reimbursement for special equipment will be negotiated separately between the TCC/PCC and the UN. Reimbursement rates will be adjusted for any period for which TCC/PCCs are not meeting the standards.

The COE Manual also has sample lease options in Chapter 2, Annex B.



## Preparation Reimbursement

### Preparation Costs

- Prepare equipment to UN standard for deployment (ie. Painting, winterizing)
- Return equipment to original condition
- Costs of repair (not under wet lease)
- Equipment agreed in the MOU +10%

10

### Stage 1

#### Preparation

Prior to deployment, all authorised equipment is to be prepared by the TCC/PCC to a fully operational and fully serviced state. All costs associated with preparing authorised equipment to the standards defined by the UN for deployment to a mission under the wet or dry lease (e.g., painting, UN marking, winterising) and returning equipment to national stocks at the conclusion of a mission (e.g., repainting to national colours) will be reimbursed by the UN. The reimbursement will be limited to the equipment agreed in the MOU, plus 10% overstock, where applicable. The costs of repair, however, are not reimbursable when equipment is provided under a wet lease, as this is included in the wet lease rate.

The special costs of preparing and refurbishing specialist equipment leased for a relatively short duration will not be included in the wet/dry lease system, but it will be separately negotiated between the UN and the contributing country.

## Transportation

- UN responsible for transport of COE for deployment / repatriation
- TCC/PCC may provide via LOA
- Distance-related increment / maintenance rate (2% transport premium in wet lease Maint rate)



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### Stage 1

The UN is responsible for transportation of troops/police and contingent-owned equipment upon deployment and repatriation but may request TCC/PCCs to provide this service via Letter of Assist (LOA).

The actual cost of inland transportation of major equipment from its normal operating location to an agreed port of embarkation will be reimbursed, subject to the presentation of validated claims based on terms and conditions agreed in advance in the LOA.

TCC/PCCs are responsible for the transportation required to re-supply the contingent for spare parts and minor equipment related to major equipment, and for rotation and to meet national requirement. The monthly estimated maintenance rates of the wet lease rates already include a generic 2% premium for such transportation. In addition, a distance-related increment is applied to the maintenance rates. The distance-related increment is 0.25% of the estimated maintenance rate for each complete 500 miles (800 kilometres), beyond the first 500 miles (800 kilometres) distance along the consignment route between the port of embarkation in the troop-contributing country and the port of entry in the mission area. The distance is determined using the shortest sea consignment route, unless specified otherwise. For landlocked countries or countries where equipment is moved by road or rail to and from the mission area, the port of entry will be an agreed border crossing point.

TCC/PCCs are responsible for transportation related to the re-supply of contingents for consumables and minor equipment necessary for the provision of self-sustainment. The

rates approved for self-sustainment include a generic premium of up to 2% to compensate for the cost of transportation of self-sustainment re-supply. TCC/PCCs are not eligible for additional reimbursement for the transportation of self-sustainment items.

When the UN negotiates a contract for the repatriation of equipment and the carrier exceeds a 14-day grace period after the expected arrival date, the TCC/PCC will be reimbursed by the UN at the dry-lease rate from the expected arrival date until the actual arrival date

## Transportation Reimbursement (1)

### Inland Transportation

- UN covers costs on initial deployment and repatriation for COE

### Rotation of Equipment

- Rotation of COE costs are TCC responsibility\*



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### Stage 1



### Inland Transportation

The UN is responsible, on initial deployment and repatriation, for the cost of inland transportation of authorised major equipment and initial provisioning of associated spare parts from and to its agreed originating location and an agreed port of embarkation/disembarkation. The originating location and the port shall be agreed and noted in the MOU. The United Nations will not reimburse the cost of transporting troops from various parts of the contributing country to the assembly point at the port of exit/entry.

### Rotation of Equipment

COE equipment brought into a peacekeeping mission area is expected to remain for the duration of the TCC/PCC's participation in that mission and will not be rotated with contingent personnel. Therefore, costs related to the transportation of equipment to meet national operational or maintenance requirements, including third- or fourth- line maintenance, are a national responsibility and are not eligible for reimbursement by the UN. The UN will only be responsible for reimbursing a TCC/PCC for transportation costs of extra equipment brought into a mission area when mutually agreed. In such cases, UN Headquarters will issue an amendment to the MOU. Transportation costs will be arranged in the same manner as that for other movements as described above.

\*Certain categories of major equipment under prolonged deployment to peacekeeping missions which are non-operable, or for which continued maintenance is not economical in the mission area, can be considered for rotation at United Nations

expense at the discretion of a mission contingent-owned equipment/memorandum of understanding management review board in consultation with the applicable contingent commander, on the basis of operational requirements within the mission. These categories are as follows: aircraft/airfield support equipment, combat vehicles, police vehicles, engineering equipment, engineering vehicles, support vehicles (commercial pattern) and support vehicles (military pattern). To be eligible for consideration, equipment must have been continuously deployed in peacekeeping operations for at least seven years or 50 per cent of its estimated useful life, whichever comes earlier. Rotation will be considered when the amount of equipment proposed for rotation represents 10 per cent or more of the amount of equipment in at least one eligible category. Equipment to be rotated at United Nations expense shall be treated by the United Nations as if it were contingent-owned equipment being repatriated at the end of the unit's deployment to a mission area. Replacement equipment shall be treated as if it were equipment being deployed under the contingent's initial deployment to a mission area.<sup>25</sup> In exceptional circumstances, such as higher-risk missions, the seven years requirement could be reduced to five years for equipment that is unserviceable due to operational tempo, environmental conditions, extreme climate, location, mileage, hours of usage, trafficability or non-negotiable terrain, to be determined and recommended by the mission leadership and decided by the Secretariat. The rotation at United Nations expense will not include equipment that is not serviceable due to lack of maintenance. In addition to the categories included above, major equipment of eligible categories lost or damaged as a result of hostile action or forced abandonment will also be considered for rotation at United Nations expense. The requirements stipulated of at least seven years or 50 per cent of the estimated useful life will not apply to equipment lost or damaged as a result of hostile action or forced abandonment.

## Transportation Reimbursement (2)

- **Spare Parts and Consumables**
  - Wet lease monthly maintenance rate is increased by 2%
- **Loss, Damage or Injury in Transit**
  - Assumed by the party arranging the transportation
  - Significant (repairs amount to 10%+) of the generic fair market value

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### Stage 1

#### Transportation of Spare Parts and Consumables



Other than on initial deployment and repatriation, transportation of spare parts associated with the maintenance of major equipment under the wet lease arrangement is a national responsibility. The monthly estimated maintenance rate, within the wet lease rate, is increased by 2% to cover such costs. This rate is further increased by an incremental transportation factor of 0.25% for each complete 500 miles or 800 kilometres (after the first 500 miles or 800 kilometres) along the consignment route between the port of embarkation and the port of entry to the mission area. For landlocked countries or countries where equipment is moved by road or rail to and from the mission area, the port of embarkation/dise embarkation will be an agreed border crossing point.

#### Loss, Damage or Injury in Transit

Liability for loss or damage incurred during transportation will be assumed by the party arranging the transportation. Transportation means all transportation arrangements along the consignment route arranged by the UN.

Loss or damage incurred during transportation is reimbursed when significant damage occurs to COE during transportation. Significant damage has been defined as damage where the repairs amount to 10% or more of the generic fair market value of the item of equipment.

## Transportation Factor

- Lease rates increase by **0.25%** for each complete 800km or 500 miles segment (after the first complete 800km) along the consignment route
- Between port of embarkation/arrival point in mission for re-supply **and applies only to ME**
- Canada transport factor to Mali - 4.75% (16,000km)  
 $16,000 - 800 / 800 = 19$  (segments)  
 $19 \times 0.25 = 4.75\%$  (see page 148 COE Manual)

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### Stage 1

#### Major Equipment - Transport Factor



Other than on initial deployment and repatriation, transportation of spare parts associated with the maintenance of major equipment under the wet lease arrangement, is a national responsibility, as the monthly estimated maintenance rate, within the wet lease rate, is increased by two per cent to cover such costs. This rate is further increased by an incremental transportation factor of 0.25 per cent for each complete 500 miles or 800 kilometres (after the first 500 miles or 800 kilometres) along the consignment route, between the port of embarkation and the port of entry to the mission at the time of negotiation of the MOU. The distance is determined using the sea consignment route, unless it is determined that a different route is necessary. The conversion rate to be used in computing the distance is 1.6091 kilometre to one statute mile, and 1.852 kilometre to one nautical mile. The lease rates will then be calculated accordingly.

Transportation cost of minor equipment, spare parts and consumables associated with self-sustainment — other than that incurred for initial deployment and repatriation — is not reimbursable, as the self-sustainment rates include a premium of up to two per cent transportation factor to compensate such expenditures. Therefore, the additional incremental transportation factor is not applicable to self-sustainment.

Example: Canadian transportation factor for Mali is assessed at 4.75% or 19 segments after 1<sup>st</sup> 800km or an additional 16,000km ( $800 + 19 \times 800 = 16,000\text{km}$ )

## Loss and Damage



- No Fault Incidents (included in wet/dry lease)
- Hostile Action / Forced Abandonment (100K and 250K thresholds)
- Liability of 3<sup>rd</sup> Party
- Wilful Misconduct or Negligence

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### Stage 1

#### Loss and Damage

**No-Fault Incidents** - A no-fault incident is defined as an incident resulting from a mishap that is not attributable to wilful misconduct or gross negligence on the part of an operator/custodian of equipment. This includes, inter alia, vehicle accidents, and thefts.

**Hostile Action or Forced Abandonment** - Hostile action is defined as an incident of short or sustained duration resulting from the action(s) of one or more belligerents, which has a direct and significant hostile impact on the personnel, and/or equipment of a T/PCC. A single hostile action may be characterised when different activities can be related to each other by means of time, place, or tactical/strategic considerations as acknowledged by the FC/PC. Forced abandonment is defined as actions resulting from a decision approved by the FC /PC or his authorised representative or a provision in the rules of engagement which results in the loss of custody and control of equipment and supplies.

Liability for Third Party Damage to Major Contingent-Owned Equipment - Major equipment can be provided to the UN by one T/PCC to be used, at the request of the UN, by another T/PCC.

In these cases, the following principles will apply:

- Adequate training is necessary to ensure that a user is qualified to operate unique major equipment such as armoured personnel carriers
- Major equipment provided to a UN peacekeeping mission by a T/PCC and used by another TCC/PCC shall be treated with due diligence.
- Any incident involving damage shall be investigated and processed according to



the application of UN rules and regulations.



### **Wilful Misconduct or Negligence**

The UN has no responsibility for reimbursement when loss and damage is due to wilful misconduct or negligence by members of the TCC/PCC as determined by a board of inquiry convened by duly authorised personnel of the UN. The report of the board of inquiry must also be approved by the responsible UN official.

## Self-Sustainment (1)

- Logistics support in a PSO where the T/PCC provides some / all categories
- Will be listed as Annex C to MOU



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### Stage 1

#### Self-Sustainment



Discussions between the UN and the T/PCC will result in an agreement on the capabilities to be provided by the UN and the contingent being deployed. As a starting point for negotiation, the UN will identify and request from the T/PCC those self-sustainment capabilities it cannot provide. The right of the T/PCC to provide any or some categories of self-sustainment will be taken into consideration during the negotiation of the MOU. However, the UN has a responsibility to ensure that any self-sustainment services provided by a T/PCC meet the minimum operational capabilities, are compatible with the other T/PCC where interface is required, and that the costs to the UN are similar to what it would have cost the UN to arrange centrally for the provision of these self-sustainment services.

Only those services specifically agreed in the MOU to be provided by the T/PCC will be reimbursable monthly at the rates listed in the COE Manual, **based on the actual troop strength** up to the personnel ceiling agreed in the MOU.

Where a contingent is employing major equipment in providing its self-sustainment support, the T/PCC is not entitled to major equipment reimbursement, but only to the applicable self-sustainment reimbursement. There may be instances where a T/PCC provides services such as communications, medical, and engineering on a Force level/Force asset, in which case there may be entitlement to reimbursement for major equipment, whereas the same items at the unit level would be considered minor

equipment and incorporated into the self-sustainment reimbursement. These instances will be negotiated and indicated in Annexes B and C of the MOU where applicable. When it is mutually agreed that a contingent is required to change location of any base camp (unit or sub-unit level) due to an operational or logistics/administrative requirement, the T/PCC may submit a claim to the United Nations for reimbursement of the extra and reasonable costs to reinstall the self-sustainment services under its responsibility (eg. accommodation, tentage, field defence stores, Internet, catering, etc.).

## Self-Sustainment (2)

- Standards and rates for each category defined in the COE Manual



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## Stage 2

### Self-Sustainment (2)



**Self-sustainment** means a logistics support concept for troop contingent/police unit in a peacekeeping mission whereby the contributing state provides some specific or all logistics support to the contingent on a reimbursable basis.

You can find UN demands on the standards of self-sustainment categories in Annex B chapter 8 in the COE manual.

The standards are generic and the details and the means of delivery of the capabilities have to be discussed between the UN and the TCC.

## Catering Standards



- Provide kitchen facilities and equipment
- Provide deep freeze and cold storage
- Provide hot dishwashing capabilities
- Ensure hygienic equipment in place
- **\$28.54 USD**

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### Stage 2



Use the catering example to demonstrate that each self-sustainment category has associated standards that must be met in order to receive reimbursement.

### Catering

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

- Provide kitchen facilities and equipment, including supplies, consumables, dishes, and cutlery for the camps that they are responsible for as detailed in the MOU.
- Provide deep freeze (14 days where required), cold (7 days), and dry food storage for kitchen facilities.
- Provide kitchen facilities with hot dishwashing capabilities; and
- Ensure that kitchen facilities have hygienic equipment that maintains a clean and healthy environment.

Note: Where refrigerated trucks (non-static) are required, this will be reimbursed separately under major equipment. The unit is responsible for maintaining and servicing its kitchen facilities, including all catering equipment, repair parts, and supplies such as dishes and cutlery. When the UN provides this service to an equivalent standard, the unit does not receive reimbursement for this category.

Food, water, and POL are not included in the reimbursement rates as the UN normally provides them. When the UN is unable to provide those items, or for initial provisioning,

reimbursement will be negotiated by the United Nations upon presentation of a detailed claim. The claim will be reviewed at UNHQ and should include the details of the provisioning requested as per the "Guidelines to Troop- Contributing Countries" or other specific documented request from the United Nations as well as any other supporting substantiation.

## Questions



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**1. In your own words, what is a Statement of Unit Requirements (SUR)?**

The SUR largely replaced the UN 2008 Generic TCC Guidelines. The SUR are designed to assist respective member states in their preparations for deployment on a mission and outlines tasks, logistics and administrative concepts. The SUR is the basis for generating and deploying UN military units by capability and is mission specific (ie. medium utility helicopter unit to MINUSMA (Mali); level 2 hospital to UNIMISS (South Sudan); etc).

**2. In your own words, what is a Memorandum of Understanding (MOU) specific to UN Missions?**

- A "contract" between UN and TCC/PCC
- Lists obligations, personnel, Major Equipment, Self-Sustainment
- Establishes responsibility
- Establishes standard of support

## CMMRB (1)

- Since 2008 - most PSO have Contingent Owned Equipment / Memorandum of Understanding Management Review Boards (CMMRB)
- Review capabilities of contingents
- Civilian, Force and Police Components represented\*
- Normally COE/MOU issues are resolved within the Mission

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### Stage 2

#### CMMRB (1)

As the CMMRB is an integrated body within the mission it is the best avenue to address major issues and concerns as they pertain to COE/MOU compliance and regulations.



The three major components (MSD, Force and Police) are represented at this board and are afforded the opportunity to voice or articulate specific concerns. \*As a staff officer, you might find yourself as a member of the CMMRB and must understand its role and importance. The recommendations from the CMMRB can have a far-reaching impact on a contingent in terms of reimbursement especially if mission factors are recommended to be changed.

Normally COE/MOU related issues are resolved within the mission, which speaks to the effectiveness of this Board.

In consultation with the FC/PC and contingent commanders (CC), the DMS/CMS establishes appropriate mechanisms and procedures to ensure the efficient and effective administration and management of the MOU/LOA and to implement it in the mission on behalf of the Secretariat. The DMS/CMS will also consult with the FC, PC and CC(s) to establish a Mission Contingent-Owned Equipment and Memorandum of Understanding Management Review Board (CMMRB).



This Board will review the capabilities of contingents, their major and minor equipment holdings and their SS capabilities needed to meet the operational requirements of the mission. The DMS in concert with the components will attempt to have disputes resolved at the lowest possible level locally.

## CMMRB (2)

- Undertake mandatory review of Self-Sustainment 18 months after initial deployment
- Review mission factors as required
- Make recommendations to the Secretariat

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### Stage 2

#### CMMRB (2)

A mandatory review of self-sustainment will be conducted 18 months after initial deployment

This Board will also review of mission factors as required and make recommendations to the Secretariat in regard to corrective actions.

## COE – Role of Force & Police HQ



- Understand importance as a tool for managing capability / performance
- Time / leadership properly allocated
- Be wary of impact on unit effectiveness during inspections
- Equipment aligns to MOU

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### Stage 2

#### COE – Role of Force and Police HQ



Commanders and planners must be aware of the importance of COE framework (particularly verifications and inspections) as a tool for managing capability and ensuring unit performance.

Time and management effort must be allocated to these functions. T/PCCs sensitive to reimbursement may focus heavily on such inspections and may expend significant staff and command effort ensuring that reimbursement is maximised.

Noting sensitivity to reimbursement, contingents may be motivated to protect equipment (at the expense of operational capability) so that it will be found fully functional during COE inspections.

At the Force and Police component level, attention should be paid to ensuring the equipment arriving in mission correctly aligns to the equipment/capability agreed in the MOU.

## COE – Mission Support Division



- COE Unit (through MSC) acts as advisory board
- Plans and supervises inspections
- Processes Verification Reports (VRs)
- Analyses VRs
- Supervises maintenance of COE inventory

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### Stage 2

#### COE Unit



The COE Unit acts as an advisory body on UN rules and regulations with emphasis on the Memorandum of Understanding (MOU) and the Contingent Owned Equipment (COE).

Planning and supervising COE/MOU Arrival, Operational Readiness, Repatriation, and other periodic inspections of all formed military and police units deployed in the mission to verify by physical inspection that the TCC/PCCs and the United Nations are complying with their agreed responsibilities as detailed in the MOU.

Processing Verification Reports (VRs) raised because of inspections and forwarding them to senior mission management for approval and subsequent submission to UN Headquarters (UNHQ) on a quarterly basis in accordance with the schedules as promulgated by UNHQ.

Analysis of VRs to identify, in consultation with assigned unit staff, unit commanders, and other appropriate mission and UNHQ staff, for major equipment and self-sustainment deficiencies and surpluses as compared to MOU requirements and recommending corrective action to meet agreed MOU or Mission operational requirements.

Supervision of the maintenance of inventories of COE held by all military/police units deployed to the mission

## Verifications – Guiding Principles



- Simplicity
- Accountability
- Financial and Management Control
- Transparency
- Reasonability

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### Stage 2

#### COE Verifications – Guiding Principles



The results of the verification conducted by the UN and T/PCC ensure that provided capabilities meet the operational requirement of the mission.

These results are also determining the degree of reimbursement. The process is meant to be:

- Simple
- Hold the UN and the T/PCC jointly accountable to one another
- Ensure responsible levels of Financial and Management Control
- Transparent
- Reasonable where positive steps have been taken to fulfil the MOU by the T/PCC

## Verification Standards



- Standards approved by the General Assembly
- Included in the MOU between T/PCC and UN
- Equipment must be in a serviceable condition
- Painted with proper UN markings

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### Stage 2

#### Verification Standards

Regarding inspection standards, they are found in the COE Manual – Chapter 3 with Major Equipment found in Annex A and Self-Sustainment Categories are found in Annex B.

Pertain to:

- Major Equipment – vehicles, airplanes, ships/boats, large generators
- SS - accommodation, tentage, field defence stores, Internet, catering, etc.
- Equipment must be painted with UN markings

Ambulances and medical equipment must be marked with appropriate symbols in order to be provided protection under the Geneva Conventions (1864 and 1949) and as noted in the law of armed conflict and international law. It would also be very useful for medical staff to understand their status on UN operations depending on the type of mandate they are operating under. It is recommended to seek a legal opinion from the mission Legal Adviser to confirm the status of medical personnel depending on the type of mission.

## Verification / Inspection Types



- Pre-Deployment Visit (PDV)
- Arrival – within 30 days
- Monthly / Periodic
- Operational Readiness Inspection (ORI) – 6 months
- Repatriation – on return home

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### Stage 2

#### Verification / Inspection Types



As per slide: Briefly outline the different inspection types. Each will be discussed in depth.

Pre-Deployment Visit – prior to deployment

Arrival Inspection – Conducted within 30 days of arrival in theatre

Periodic Inspection

Monthly – Scheduled inspections with serviceability results generating TCC reimbursement

Operational Readiness Inspection – At least every six months (or as determined by mission HQ)

Repatriation (on return to home country)

## Pre-Deployment Visit



- T/PCC confirms if it can meet operational requirements
- T/PCC confirms if it can meet force level logistics support requirements (medical, engineer, communications)
- Update T/PCC on latest regulations

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### Stage 2

#### Pre-Deployment Visit

Can the TCC meet the operational requirements of the mission? A PDV can confirm if yes or no.

Transparency is also a key component of the COE system. The PDV provides an opportunity for the UN and T/PCC representatives to meet and have frank discussions about requirements and capabilities.

Ultimately, if it is determined that a T/PCC cannot meet the requirements of the mission, it is far preferable to make this decision during a PDV rather than upon arrival in the mission.



If a TCC has never provided a force level unit, such as communications, engineers and medical (especially medical), a PDV is imperative to ensure that it can meet all of its assigned tasks.

With medical, this is particularly of concern if the TCC is providing a Level 1 or Level 2 facility for the first time. When TCCs agree to deploy to a mission, they will often ask which TCC is providing medical support. If it is a TCC providing a medical unit for the first time, the other TCCs would require the assurance that this TCC meet the United Nations medical standard. Where other TCCs do not accept this standard (some



developed nations have an issue) they are most welcome to deploy their own facility as either a national of Mission asset. A PDV is imperative. Needless to say, in this type of PDV, a medical specialist would be part of the team.

## Arrival Inspections



- Should be completed within 30 days of arrival
- Verify that categories and quantities of ME delivered IAW the MOU
- May need to verify that equipment is operational with SS at later date

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### Stage 2

#### Arrival Inspections

Upon arrival, here is the ideal inspection process:

- The arrival inspection should be conducted within one month of arrival in the mission area, ideally at the Seaport of Disembarkation (SPOD) or Airport of Disembarkation (APOD) - subject to planning, coordination and pre-scheduling assuming staff are available in the COE Section
- If contingents arrive in the mission area before the COE team is fully staffed, an arrival inspection must be done as soon as possible
- Note that vehicles will receive UN license plates with the chassis number recorded and the corresponding UN license number added to the UN database
- Some vehicles will need to be serviced (mirrors, weapons systems readied, fire extinguishers recharged) at or near the harbour, which may require specialist tools, equipment and personnel.
- The advantage to conducting the inspection immediately upon arrival is that the vehicles can be declared operational
- Concerning self-sufficiency stock, if it is not on site on arrival, the TCC/PCC will need to explain to the inspectors what their plans are, and what they intend to do and how. The inspector at this point can also offer advice and assistance.

## Monthly Inspections



- Verify ME is operational
- Assess categories of Self-Sustainment (SS)
- Inspection worksheets completed and signed by COE and TCC
- Monthly inspection + Monthly Equipment Status Report = Periodic (Quarterly) Verification Report (VR)

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### Stage 2

#### Monthly Inspections

Concerning monthly reporting, the contingent Logistics Officer will staff the Monthly Equipment Status Report, which is a list of all ME, to the COE Section.

They include any periods of un-serviceability and form the basis for the Quarterly Verification Report (VR). Reimbursement to the T/PCC by UNHQ is based on this VR.

## Operational Readiness Inspections



- Conducted at least once every six months
- Composition is dependent on what is being inspected
- Any time as determined by the Mission HQ

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### Stage 2

#### Operational Readiness Inspections



Concerning Operational Readiness Inspections, they will be conducted once every six months, per mandate, or as ordered by the Director of Mission Support/Force Commander (DMS/FC) with an inspection team of military and civilian inspectors.

Who should go? How many? It depends on the type of unit, size, complexity of equipment, geographical dispersion and previous problems encountered. If it is an engineering unit, the team should include an engineer. If there is a Level 3 hospital, a doctor should be included to inspect the hospital, and verify the hygiene of the clinic and kitchen. If there has been a problem with the unit meeting operational commitments, then a representative from the Force Headquarters (FHQ) Operations should be on the team.

An additional ORI could be required by the FC or DMS under a number of circumstances. For instance, if the FC is concerned that a unit is below operational standards, he/she can request an ORI to determine if there are shortfalls, which can be addressed through the COE system.

## ORI – Major Equipment



- Consistent shortfalls of ME
- New operational requirements / additional equipment
- Surplus equipment
- Recommends MOU changes
- Confirms if reimbursement warranted

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### Stage 2

#### ORI – Major Equipment

What are consistent shortfalls? If a T/PCC agreed to provide a certain number of patrol vehicles, and this category is always below the 90-percent rate, this poses a problem. It is of concern for the FC/Police Commissioner (PC), as this unit is not meeting the operational standards. The Sector Commander or Chief Operations Officer may become involved, to potentially amend tasks to this unit or to change the number of patrols that will be done within the area.

What other options are available? Can a neighbouring TCC increase its Area of Responsibility (AOR) and send more patrol vehicles? Can another TCC provide patrol vehicles under a dry lease? Could the UN assume responsibility to service the vehicles, using its resources, local contracts, another TCC or a combination thereof? What other options are possible?

If there is a new operational requirement, this could result in additional equipment; perhaps, specialist equipment for an Engineering Unit. If equipment is no longer required, it should be repatriated.

Who pays? The UN is responsible for the deployment and repatriation of equipment. If this equipment was on the original MOU and was requested by the UN, the UN is now responsible to bear the costs of returning it to the T/PCC.



In the above-noted situations, the mission would have to review the required action and make recommendations for MOU amendments.

## ORI – Self-Sustainment



- SS inspected to confirm if UN standards met
- Identifies new operational requirements
- Reviews and confirms services provided by the Contingent/UN

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### Stage 2

#### ORI – Self-Sustainment



If there are new operational requirements, there may be a necessity for new SS categories to be provided by the T/PCC. For instance, perhaps night observation would be added as a requirement, which was not previously considered necessary. The T/PCC would then have to be requested to provide the requisite number of night vision goggles or have the UN assume responsibility to provide the items.

The ORI will also confirm which SS categories are being provided by the TCC and which by the UN. If either is not meeting the standard, an assessment should be done as to whether the category can be re-allocated.

For cost effectiveness, sometimes it may be more financially feasible for the UN to assume responsibility for a capability. For instance, if a contingent does not have sufficient Global Positioning System (GPS) and laser rangefinders, the mission may have sufficient stock to provide them to the contingent as UNOE. The operations staff would be pleased, as the unit would then be more capable, and it was done in a relatively inexpensive manner.

## COE Shortfalls



- UNOE or COE from another Contingent
- May have reimbursement implications
- MSD constrained in terms of funding
- Example – catering issues or loss of ME due to hostilities

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### Stage 2

#### COE Shortfalls



It is possible to arrange within the mission that either the UN, or another contingent provide ME and/or SS to a contingent on a temporary basis due to operational necessity. If this is conducted, it may have reimbursement implications for the supporting and supported contingents. The reimbursement must be reviewed on a case-by-case basis and any such issue should be consulted with the COE Unit.

A commander or planner should understand that it is not a simple matter for Mission Support to obtain funds to support this kind of rectification. While the contingent in need of support may have their reimbursement reduced accordingly, these funds are not available to the mission to reallocate elsewhere, such as to pay for additional contracted support. As previously discussed, missions rarely have surplus funding for such contingencies. Additional funding required would need to be sought in subsequent funding years. In the short term, arranging alternative support for an SS/ME shortfall would need to be resolved using resources already in mission.

Examples include: In the event where a contingent has been advised to rectify a number of issues concerning catering but have failed to do so



in prescribed timelines and without sufficient reasons, the UN or another TCC might provide this service. Where the UN is providing the catering, the contingent will not be reimbursed for this SS category or if another contingent were providing the service, they would be compensated based on the additional personnel they are required to feed. Regarding ME, should a contingent lose vehicles as a result of hostile action, temporary loan of applicable UNOE equipment could be made to maintain operational effectiveness and the contingent would not face a loss of reimbursement

## Repatriation Inspection



- Verify all ME to be repatriated
- UNOE accounted for and returned to UN
- Determine date unit became non-operational
- Conducted only on repatriation of the T/PCC

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### Stage 2

#### Repatriation Inspection



The final point is critical. This is not an inspection that is done every time the contingent rotates. It is done only when the T/PCC withdraws that contingent from the mission, and it will not be replaced.

It is important to verify all ME that must be repatriated. Perhaps some will be scrapped or donated to the host country. Movement's personnel require an accurate description of all equipment to be repatriated, to make the requisite shipping arrangements.

If there is a discrepancy in the UNOE, which the unit is supposed to have (according to UN records) and what it returns at the end of the participation in the mission, it may require an investigation. Depending on the circumstances, the Property Survey Board could recommend recovery of the missing amount from the T/PCC. Thus, it is very important for contingents to maintain accurate records, especially if they plan to dispute such a claim.

The date that the unit becomes non-operational is important, as it impacts on the reimbursement to the T/PCC. Also, this date may be used to plan for shipping of the COE back to the T/PCC

## Questions



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Over this lesson, the major concepts and the methodology that is used within the United Nations Contingent Owned Equipment (COE) reimbursement framework was discussed. As indicated, these lessons and this course is not designed to make you an expert on COE; however, it will afford you the necessary information that is required within the mission area to successfully deal with issues and matters related to COE.

### Stage 2 Confirmation

**What are the guiding principles with the UN for verifications?**

Simplicity

Accountability

Financial and Management Control Transparency

Reasonability

## COE

|                                                                                                                                                                     |                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Aim</b></p> <ul style="list-style-type: none"><li>To improve one's overall comprehension on COE, Reimbursement and Verification within a UN Mission</li></ul> | <p><b>Deliverable(s)</b></p> <ul style="list-style-type: none"><li>Answer the questions in the assigned documents</li></ul>                                |
| <p><b>Time Allocation</b></p> <p><b>Discussion:</b> (Syndicate) 300 mins</p><br><p><b>Total:</b> 300 minutes</p>                                                    | <p><b>Notes</b></p> <p><b>Given:</b></p> <ul style="list-style-type: none"><li>Activity 2.7 Handouts</li><li>COE Manual and Verification Reports</li></ul> |

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## Learning Activity

### 2.8a – Analyse Contingent Owned Equipment Verification Results

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard  
COE Manual  
COE Verifications

#### TIME

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

#### PREPARATION

The participants will remain in their assigned syndicate rooms for this Learning Activity. This is the first of two related activities involving Contingent Owned Equipment (COE) and Memorandum of Understanding (MOU) and involves analysing COE verification reports.




#### NOTES TO INSTRUCTORS:


This activity in association with Learning Activities 2.8b will require the participants to make extensive use of the COE Manual and will certainly improve their general understanding and level of comfort with the COE system. Learning Activity 2.8a is to be completed and reviewed in syndicate within 100 minutes. Upon conclusion of this activity, the instructor will distribute Learning Activity 2.8b. The instructor will role-play as a COE Unit staff officer and provide assistance to the participants as required.

#### SCENARIO

You are Force U4 / FPU Coordinator. As part of your ongoing professional development regarding the COE system, you have been provided with two verification reports for a contingent. The 1<sup>st</sup> report relates to a recent Major Equipment Verification and the 2<sup>nd</sup> report relates to a recent Self-Sustainment Verification.

#### DELIVERABLES:

| UNITED NATIONS  NATIONS UNIES                                                                                                                                                                                                                                                                                                                                                |                                                                   | VERIFICATION REPORT - MAJOR EQUIPMENT                                        |                                                  |        |      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------------------------------------|--------|------|
| Mission: UNAC<br>MOU No. DPO/UNAC/SA/01                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                   | Contingent: South Africa<br>Unit: Construction Engineer Company              |                                                  |        |      |
| MOU Status: Signed<br>Type of Lease: WET LEASE<br>VR Type: PERIODIC                                                                                                                                                                                                                                                                                                                                                                                           |                                                                   | Period Covered - From: 25-Mar-21<br>To (DD/MM/YYYY): 27-Mar-21<br>VR Status: |                                                  |        |      |
| <b>REPORT CERTIFICATION</b> (Enclose if the report has been properly certified/signed by the following parties)                                                                                                                                                                                                                                                                                                                                               |                                                                   |                                                                              |                                                  |        |      |
| Report Date:<br>01-Apr-21                                                                                                                                                                                                                                                                                                                                                                                                                                     | Verified by (Rank Name Title)<br>Mr. Jose Vargas<br>COE Inspector | Cleared by (Rank Name Title)<br>LTCOL Kobe Bryant                            | Approved by (Rank Name Title)<br>Mr Slim Pickins |        |      |
| <b>REPORT CERTIFICATION</b> (Enclose if the report has been properly certified/signed by the following parties)                                                                                                                                                                                                                                                                                                                                               |                                                                   |                                                                              |                                                  |        |      |
| Concurred by Contingent (Rank Name Title)<br>LCol Bobby Clark                                                                                                                                                                                                                                                                                                                                                                                                 | Other Contingent Concurrence (if applicable)                      | Concurred by FC/PC (Rank Name)<br>Major General Koffi Bibbi                  | Concurred by CMS/DMS (Name)<br>Mr David Bowie    |        |      |
| Initials:                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Initials:                                                         | Initials:                                                                    | Initials:                                        |        |      |
| <b>EQUIPMENT ITEM</b>                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                   |                                                                              |                                                  |        |      |
| Remarks such as condition of equipment, corrective action taken etc:                                                                                                                                                                                                                                                                                                                                                                                          |                                                                   |                                                                              |                                                  |        |      |
| <b>Electrical</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Generators 20-30kVA                                                                                                                                                                                                                                                                                                                                                                                                                                           | 5                                                                 | 5                                                                            | 5                                                | 0      | 0    |
| Remarks:                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                   |                                                                              |                                                  |        |      |
| <b>Engineering equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                  | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Concrete cutter                                                                                                                                                                                                                                                                                                                                                                                                                                               | 4                                                                 | 4                                                                            | 4                                                | 0      | 0    |
| Concrete mixer machine, below 1.5 m3                                                                                                                                                                                                                                                                                                                                                                                                                          | 4                                                                 | 4                                                                            | 4                                                | 0      | 0    |
| Concrete mixer machine, above 1.5 m3                                                                                                                                                                                                                                                                                                                                                                                                                          | 4                                                                 | 4                                                                            | 4                                                | 0      | 0    |
| Concrete vibrator                                                                                                                                                                                                                                                                                                                                                                                                                                             | 4                                                                 | 4                                                                            | 4                                                | 0      | 0    |
| Well drilling rig                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                                 | 1                                                                            | 1                                                | 0      | 0    |
| Water pumps                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 8                                                                 | 8                                                                            | 8                                                | 0      | 0    |
| Water treatment plant (reverse osmosis water purification unit (ROWPU) or equivalent), equipment, tanks and bladders, over 2,000 liquid pounds per hour, storage up to 20,000 litres                                                                                                                                                                                                                                                                          | 1                                                                 | 1                                                                            | 1                                                | 0      | 0    |
| Remarks:                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                   |                                                                              |                                                  |        |      |
| <b>Logistic equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                     | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Water storage, 10,001-12,000 litres                                                                                                                                                                                                                                                                                                                                                                                                                           | 4                                                                 | 4                                                                            | 4                                                | 0      | 0    |
| Water storage, 12,001-20,000 litres                                                                                                                                                                                                                                                                                                                                                                                                                           | 6                                                                 | 0                                                                            | 0                                                | 0      | 0    |
| Fuel storage, 5,001 – 10,000 litres                                                                                                                                                                                                                                                                                                                                                                                                                           | 14                                                                | 14                                                                           | 14                                               | 0      | 0    |
| Remarks:<br>The unit did not have any water storage 12,001-20,000 litres.                                                                                                                                                                                                                                                                                                                                                                                     |                                                                   |                                                                              |                                                  |        |      |
| <b>Demining and EOD equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                             | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Metal detectors                                                                                                                                                                                                                                                                                                                                                                                                                                               | 20                                                                | 20                                                                           | 18                                               | 2      | 20   |
| Demining personal protection set                                                                                                                                                                                                                                                                                                                                                                                                                              | 20                                                                | 20                                                                           | 0                                                | 0      | 0    |
| Remarks:<br>Metal detector No #2314, #2317 Non-Serviceable from... to... due to Electric Failure. Total 20 days.                                                                                                                                                                                                                                                                                                                                              |                                                                   |                                                                              |                                                  |        |      |
| <b>Canine Unit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                            | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Dog demining team of 4 dogs (Special Case)                                                                                                                                                                                                                                                                                                                                                                                                                    | 1                                                                 | 1                                                                            | 1                                                | 0      | 15   |
| Remarks:<br>One Dog Non-Serviceable from... to... due to sickness. Total 15 days.                                                                                                                                                                                                                                                                                                                                                                             |                                                                   |                                                                              |                                                  |        |      |
| <b>Medical and dental</b>                                                                                                                                                                                                                                                                                                                                                                                                                                     | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Level 1 hospital                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1                                                                 | 1                                                                            | 1                                                | 0      | 0    |
| Remarks:                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                   |                                                                              |                                                  |        |      |
| <b>Accommodation equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Tents for deployable squad, 8-10 personnel                                                                                                                                                                                                                                                                                                                                                                                                                    | 0                                                                 | 6                                                                            | 6                                                | 0      | 0    |
| Warehousing av storage                                                                                                                                                                                                                                                                                                                                                                                                                                        | 3                                                                 | 3                                                                            | 3                                                | 0      | 0    |
| Ablution facilities (50 persons)                                                                                                                                                                                                                                                                                                                                                                                                                              | 7                                                                 | 7                                                                            | 7                                                | 0      | 0    |
| Refrigeration/freezer/food storage                                                                                                                                                                                                                                                                                                                                                                                                                            | 4                                                                 | 5                                                                            | 5                                                | 0      | 0    |
| Other containers                                                                                                                                                                                                                                                                                                                                                                                                                                              | 20                                                                | 40                                                                           | 40                                               | 0      | 0    |
| Remarks:                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                   |                                                                              |                                                  |        |      |
| <b>Armaments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Crew served machine guns (up to 10 mm)                                                                                                                                                                                                                                                                                                                                                                                                                        | 7                                                                 | 7                                                                            | 6                                                | 1      | 30   |
| Crew served machine guns (11-15 mm)                                                                                                                                                                                                                                                                                                                                                                                                                           | 4                                                                 | 2                                                                            | 2                                                | 0      | 0    |
| Remarks:<br>Machine gun No #37296384, Non-Serviceable from... to... due to major failure. Total 30 days.<br>It is recommended that the TCC provide quantities as agreed in the MOU or seek amendment.                                                                                                                                                                                                                                                         |                                                                   |                                                                              |                                                  |        |      |
| <b>Support vehicles (commercial pattern)</b>                                                                                                                                                                                                                                                                                                                                                                                                                  | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Automobile (4x4)                                                                                                                                                                                                                                                                                                                                                                                                                                              | 16                                                                | 15                                                                           | 14                                               | 1      | 5    |
| Buses (13-24 passengers)                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1                                                                 | 1                                                                            | 1                                                | 0      | 0    |
| Remarks:<br>UNAC 3524 Automobile (4x4) Non-Serviceable from... to... due to Steering Problems. Total 5 days.                                                                                                                                                                                                                                                                                                                                                  |                                                                   |                                                                              |                                                  |        |      |
| <b>Support vehicles (military pattern)</b>                                                                                                                                                                                                                                                                                                                                                                                                                    | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Ambulance                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3                                                                 | 3                                                                            | 3                                                | 0      | 0    |
| Jeep (4x4) with military radio                                                                                                                                                                                                                                                                                                                                                                                                                                | 16                                                                | 16                                                                           | 13                                               | 3      | 90   |
| Truck, utility/cargo (over 5 tons and up to 10 tons)                                                                                                                                                                                                                                                                                                                                                                                                          | 12                                                                | 12                                                                           | 12                                               | 0      | 0    |
| Truck, utility/cargo (over 10 tons)                                                                                                                                                                                                                                                                                                                                                                                                                           | 7                                                                 | 7                                                                            | 7                                                | 0      | 0    |
| Truck, maintenance medium                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2                                                                 | 2                                                                            | 2                                                | 0      | 0    |
| Truck, recovery (greater than 5 tons)                                                                                                                                                                                                                                                                                                                                                                                                                         | 2                                                                 | 2                                                                            | 2                                                | 0      | 0    |
| Remarks:<br>1). UNAC 3909 Jeep (4x4) Non-Serviceable from... to... due to Mechanical Problems. Total 30 days.<br>2). UNAC 4011 Jeep (4x4) Non-Serviceable from... to... due to Gear Box Problems. Total 50 days.<br>3). UNAC 2458 Jeep (4x4) Non-Serviceable from... to... due to Breaks Problems. Total 10 days.<br>4). UNAC 6445, 6456, 6457, 6458, 6459, 6460, 6461 Truck with hook lift system is reimbursed at the rate of Truck, utility/cargo (over 10 |                                                                   |                                                                              |                                                  |        |      |
| <b>Engineering vehicles</b>                                                                                                                                                                                                                                                                                                                                                                                                                                   | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Crane, mobile medium (11 to 24 tons)                                                                                                                                                                                                                                                                                                                                                                                                                          | 2                                                                 | 2                                                                            | 2                                                | 0      | 0    |
| Mine-clearance system — vehicle mounted (Special Case)                                                                                                                                                                                                                                                                                                                                                                                                        | 2                                                                 | 2                                                                            | 2                                                | 0      | 0    |
| Remarks:                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                   |                                                                              |                                                  |        |      |
| <b>Material handling equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                            | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Forklift, medium (over 1.5 tons and up to 5 tons)                                                                                                                                                                                                                                                                                                                                                                                                             | 2                                                                 | 2                                                                            | 2                                                | 0      | 0    |
| Forklift, rough terrain (over 1.5 tons and up to 5 tons)                                                                                                                                                                                                                                                                                                                                                                                                      | 4                                                                 | 4                                                                            | 4                                                | 0      | 0    |
| Remarks:                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                   |                                                                              |                                                  |        |      |
| <b>Trailers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | MOU                                                               | Act.                                                                         | Srv.                                             | N-Srv. | Days |
| Compressor trailer                                                                                                                                                                                                                                                                                                                                                                                                                                            | 4                                                                 | 4                                                                            | 4                                                | 0      | 0    |
| Trailer, floodlight set with generators (4 lights, 9 m pole, 7 kw generator)                                                                                                                                                                                                                                                                                                                                                                                  | 14                                                                | 20                                                                           | 20                                               | 0      | 0    |
| Remarks:<br>It is recommended that the TCC seek to amend MOU for number of trailers and floodlights                                                                                                                                                                                                                                                                                                                                                           |                                                                   |                                                                              |                                                  |        |      |
| <b>VR Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                   |                                                                              |                                                  |        |      |
| Inspection date(s) 25 and 26 March 2021                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                   |                                                                              |                                                  |        |      |
| Remarks:                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                   |                                                                              |                                                  |        |      |
| <b>REPORT CERTIFICATION</b> (Enclose if the report has been properly certified/signed by the following parties)                                                                                                                                                                                                                                                                                                                                               |                                                                   |                                                                              |                                                  |        |      |
| Concurred by Contingent (Rank Name Title)<br>LCol Bobby Clark                                                                                                                                                                                                                                                                                                                                                                                                 | Other Contingent Concurrence (if applicable)<br>0                 | Concurred by FC/PC (Rank Name)<br>Major General Koffi Bibbi                  | Concurred by CMS/DMS (Name)<br>Mr David Bowie    |        |      |
| Signature:                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Signature:                                                        | Signature:                                                                   | Signature:                                       |        |      |

|                                                                                                                              |                                 |                                                         |                                               |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------|-----------------------------------------------|
|  <b>UNITED NATIONS</b> <b>NATIONS UNIES</b> |                                 | <b>VERIFICATION REPORT - SELF SUSTAINMENT</b>           |                                               |
| Mission:<br>MOU No.                                                                                                          | UNAC<br>DPO/UNAC/SA/01          | Contingent:<br>Unit:                                    | South Africa<br>Construction Engineer Company |
| MOU Status:<br>Type of Lease<br>VR Type:                                                                                     | Signed<br>WET LEASE<br>PERIODIC | Period Covered - From:<br>To (DDMM/YYYY):<br>VR Status: | 25-Mar-21<br>27-Mar-21                        |

|                                                                                                                |                                 |                              |                               |
|----------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------|-------------------------------|
| <b>REPORT CERTIFICATION</b> (Ensure if the report has been properly certified/signed by the following parties) |                                 |                              |                               |
| Report Date:                                                                                                   | Verified by (Rank Name Title)   | Cleared by (Rank Name Title) | Approved by (Rank Name Title) |
| 01-Apr-21                                                                                                      | Mr Jose Vargas<br>COE Inspector | LtCol Kobe Bryant            | Mr Slim Pickins               |

|                                                                                                                |                                              |                                |                             |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------|-----------------------------|
| <b>REPORT CERTIFICATION</b> (Ensure if the report has been properly certified/signed by the following parties) |                                              |                                |                             |
| Concurred by Contingent (Rank Name Title)                                                                      | Other Contingent Concurrence (if applicable) | Concurred by FC/PC (Rank Name) | Concurred by CMS/DMS (Name) |
| LCol Bobby Clark                                                                                               |                                              | Major General Koffi Bibbi      | Mr David Bowie              |
| Initials:                                                                                                      | Initials:                                    | Initials:                      | Initials:                   |

| CATEGORY                                                                                                                                                              | Responsibility UN/Contingent | Acceptable Yes/No | Applicable Troop strength |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------|---------------------------|
| <b>CATERING</b>                                                                                                                                                       |                              |                   |                           |
| Catering                                                                                                                                                              | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>COMMUNICATION</b>                                                                                                                                                  |                              |                   |                           |
| VHF/UHF-FM                                                                                                                                                            | TCN                          | YES               | 185                       |
| HF                                                                                                                                                                    | TCN                          | YES               | 128                       |
| Telephone                                                                                                                                                             | TCN                          | YES               | 185                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>OFFICE</b>                                                                                                                                                         |                              |                   |                           |
| Office                                                                                                                                                                | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>ELECTRICAL</b>                                                                                                                                                     |                              |                   |                           |
| Electrical                                                                                                                                                            | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>MINOR ENGINEERING</b>                                                                                                                                              |                              |                   |                           |
| Minor engineering                                                                                                                                                     | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>EXPLOSIVE ORDNANCE DISPOSAL</b>                                                                                                                                    |                              |                   |                           |
| Explosive ordnance disposal                                                                                                                                           | TCN                          | YES               | 5432                      |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>LAUNDRY AND CEANING</b>                                                                                                                                            |                              |                   |                           |
| Laundry                                                                                                                                                               | TCN                          | YES               | 330                       |
| Cleaning                                                                                                                                                              | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>TENTAGE</b>                                                                                                                                                        |                              |                   |                           |
| Tentage                                                                                                                                                               | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>ACCOMMODATION</b>                                                                                                                                                  |                              |                   |                           |
| Accommodation                                                                                                                                                         | UN                           | YES               | 0                         |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>Basic Fire Fighting</b>                                                                                                                                            |                              |                   |                           |
| Basic Fire Fighting                                                                                                                                                   | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>FIRE DETECTION AND ALARM</b>                                                                                                                                       |                              |                   |                           |
| Fire Detection and Alarm                                                                                                                                              | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>MEDICAL</b>                                                                                                                                                        |                              |                   |                           |
| Basic                                                                                                                                                                 | TCN                          | YES               | 185                       |
| Level 1                                                                                                                                                               | TCN                          | YES               | 330                       |
| Level 2 (including dental and lab)                                                                                                                                    | UN                           | YES               | 0                         |
| Level 3 (including dental and lab)                                                                                                                                    | UN                           | YES               | 0                         |
| Level 2 and 3 combined (including dental and lab)                                                                                                                     | UN                           | YES               | 0                         |
| High-risk areas (epidemiological)                                                                                                                                     | TCN                          | YES               | 330                       |
| Blood and blood products                                                                                                                                              | UN                           | YES               | 0                         |
| Laboratory only                                                                                                                                                       | UN                           | YES               | 0                         |
| Dental only                                                                                                                                                           | UN                           | YES               | 0                         |
| Gynaecology                                                                                                                                                           | TCN                          | YES               | 28                        |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>OBSERVATION</b>                                                                                                                                                    |                              |                   |                           |
| General Observation                                                                                                                                                   | TCN                          | YES               | 185                       |
| Night Observation                                                                                                                                                     | TCN                          | NO                | 0                         |
| Positioning                                                                                                                                                           | TCN                          | YES               | 185                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| 1. The unit has the following:<br>- Binoculars: 25<br>- Night Vision Devices: 70 (All NVDs have a range more than 1000m) All Non-serviceable due to lack of batteries |                              |                   |                           |
| <b>IDENTIFICATION</b>                                                                                                                                                 |                              |                   |                           |
| Identification                                                                                                                                                        | UN                           | YES               | 0                         |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>NUCLEAR, BIOLOGICAL AND CHEMICAL PROTECTION</b>                                                                                                                    |                              |                   |                           |
| Nuclear, biological and chemical protection                                                                                                                           | UN                           | YES               | 0                         |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>FIELD DEFENCE STORES</b>                                                                                                                                           |                              |                   |                           |
| Field defence stores                                                                                                                                                  | UN                           | YES               | 0                         |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>MISCELLANEOUS GENERAL STORES</b>                                                                                                                                   |                              |                   |                           |
| Bedding                                                                                                                                                               | TCN                          | YES               | 330                       |
| Furniture                                                                                                                                                             | TCN                          | YES               | 330                       |
| Welfare                                                                                                                                                               | TCN                          | YES               | 185                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| <b>INTERNET ACCESS</b>                                                                                                                                                |                              |                   |                           |
| Internet Access                                                                                                                                                       | TCN                          | YES               | 330                       |
| Remarks:                                                                                                                                                              |                              |                   |                           |
| Please note that all soldiers had to pay for using the internet access. The officers did not have to pay.                                                             |                              |                   |                           |
| <b>VR Comments</b>                                                                                                                                                    |                              |                   |                           |
| Inspection date(s)                                                                                                                                                    | 25 and 26 March 2021         |                   |                           |
| Remarks:                                                                                                                                                              |                              |                   |                           |

|                                                                                                                |                                              |                                |                             |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------|-----------------------------|
| <b>REPORT CERTIFICATION</b> (Ensure if the report has been properly certified/signed by the following parties) |                                              |                                |                             |
| Concurred by Contingent (Rank Name Title)                                                                      | Other Contingent Concurrence (if applicable) | Concurred by FC/PC (Rank Name) | Concurred by CMS/DMS (Name) |
| LCol Bobby Clark                                                                                               | 0                                            | Major General Koffi Bibbi      | Mr David Bowie              |
| Signature:                                                                                                     | Signature:                                   | Signature:                     | Signature:                  |

1. Give your assessment regarding the two Verification Reports?
  - a. Will South Africa be reimbursed for all the equipment (Major Equipment & Self Sustainment)? If not, why?
  - b. Are there any other remarks regarding these reports?
2. What is the difference between a pre-deployment visit (PDV) and an arrival inspection?
3. List the various inspections of COE (Major Equipment and Self-Sustainment) and their purpose?
4. After each inspection/verification there will be a signed report. Where should this report be delivered and why?
5. During the UN inspection of South Africa's COE equipment, there was a dispute. The COE inspector stated in the report that South Africa did not have any Water storage of 12,001 - 20,000 litres in the mission. The MOU states that South Africa must have 2 x tanks of that capacity. The OC Engineering Coy tried to explain to the COE inspection team that the contingent had brought equivalent equipment: 4 x water tanks of 9,000 litres capacity. The UN inspection team had seen these tanks but didn't want to change the VR and therefore the South Africa Logistics Officer denied signing the VR.
  - a. How do you solve disputes (different levels)?
  - b. How will you guide the contingent commander (CO South Africa)?
  - c. What will happen to this Verification Report?
  - d. Will South Africa be reimbursed?





## Learning Activity

### 2.8b – Interpret Contingent Owned Equipment and Memorandum of Understanding

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard  
COE Manual

#### TIME

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

#### PREPARATION

At the end of Learning Activity 2.8a, the participants will be provided with Learning Activity 2.8b. The participants will remain in their assigned syndicate rooms for this Learning Activity. This is the second of two related activities involving Contingent Owned Equipment (COE) and Memorandum of Understanding (MOU) and involves interpreting COE and MOU policies.



#### NOTES TO INSTRUCTORS:

This activity in association with Learning Activities 2.8a will require the participants to make use of the COE Manual and will certainly improve their general understanding and level of comfort with the COE system. Learning Activity 2.8b is to be completed and reviewed in syndicate within 100 minutes. The instructor will role-play as a COE Unit staff officer and provide assistance to the participants as required. These issues are all based on real life examples from various missions. There are no set answers; however, the participants should discuss and debate each issue, develop potential courses of action or solutions and coordinating activity. Last, the participants must identify the impact each issue will have on operations.

#### SCENARIO

You are Force U4 / FPU Coordinator. After receiving some professional development over the past few weeks on the COE system from the COE unit you are beginning to feel more confident in your overall understanding. This is timely because a number of COE/MOU related issues have come across your desk and you will need to analyse the issues and provide a Staff Brief to the FC on potential solutions. The issues are as follows:

- Many of the contingents within the Mission are not certain of their signed MOU and SUR, which has made planning very difficult for the Force / Police HQ and for MSC.
- Minor vs Major Engineering – this is a constant point of friction within the Mission; however, one contingent which has deployed as Rapid Deployment Battalion (RDB) is not meeting its responsibilities in accordance with the SUR. Specifically, a RDB must be capable of deploying into 6 locations under very short notice and is expected to be self-sufficient for in terms of minor engineering requirements. The contingent has the necessary COE but is asking Mission Support Division for major engineering support on deployment.
- A contingent was unable to provide minor engineering on deployment to the mission so the Mission provided this under self-sustainment. Now that the contingent has been deployed to the mission area for 12 months, MSD is seeking to have the contingent provide minor engineering but there has been no amendments made to the MOU and the issue has stalled.
- There has been a major reduction in field defensive stores across the Mission as many of the contingents are drawing these assets from MSD.
- The FC has decided to deploy a Rapid Deployment Battalion to 5 locations on a permanent basis, which is not in accordance with the signed MOU. As a result of this deployment, the RDB is using its COE for daily sustainment and is no longer deployable without support from MSD.
- Under a signed MOU, a contingent was required to bring sufficient equipment to deploy to a single location but is looking to draw additional equipment from MSD to deploy to a second location. It was learned that most of the equipment is being used to enhance the quality of life of the Contingent HQ.
- A Sector Commander is constantly pressuring a member of your staff (who comes from the same country as the commanding officer) for favours.
- There is no capability tracker within the Force / Police HQ making planning for and support to operations very difficult
- As verifications / inspections for many contingents are scheduled there is a tendency for that contingency being not available for tasking stating they must prepare for the inspection

**Deliverables:**

Analyse all of the issues above and provide a Staff Brief to the FC. The brief must include highlighting the issue, recommended solutions or mitigating strategies and whom you must deal with to address and implement the solutions. **No formal PowerPoint Presentation is required.**



## Learning Activity

### 2.9 – Perform the Functions of a Logistics Staff Officer

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard

#### TIME

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

#### PREPARATION

The participants will go to their respective syndicates and discuss and prioritise a number of logistics issues that are occurring across UNAC. Each syndicate must prepare and rehearse a presentation that will be delivered to the Chief Operations and Resources Management (CORM) in plenary within 120 minutes.



#### NOTES TO INSTRUCTORS:

The aim of this activity is to replicate logistics issues that a staff officer working within the Mission Support Centre (MSC) could face (daily, weekly, monthly) and have to deal with. The debate that should ensue in terms of prioritising the issues is essential and the instructor should facilitate, and play's devil advocate as required. As there is not too much background information pertaining to each issue the prioritisation is somewhat subjective, however, participants should be able to group the issues in terms of urgency, safety and security at a higher priority. A good approach for a presentation is to use a traffic light analogy: red – urgent and immediate action is required; yellow – important but not as urgent; and green – routine but action still required.

#### SCENARIO

You are a uniformed staff officer working within MSC. There are a number of logistics issues that your section is aware of. These issues are as follows:

- The MSC was approached by the Non-Governmental Organisation (NGO) CARE to ascertain if they could utilise a regular UNAC sustainment flight to bring in some needed supplies. The representatives from CARE indicated their regular air provider had been grounded for a month due to maintenance concerns.

- The Logistics Officer, Captain Paulus from NAMBATT located in Karo indicated the last three shipments of fresh rations were largely spoiled (vegetables and fruit). Captain Paulus provided photographs and the necessary Rations Discrepancy Reports. These reports were staffed through the Sector 2 G4, Major Mooketsi.
- The Medical Officer, Captain Modise from BOTBATT located in Faron reported that 2 x soldiers from the South African Maritime Response Platoon situated at the Magatakak Dam were showing signs of possible Cholera and had been sent to the Level 2 hospital in Galasi for thorough examination. This medical situation was staffed through the Sector 2 U4, Major Mooketsi to the MSC.
- The Sector 1 G4, Major Kamau provided a daily SITREP and advised in the remarks column that the sustainment flight carrying necessary minor equipment and consumables for both Major Equipment and Self Sustainment for KENBATT was delayed by 2 days. KENBATT indicated they had the requisite minor equipment and consumables for another 7 days.
- The Sector 2 G4, Major Mooketsi advised that 2 x MI-8 helicopters from the Zambian Aviation Flight were grounded due to safety concerns. Essentially the helicopter effective strength for Sector 2 is now at 50%. Major Mooketsi indicated there was a shortage of spare parts and all efforts were being made to source the parts; however, local providers in Zambia indicated the parts would not be available in theatre for another 2 weeks.
- The UNAC contractor for diesel, Lannister Fuels Inc. advised that routine resupply to Sector 3 (Ghana Brigade) will be seriously hampered during the rainy season (October – December) as the Main Service Route to several Battalion positions will be flooded and impassable during this time period.
- The Joint Operations Centre (JOC) indicated that Sector 3 was in the process of planning a Forward Operating Base (FOB) in the vicinity of LORA for a 14-day period commencing in 7 days' time. It is expected the Battalion from Nigeria is expected to deploy a Company to the FOB as a means to deter local Warlords from using illegal checkpoints and placing mines along the Main Supply Route (MSR). The JOC advised that the Sector 3 Ghanaian Field Engineer Squadron would need additional engineering assets (UNAC or other Sectors) to prove the route and establish the FOB.
- The monthly Equipment Status Reports from Sector 1 indicated the Rwandan Battalion was at 95% operational under its Contingent Owned Equipment Wet Lease MOU arrangement for Major Equipment for Infantry Carrier, Armed Class III or Armoured Personnel Carriers (APC). However, in the remarks column it was noted that 80% of the weapons systems for these vehicles were operational and not expected to be repaired for 2 months' time.

- In light of COVID-19 restrictions and safety protocols, incoming rotations must quarantine. It was learned that a contingent in Sector 1 did not provide any food or water over the weekend for its troops stating it was an MSD responsibility.
- A contingent in Sector 3 was given a company patrol task in a forward area that was to last 15 days, however, after 5 days the company returned to the main camp as it stated it ran out of necessary supplies
- A Field Office in Sector 2 (SUROUN) was burnt to the ground 7 days ago and all infrastructure was destroyed. Luckily there was no loss of life.
- The Force U5 is working on a Frag O that will see the deployment of a Rapid Deployment Battalion (Platoon Size) for a 10-day period in the North of Sector 1. The deployment is scheduled to commence in 72 hours. The U5 works hard but tends to make errors and forget to include U4 and MSC input.
- The UNPOL vehicles working in Sector 2 have been having difficulty in obtaining replacement tires for their vehicles. This issue was only raised in the last 48 hours and no other sectors have been reporting this issue.

**Deliverables:**

Analyse all of the issues above and provide a 10-minute brief to the Chief Mission Support Centre. The brief must include highlighting and prioritising the issues, recommended solutions or mitigating strategies and whom you must deal with to address and implement the solutions.