



Lesson 2.1 Review UNHQ and Mission Construct

Review

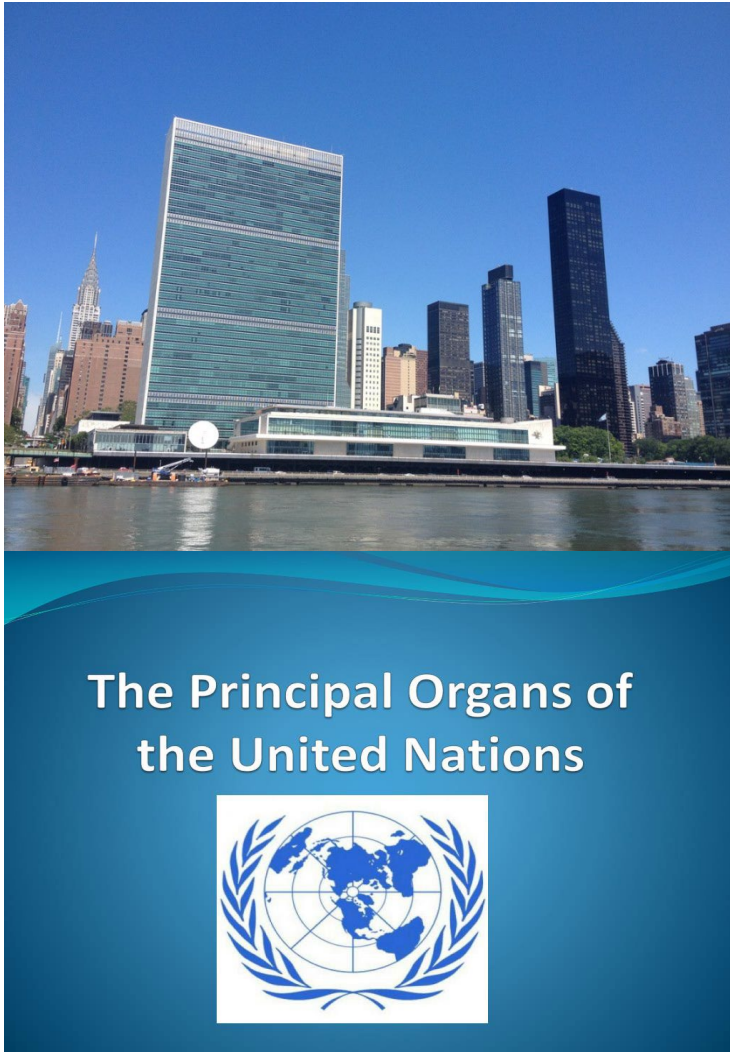


Learning Objectives



- 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

UN Principal Organs



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

Security Council (SC)

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



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

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 4th Committee
- 5th Committee – Admin and Budget

GA – C34/5th Committee



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

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



UN Secretariat



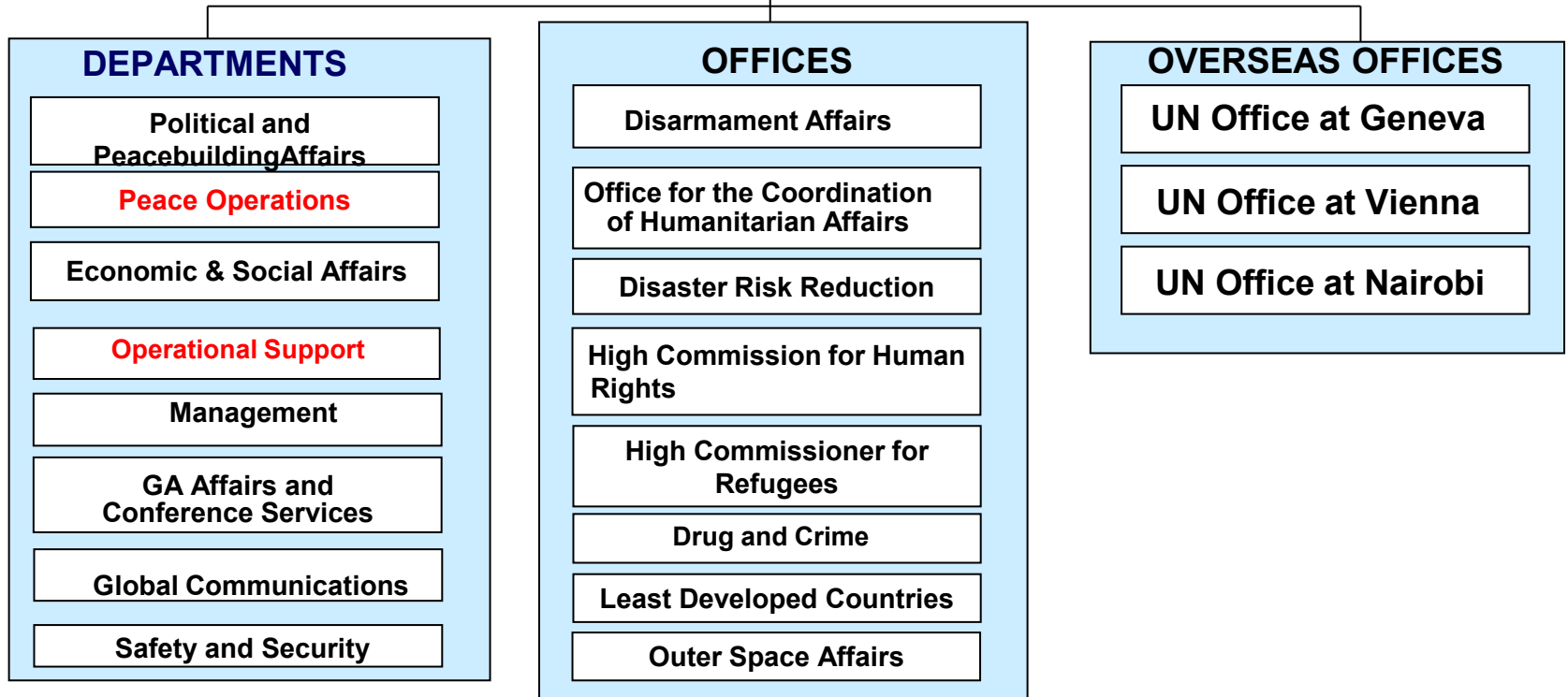
- Sets the agenda for UN deliberative and decision making bodies
- 44,000 personnel serving around the world
- Offices in New York, Geneva, Nairobi, Vienna

UN Secretariat

EXECUTIVE OFFICE OF
THE SECRETARY-
GENERAL

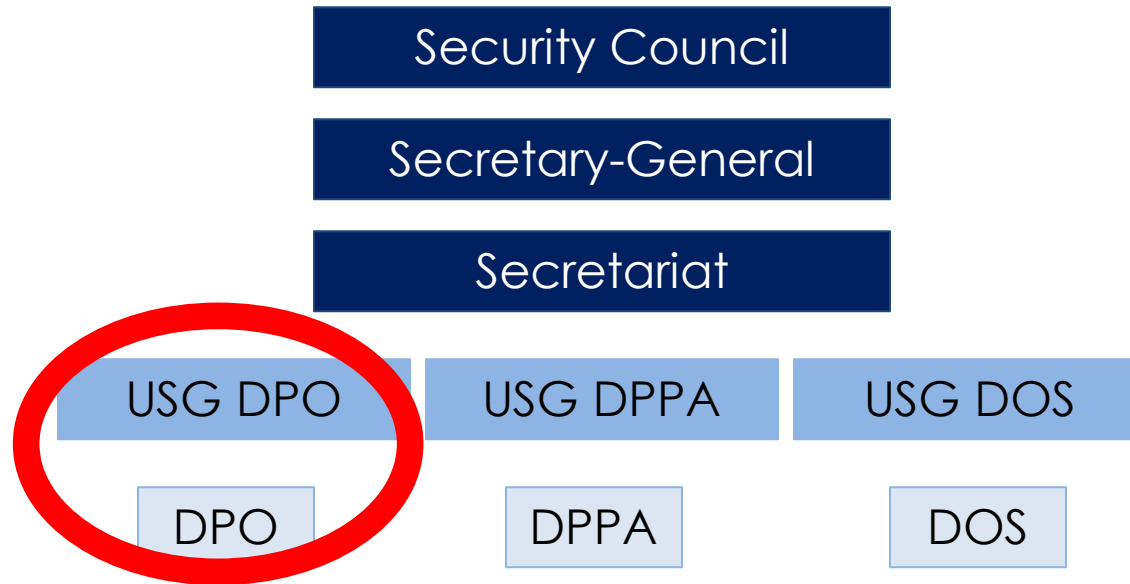
OFFICE OF INTERNAL
OVERSIGHT SERVICES

OFFICE OF LEGAL
AFFAIRS

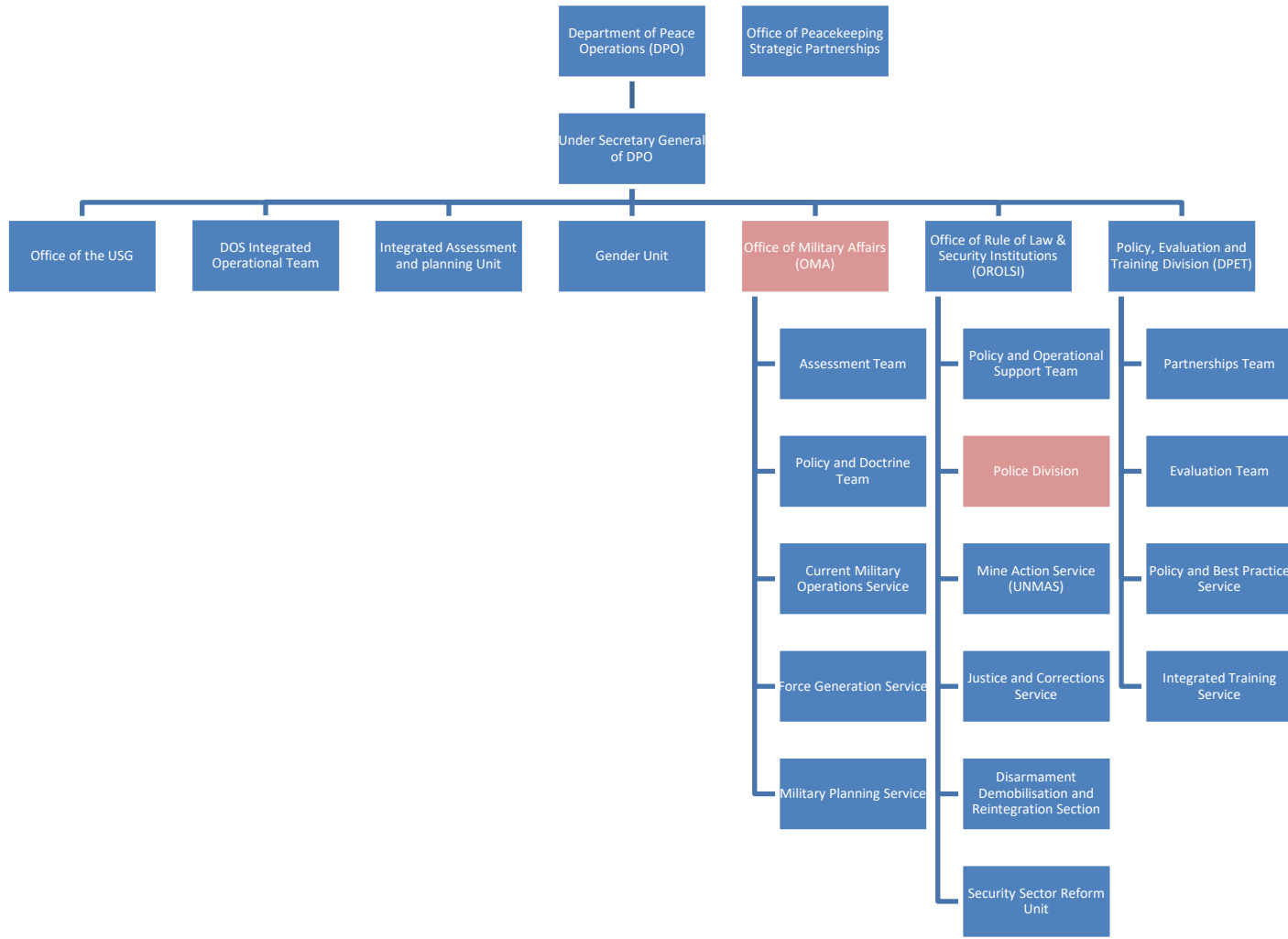


Department of Peace Operations (DPO)

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

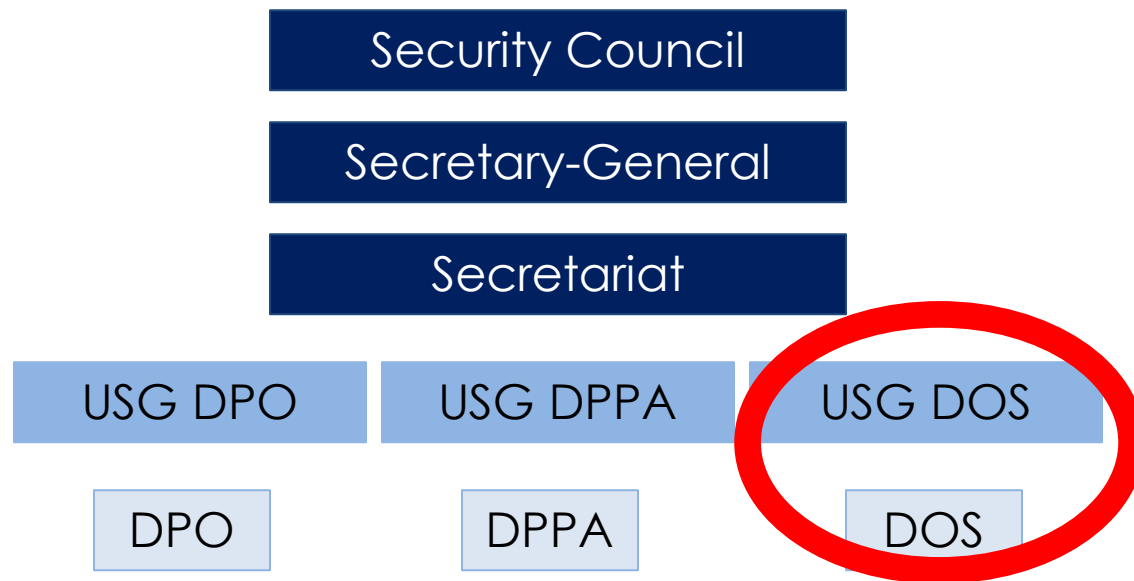


DPO Organisation



Department of Operational Support

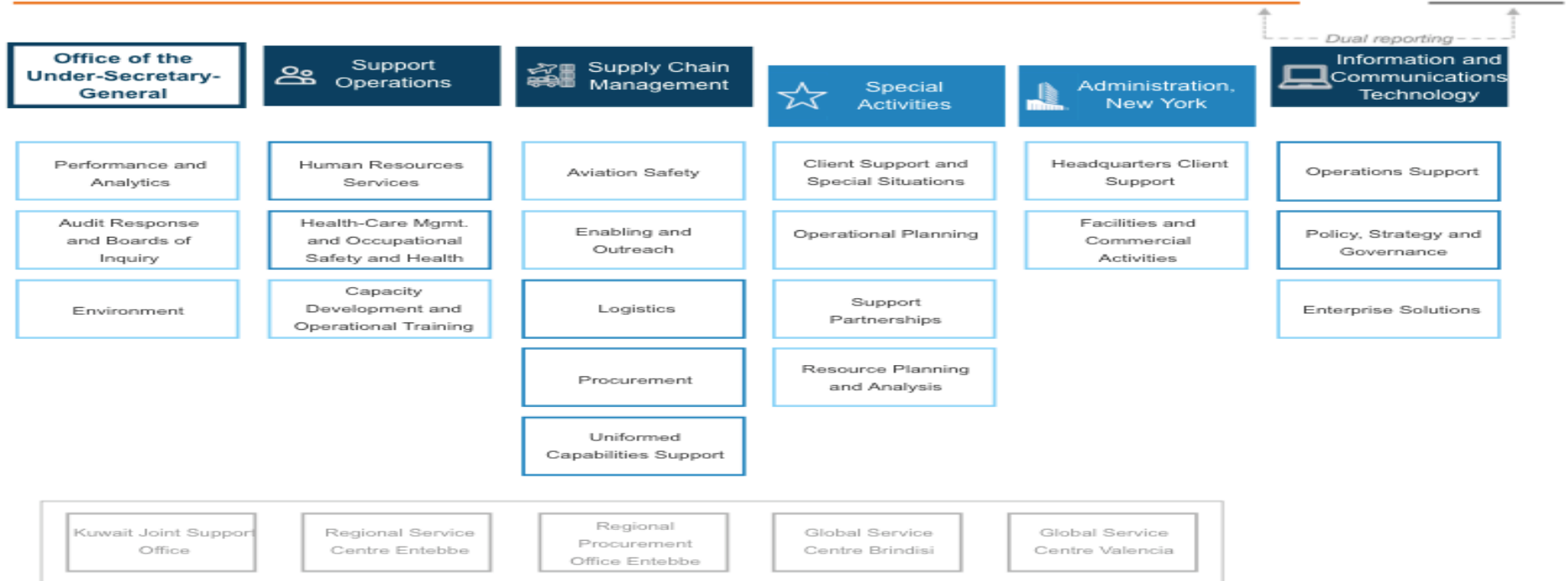
- Since 2019 and led by USG Mr. Atul Khare
- Responsible for delivering support to UN field ops
- Support includes finance, procurement, logistics, communications & information technology



DOS

Department of Operational Support

DMSPC



Office of Supply Chain Management

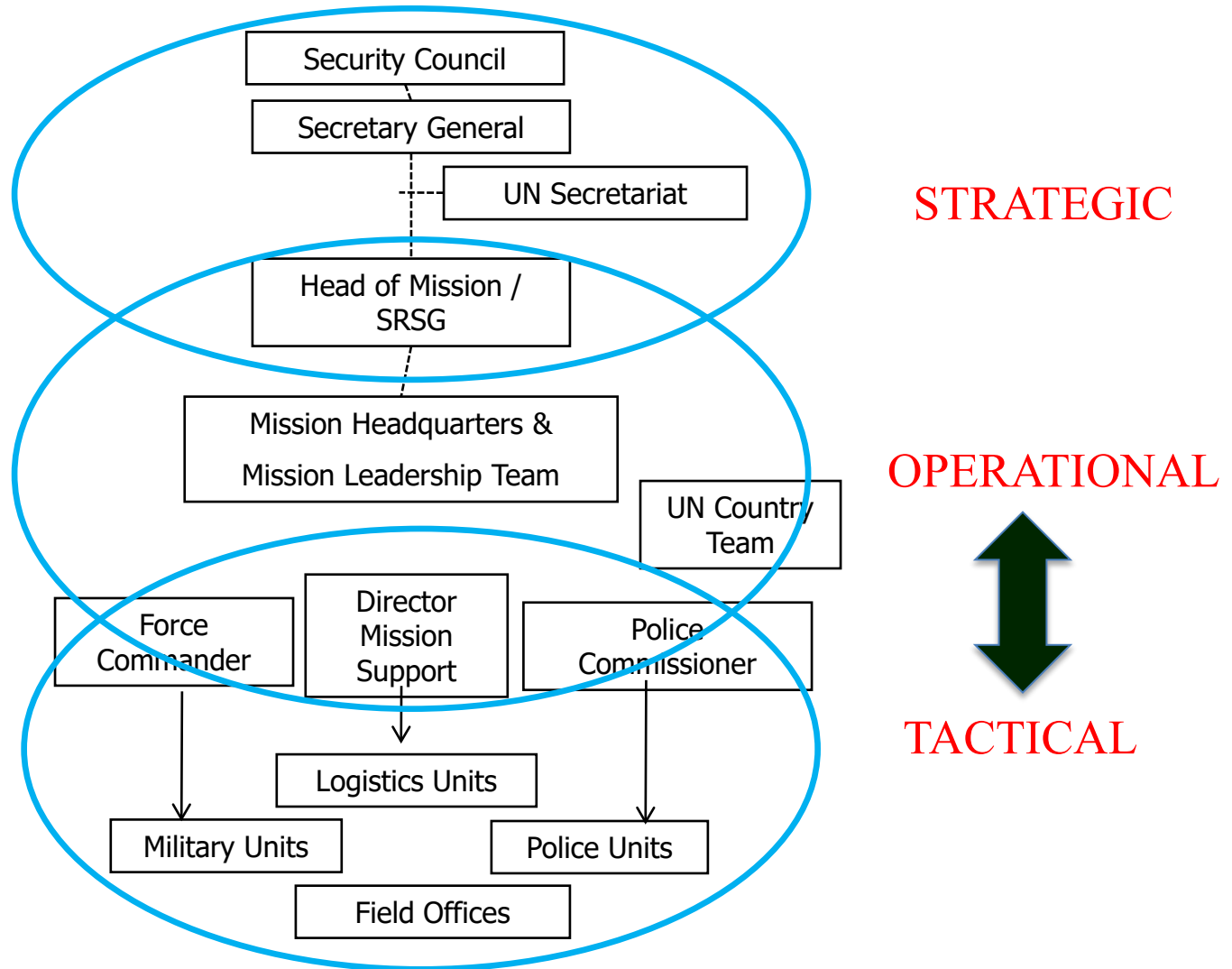
The Office of Supply Chain Management will manage the integrated end-to-end supply chain, including planning, sourcing and delivery. It will encompass the Logistics Division, Procurement Division, Uniformed Capabilities Support Division as well as the Aviation Safety Team and Enabling and Outreach Service.

- Office
- Division
- Service and below
- Service centres

Questions



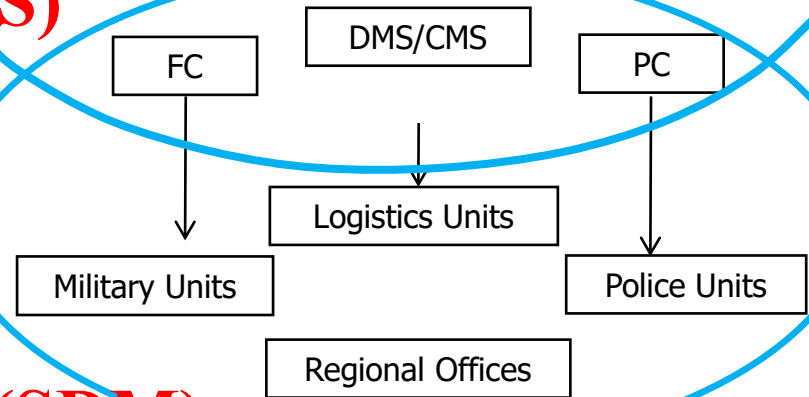
Levels of Responsibility



Operational and Tactical Level

Director Mission Support (DMS)

Authority & responsibility through 3 x Pillar Chiefs (Operations & Resource Management, Service Delivery Management and Supply Chain Management)



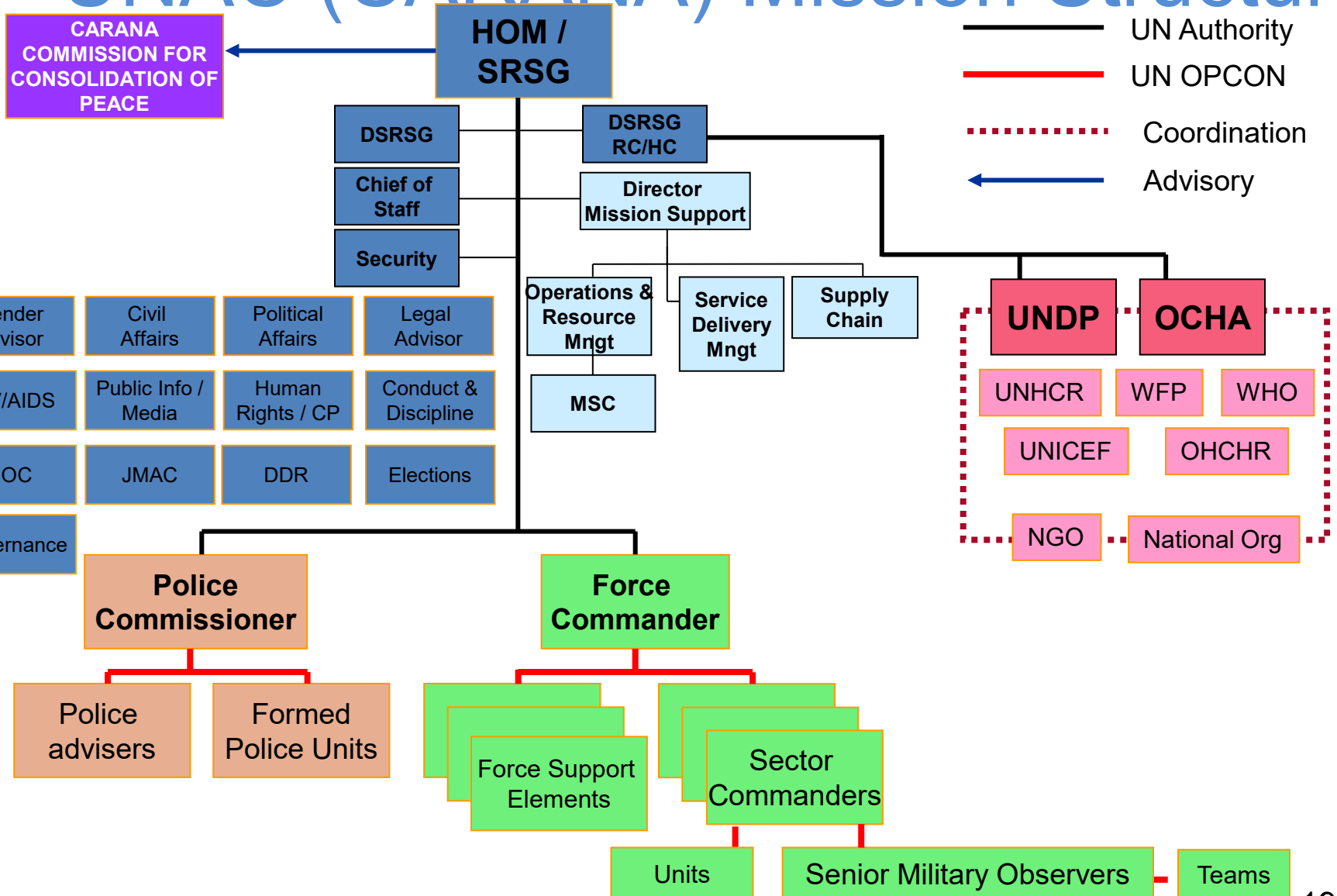
Service Delivery Management (SDM)

- Integration of military & civilian logistical support assets
- Operational tasking of military (mission) enabling units
- Assisted by Deputy CSDM – senior military officer

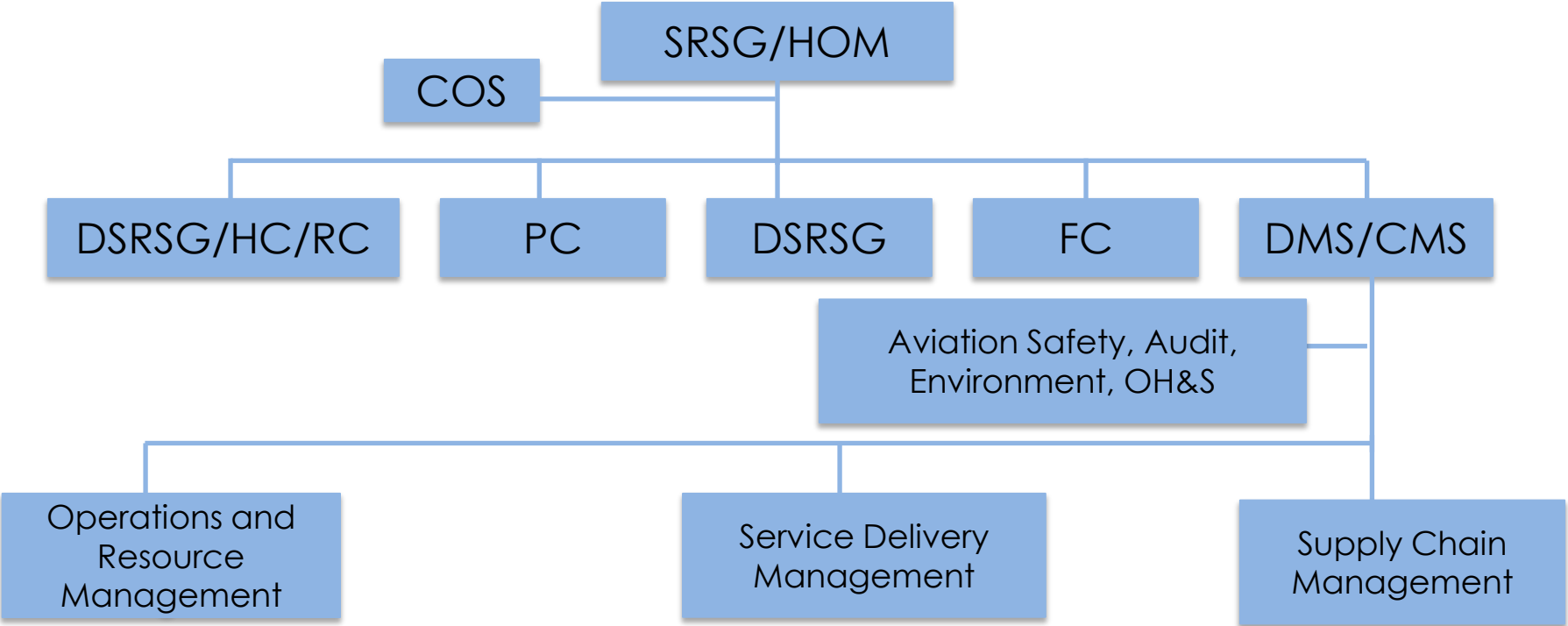
Force Commander

- Tasking authority for combat capability, i.e. combat engineers and combat helicopters

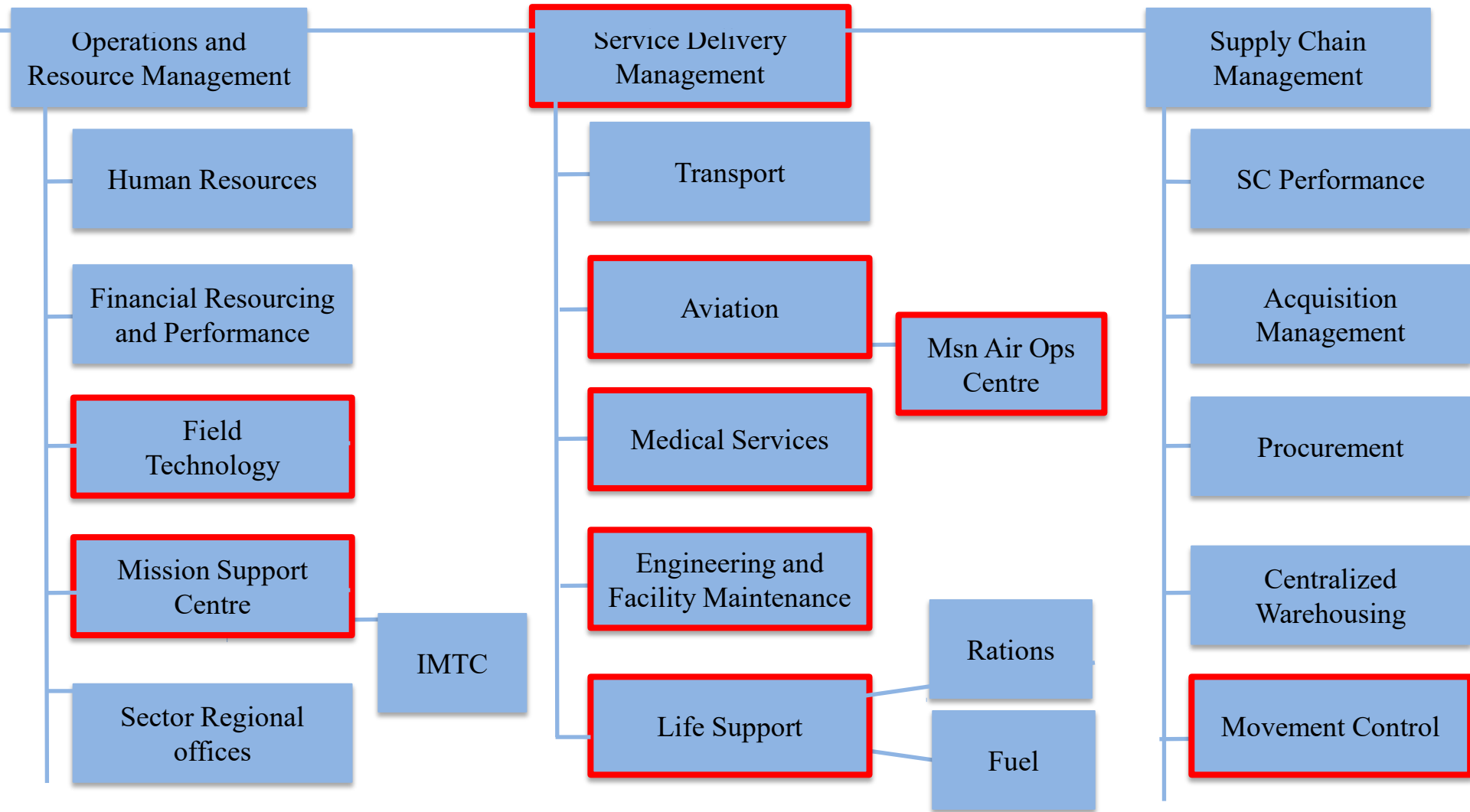
UNAC (CARANA) Mission Structure



Mission Structure - Typical



Mission Support Division - Typical



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



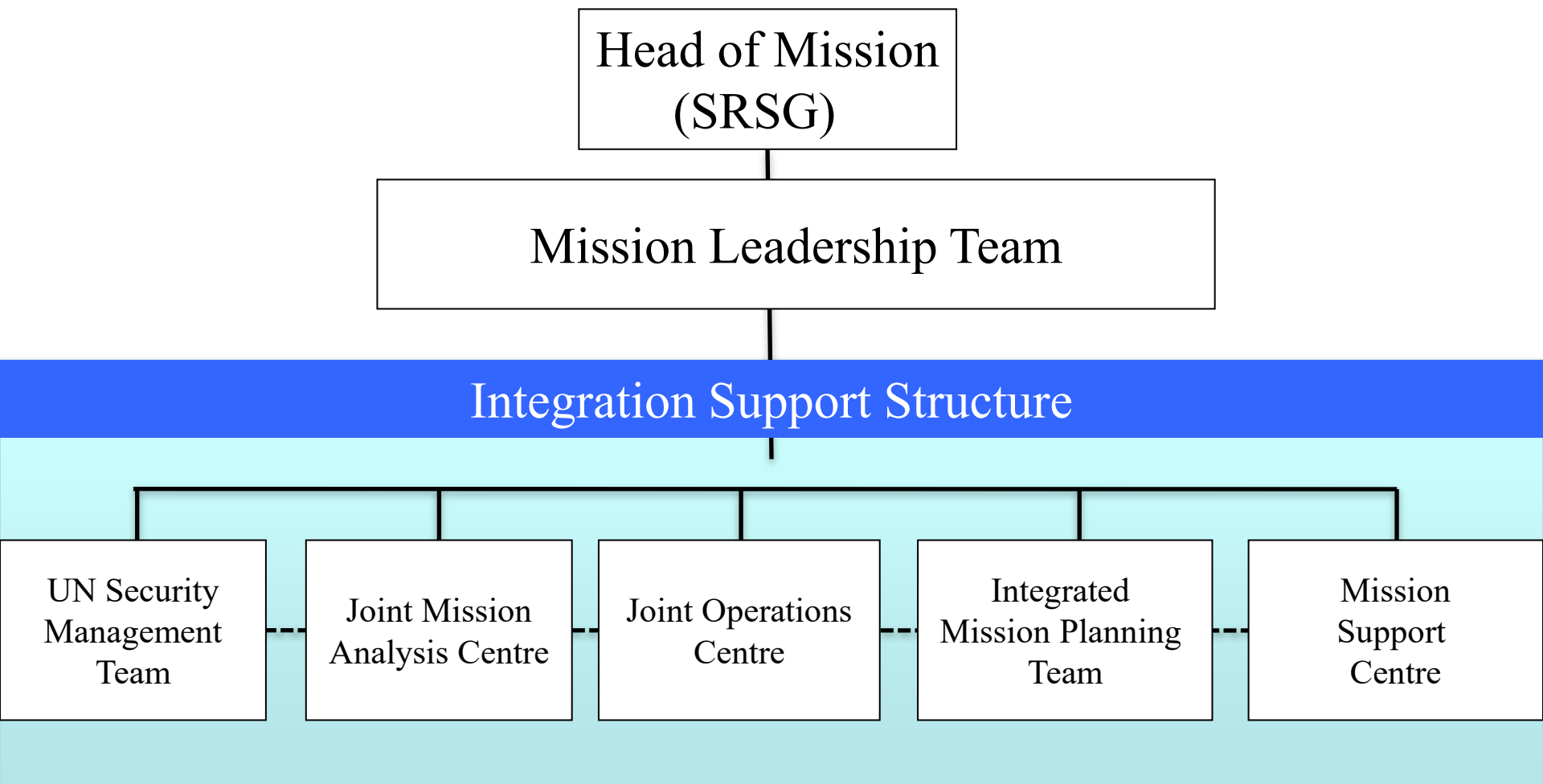
Integrated Missions Doctrine



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



Integrated Mission Structures



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



Questions



Create Mission Support Structure

Aim

- Discuss and present a basic Mission Support Structure that could be utilised in an Integrated Peace Support Operation

Deliverable(s)

- UN Mission Support vs national structures
- Analyze various Mission Support Structures
- Integration and day-to-day interactions

Time Allocation

Discussion: (Syndicate) 120 mins

Presentation: (Plenary) 30 mins

Total: 150 minutes

Notes

Given:

- Activity 2.1 Handout



Lesson 2.2 Review UNSOC and UN Terminology

Review



Learning Objectives



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

“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

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



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

Role of Staff

- Assist the commander and support subordinate commanders
- Provide the commander with timely, accurate, and critical information
- Staff has no authority₇



Headquarters (HQ)

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



Functions of HQ



- Routine Operations
- Current Operations
- Future Operations



Uniformed Staff UN Peace Missions

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



Civilian Staff UN Peace Mission



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

General Staff System



U1 - Personnel

U2 - Intelligence

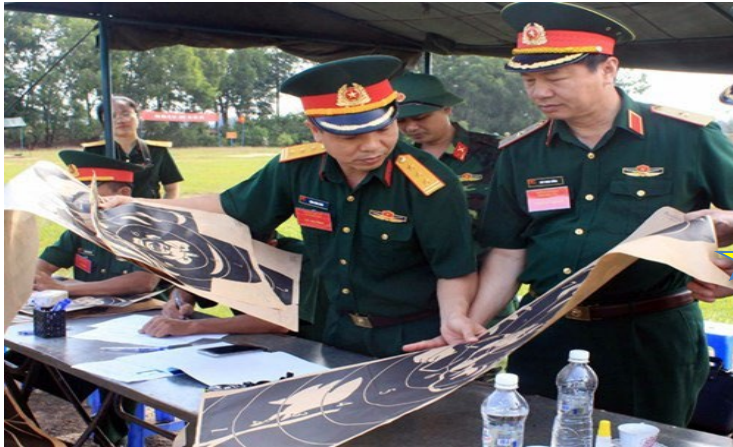
★ U3 - Operations

U4 - Logistics

★ U5 - Plans

U6 - Communications

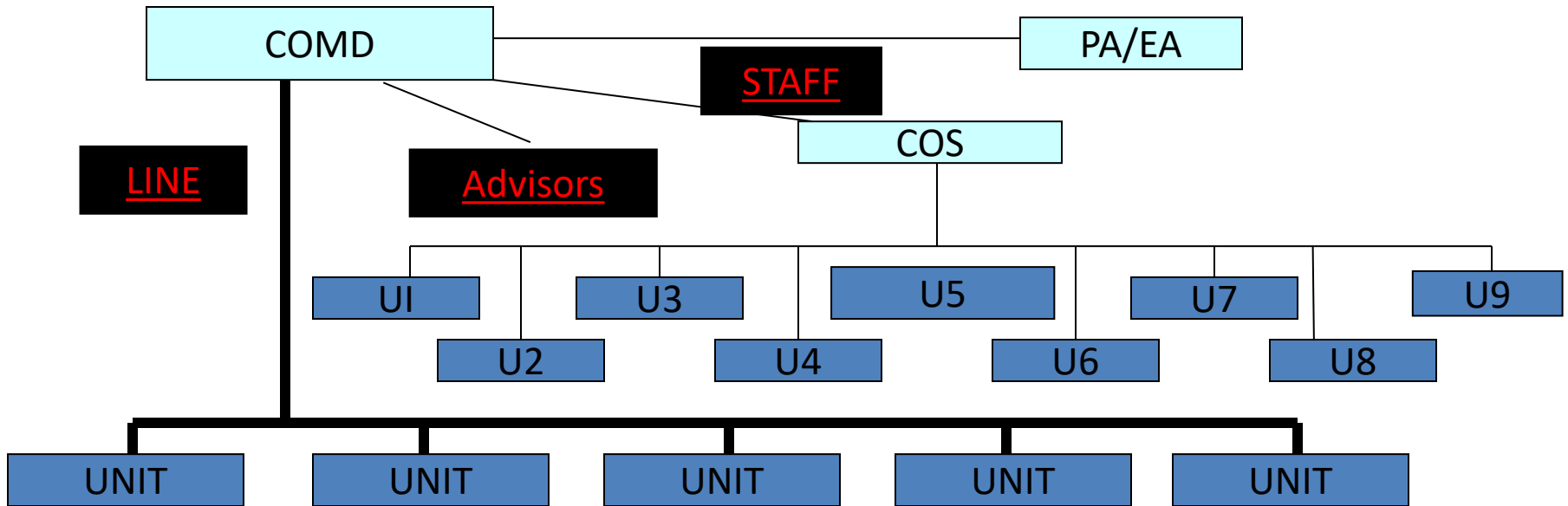
U7 - Training



★ U8 - Engineer

U9 - Civil-Military Cooperation
(CIMIC)

Force Staff System



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

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

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

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

U4 - Responsibilities

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

U5 - Responsibilities

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

U7 - Responsibilities

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

U8 - Responsibilities

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

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

Specialist Advisors

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

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)



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

Confirmation Activity

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

Police Component



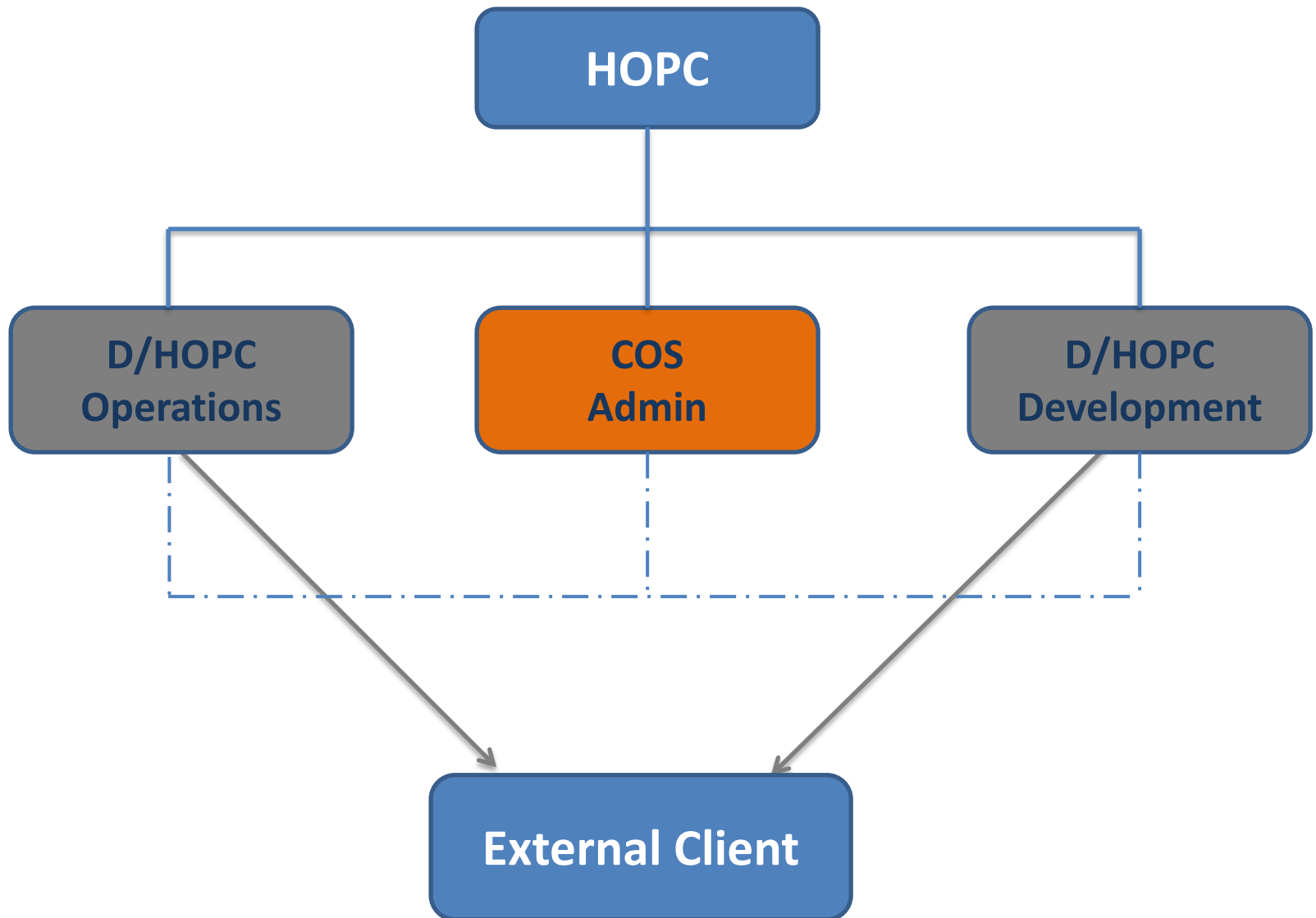
- Assistance to Host-state police

- Provide interim law enforcement

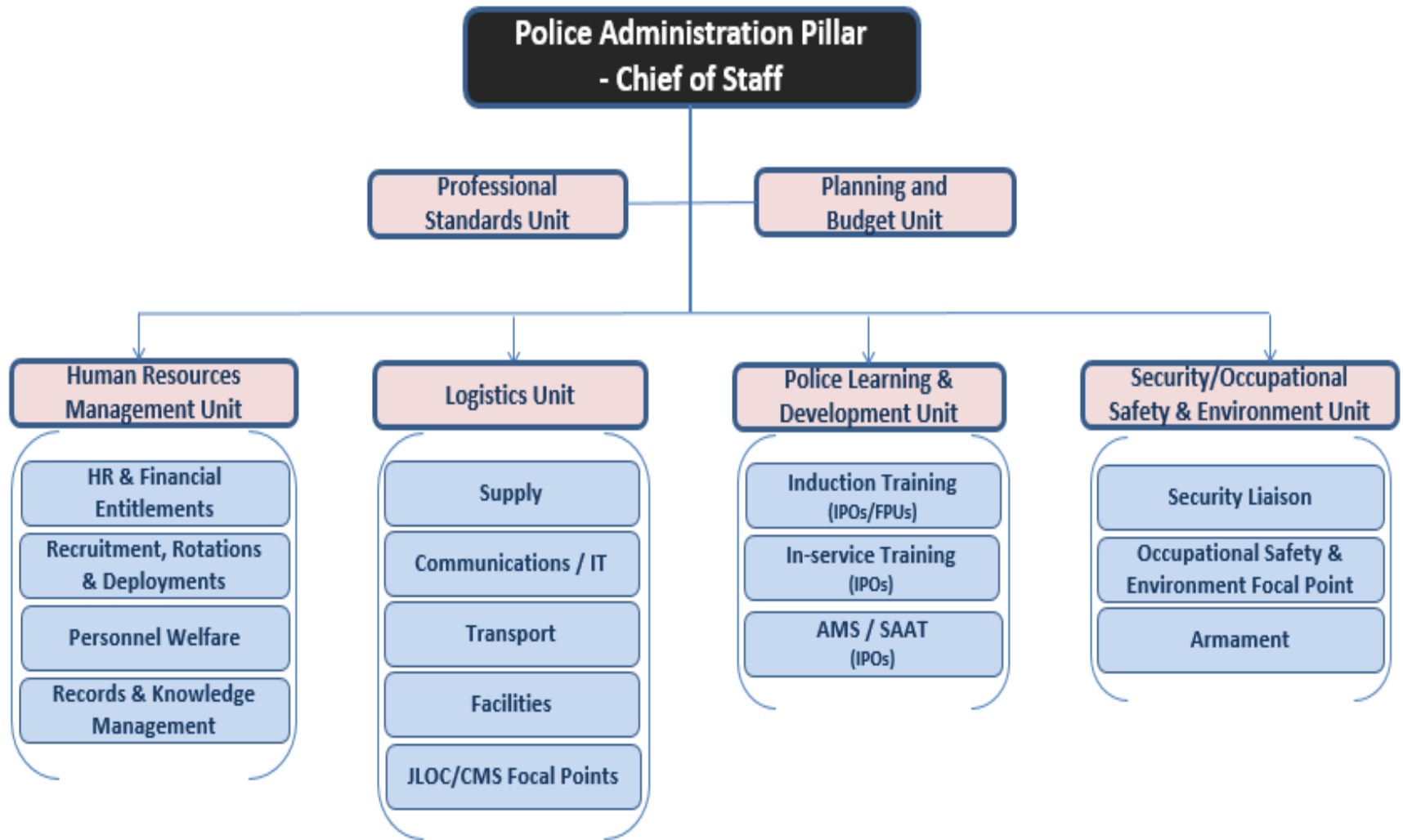


- Protect UN personnel and material

UN Police Organisation Chart



Organisation Chart – Admin Pillar



Role of UNPOL Chief of Staff (COS)

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

Principal

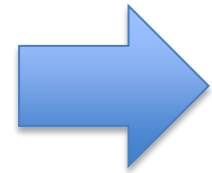
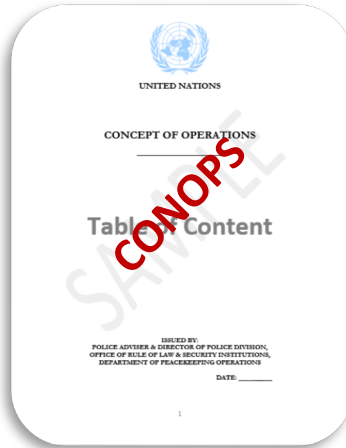
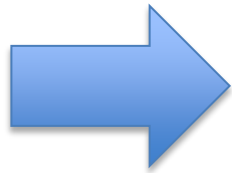
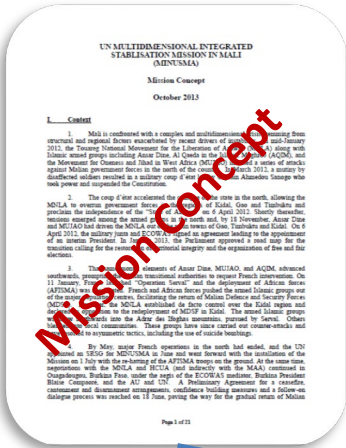
- Establishment of a Women's Police Network
- Represent HOPC at mission- and HQ-level meetings

Additional

- Others - TBD by HOPC

Additional

Key Documents for UN Police



Questions



Terminology (1)



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

Terminology (2)



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

Terminology (3)



- Major Equipment
- Wet Lease
- Dry Lease
- Self-sustainment

Questions



Accurately Apply UN Terminology

Aim

- Discuss key UN terminology

Deliverable(s)

- Force HQ vs national structures
- Discuss key UN terminology
- National practice
- Risks
- Presentation*

Time Allocation

Discussion: (Syndicate) 120 mins

Presentation: (Plenary) 30 mins

Total: 150 minutes

Notes

Given:

- Activity 2.2 Handout



Lesson 2.3 Apply Principles of Logistics

Review



Learning Objectives



- UN Principles of Logistics
- UN budgetary and procurement processes

UN Principle of Logistics



- Overview
- UN vs. National
- 10 x Principles

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?

Foresight



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

How does climate / environment impact a Units?

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?

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?

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?

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.

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?

Accountability

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



Visibility



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

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?

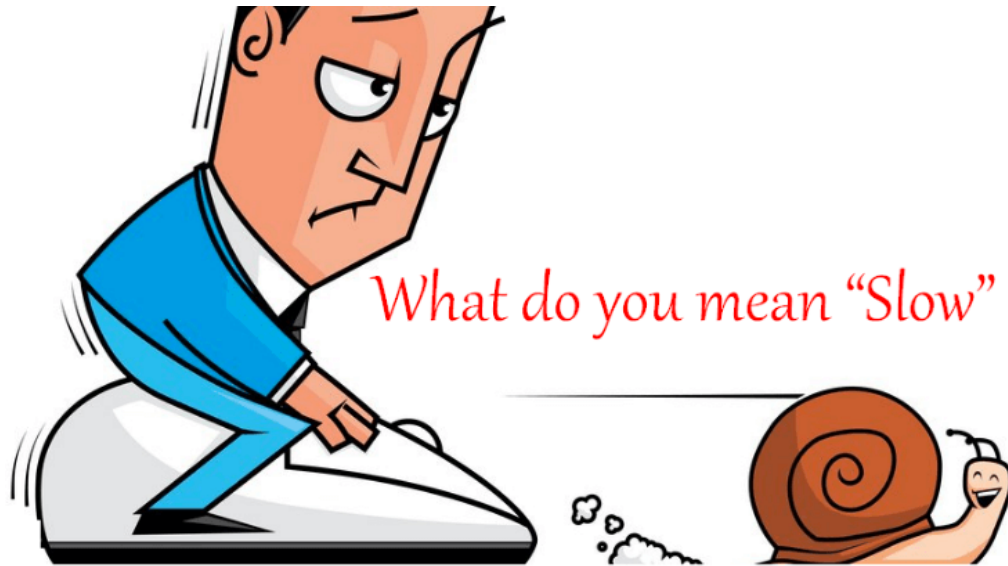
NOT a Principle of Logistics



- Surprise



Impact of the Principles



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

Questions



UN Missions - Budgets



- Negotiated in 5th Committee / agreed in GA
- Mandates issued based on Mission Support (funding and troops)
- Face constant scrutiny
- Mission is constrained in managing budgets



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?

Emergency Procurement



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

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*

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



Questions



Analyse Principles of Logistics

Aim

- Discuss and debate principles of logistics

Deliverable(s)

- How UN Principles shape logistics
- UN vs National Practice
- Budget constraints
- Consultation and risks
- Responsibilities

Time Allocation

Discussion: (Syndicate) 70 mins

Presentation: (Plenary) 30 mins

Total: 100 minutes

Notes

Given:

- Activity 2.3 Handout



Lesson 2.4 Describe Authority, Command & Control

Review



Learning Objectives



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

AC2 Terms



- Differs from C2 concepts of many countries
- UN Operational Authority
- UN Operational C2
- UN Tactical C2
- 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

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



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

Administrative Control



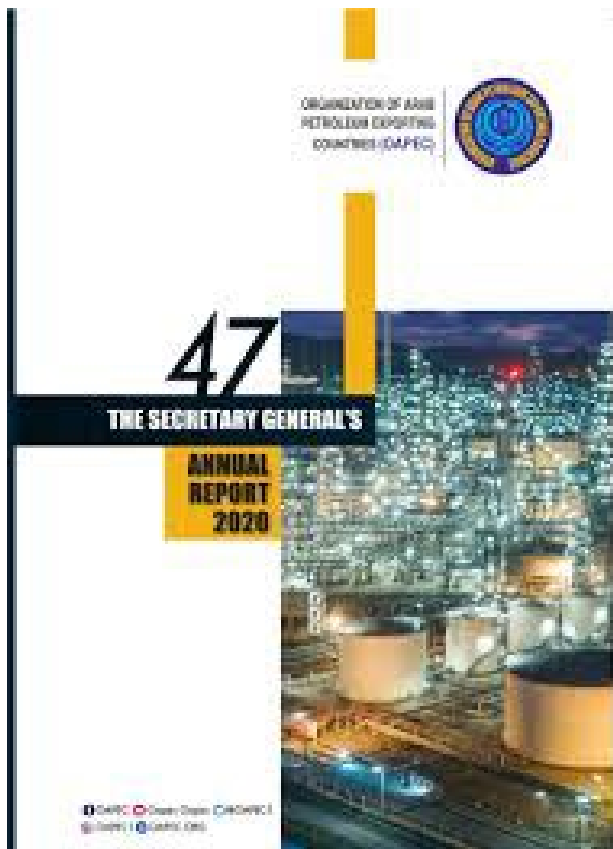
- Authority over subordinates and organisations
- National Contingents
- Administrative matters (personnel management, supply and services)
- National responsibility

Tasking Authority

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



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

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

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

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

UN Operational C2 - Consequences



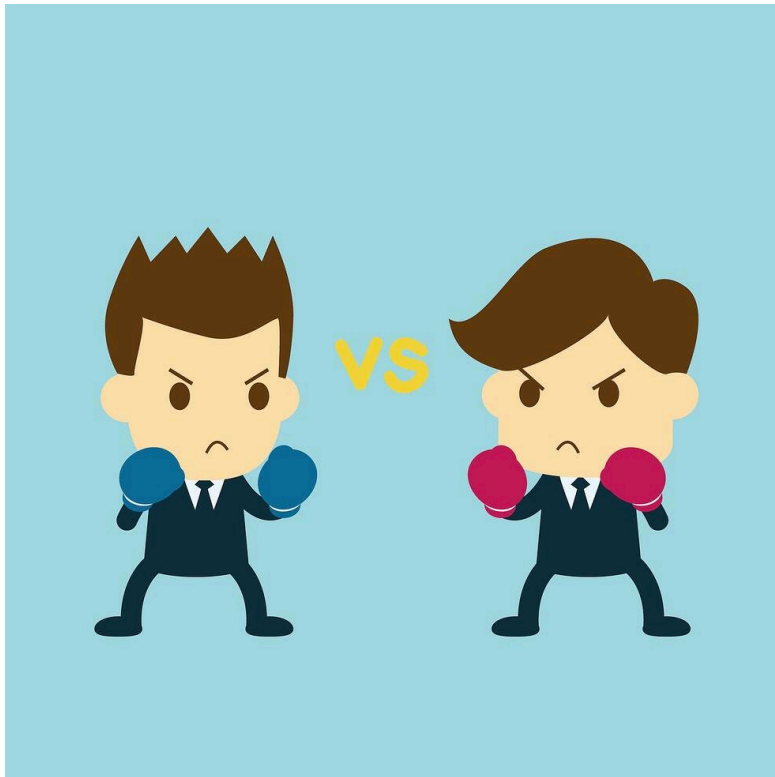
- FC / PC Op C2 limited to resourcing and capability agreed in MOU
- Mission Support Division can provide advice on MOU/COE framework for all units

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

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

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

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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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

Questions



Analyse Authority, Comd and Control

Aim

- Discuss and debate concept of authority, command and control within a UN mission construct

Deliverable(s)

- Compare National vs UN practice
- AC2 impact on decision-making
- Debate working methods and friction points
- Determine critical information

Time Allocation

Discussion: (Syndicate) 120 mins

Presentation: (Plenary) 30 mins

Total: 150 minutes

Notes

Given:

- Activity 2.4 Handout
- Carana Map – 500K



Lesson 2.5 Describe Mission Support Division (MSD)

Review

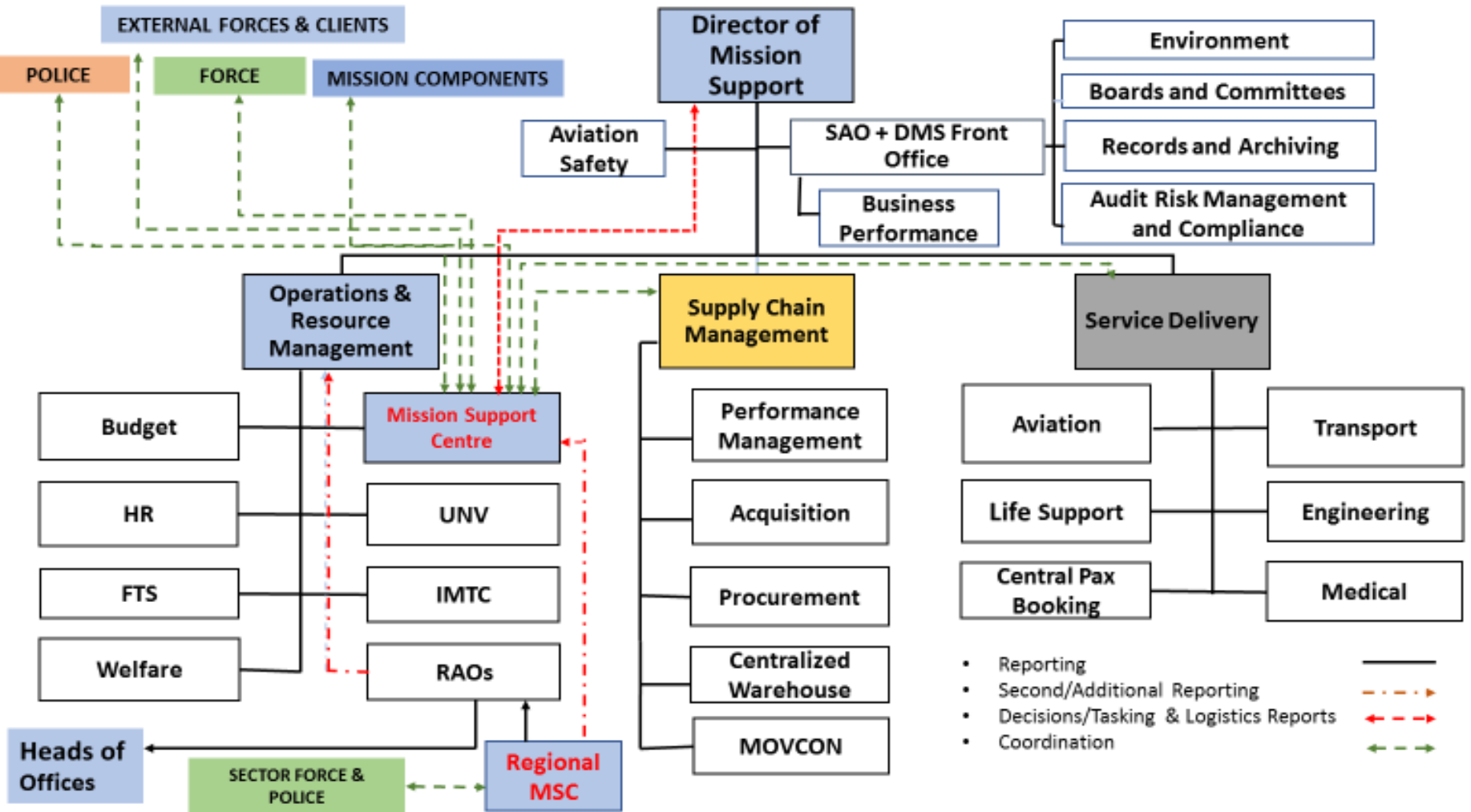


Learning Objectives

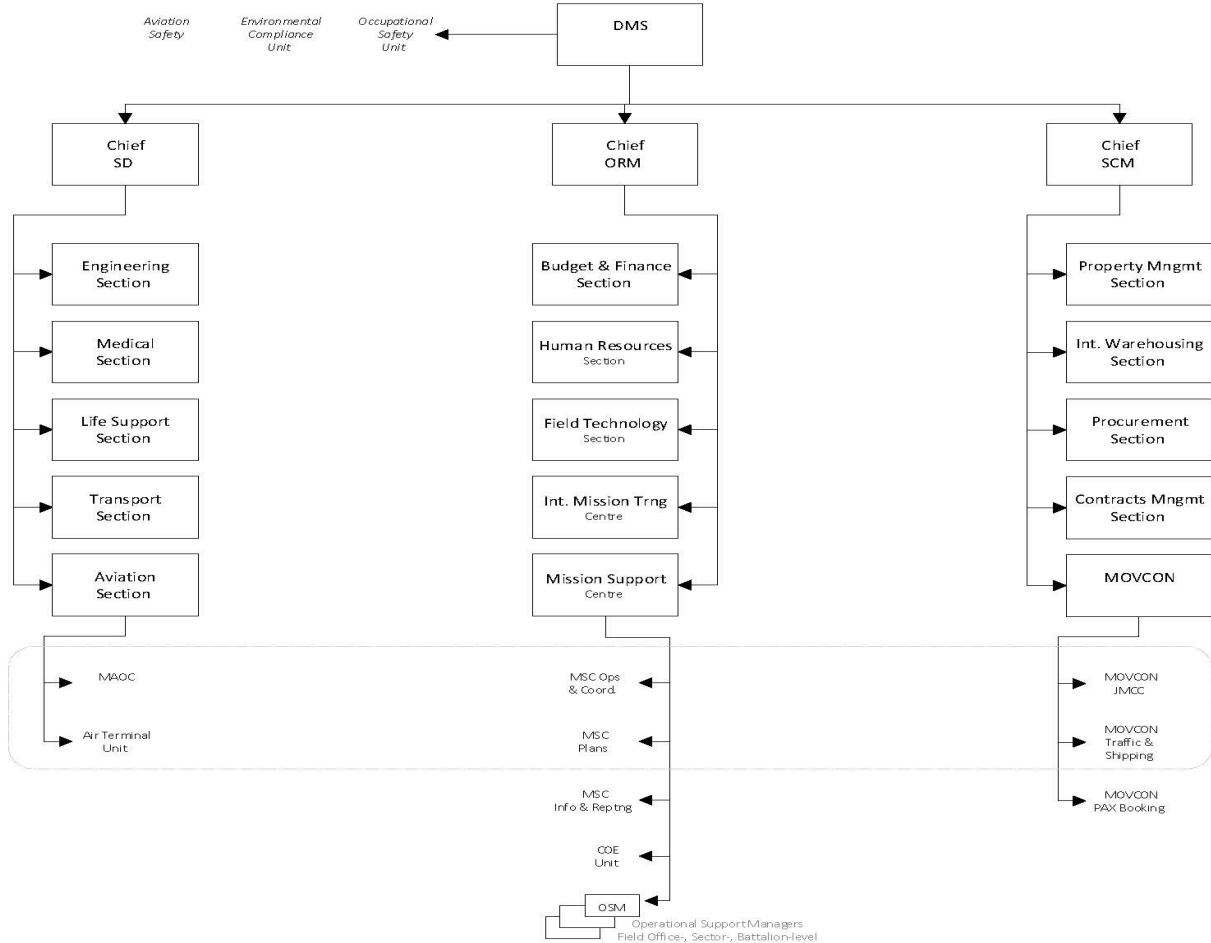


- MSD structure
- Mission Support Centre
- Routine and non-routine tasks
- Logistics Sources

MINUSMA MSD Structure



MONUSCA MSD Structure



Director Mission Support

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

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

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



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

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

Engineering



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

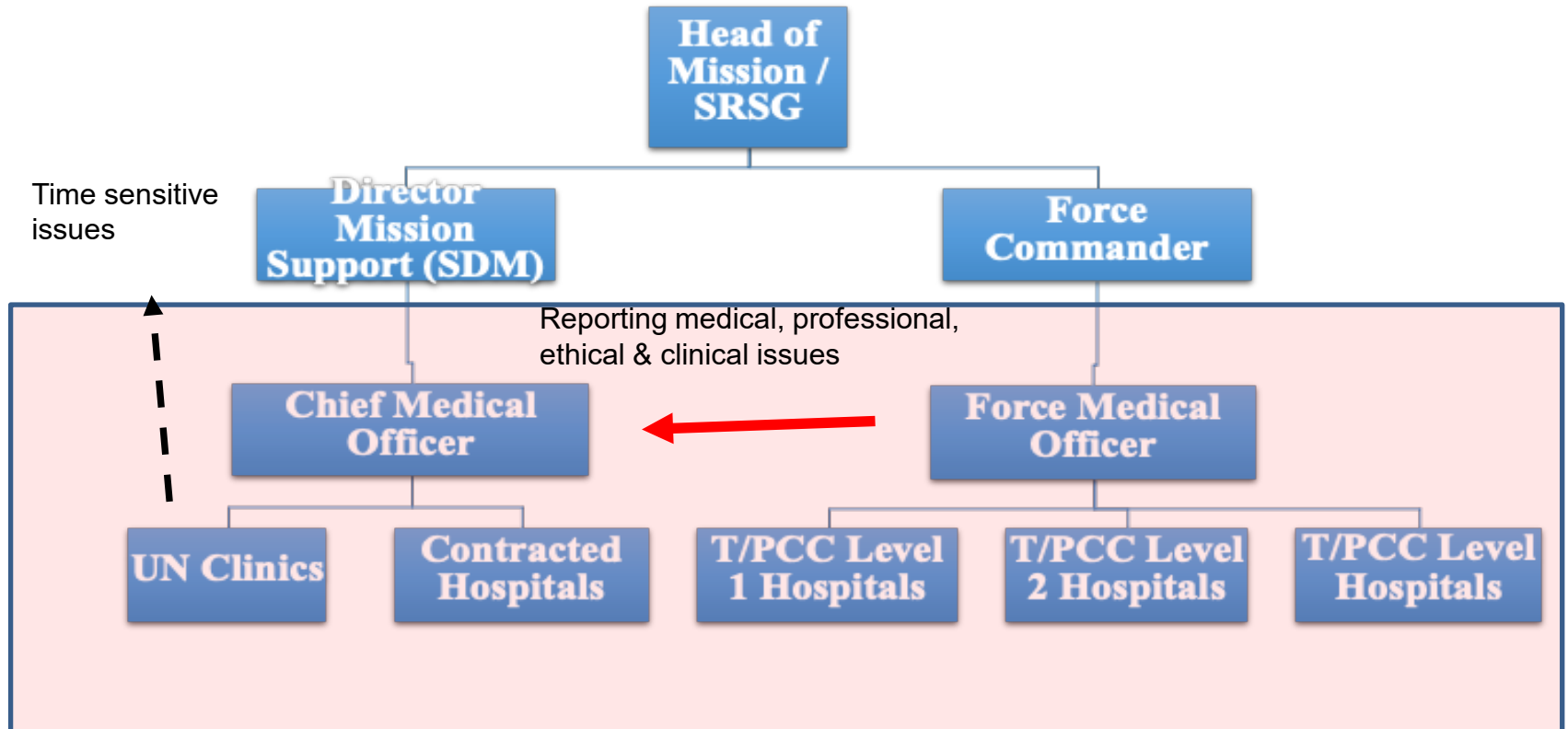
Major vs Minor Engineering



- 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



Medical



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

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

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



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

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

Questions



MSC – General



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

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

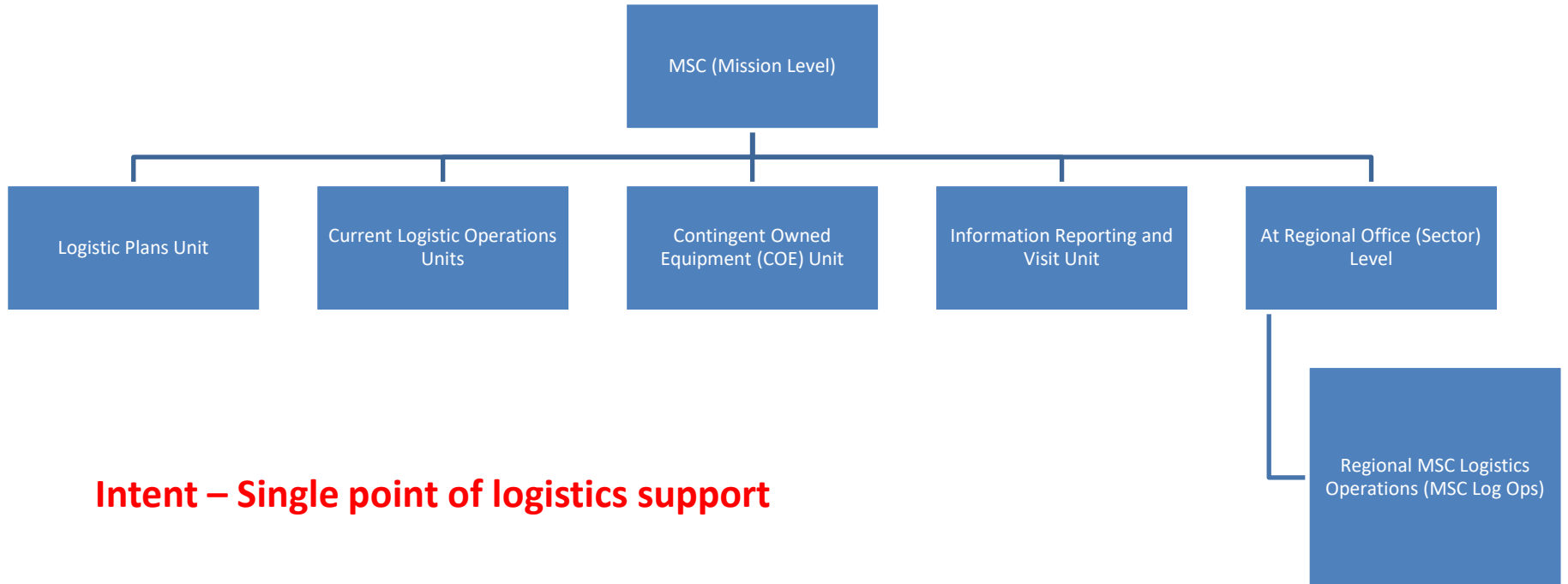


MSC- Functions (3)



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

Mission Support Centre (MSC)



Intent – Single point of logistics support

MSC- Structure

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

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



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

COE Unit



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

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

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

Questions



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

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

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

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

Non-Routine Support – Examples (1)



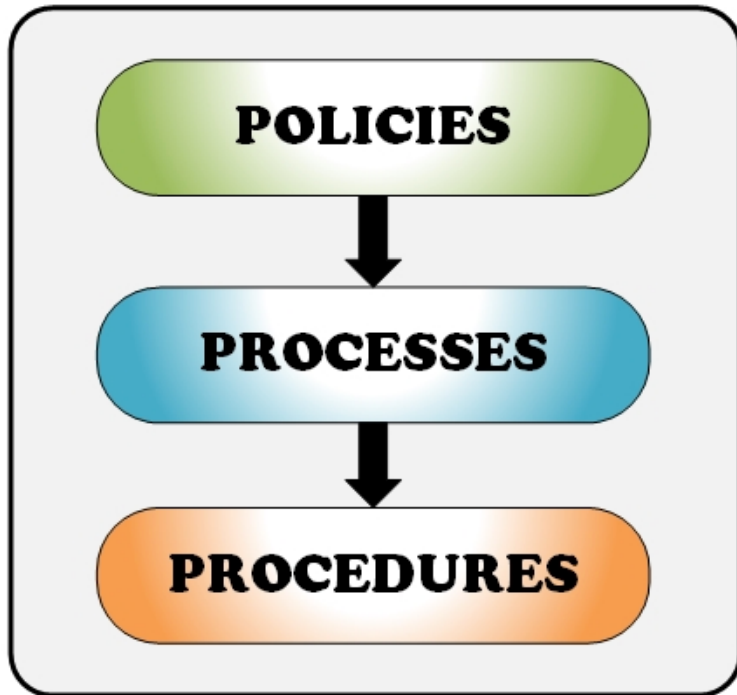
- Life Support – special issue of rations, water or fuel to Host Country
- Engineers – major works, land acquisition, new projects
- FTS – special issue of CITS equipment

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

Non-Routine Support – General



- Timely support = right procedures to be followed
- Lack of clarity - DMS will adjudicate
- MSC will capture performance data on SDM and SCM sections

Questions



Sources of Logistics Support



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

Brindisi – The Movie

Enabling Units



- Engineers
- Medical
- Aviation
- Logistics

Commercial Sources



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

Contingent Owned Equipment



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

Questions





Lesson 2.6 Diversity and Cultural Considerations in UNLOG

Review



Learning Objectives



- Organisational Culture
- Diversity and Gender

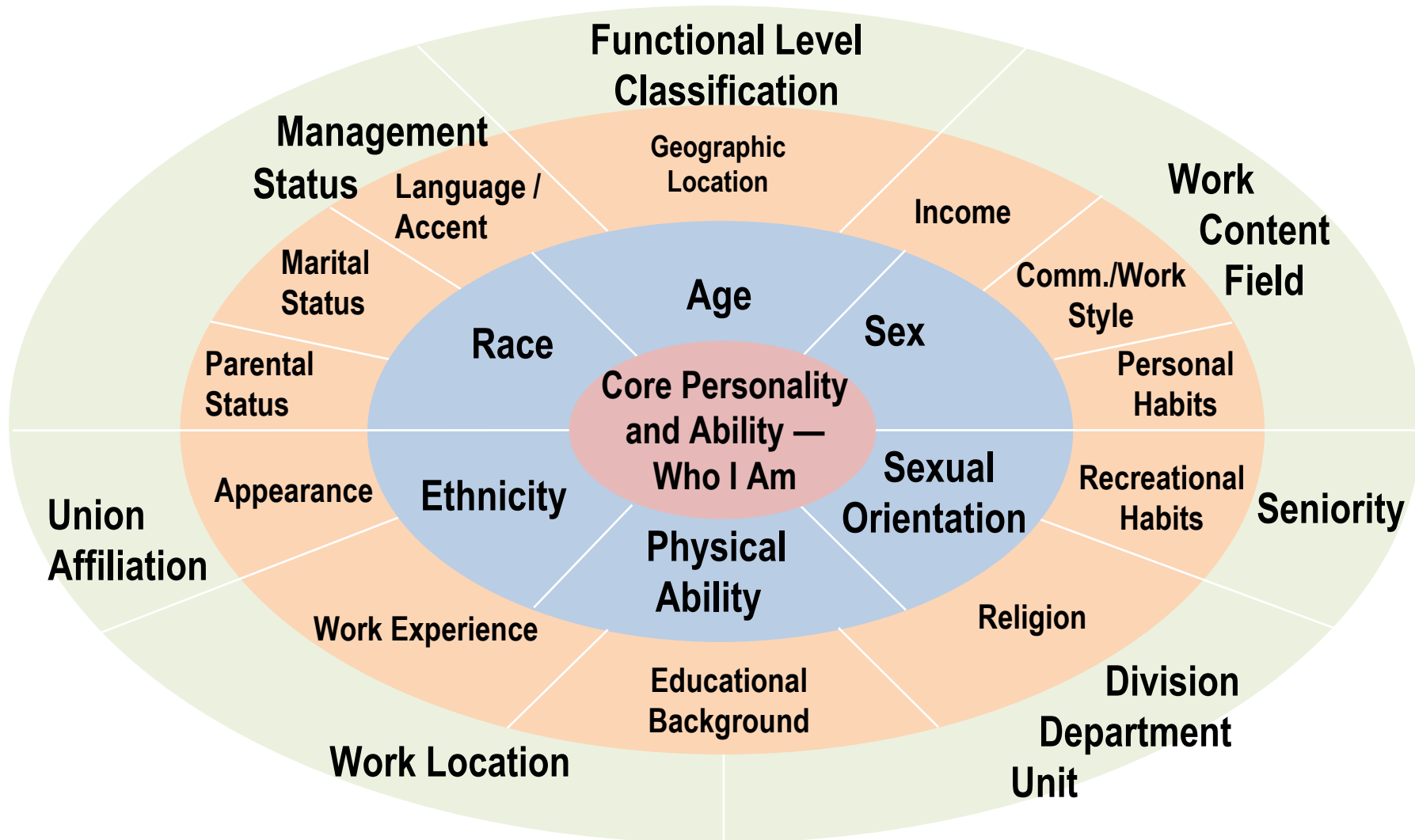


What is Diversity?

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



Layers of Diversity



Organisational Culture (1)



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

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

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

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



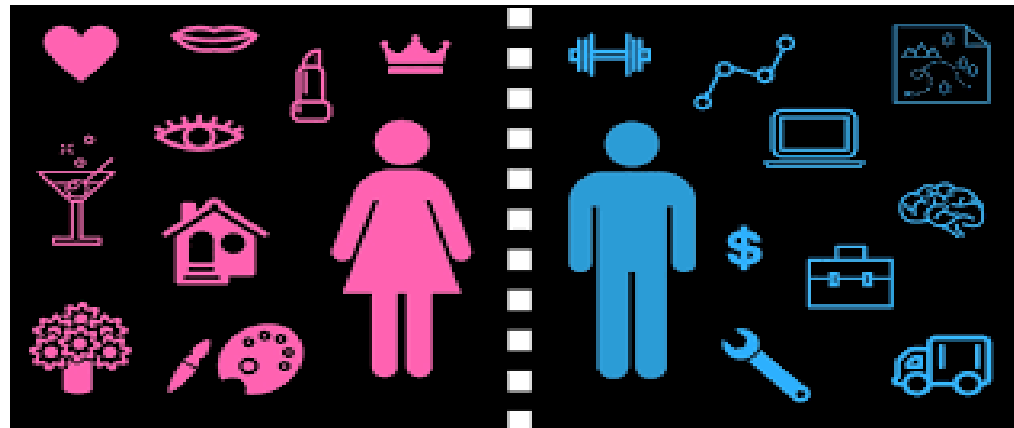
Civilian vs Uniformed (2)

- ✓ 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



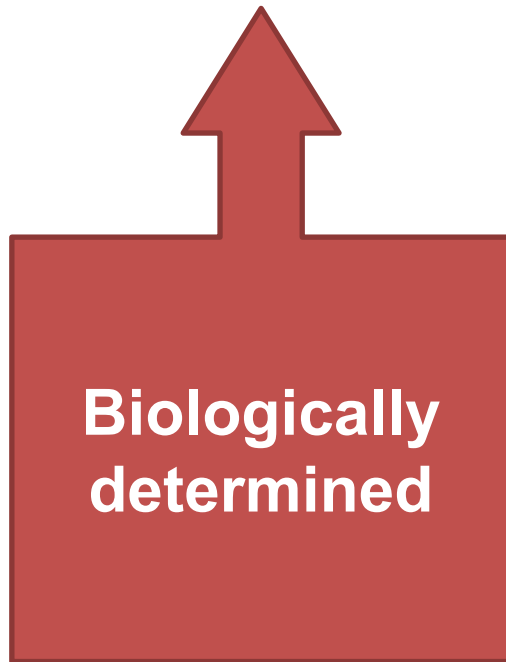
Gender and Sex

What is the difference between gender and sex?



What is the difference between gender and sex?

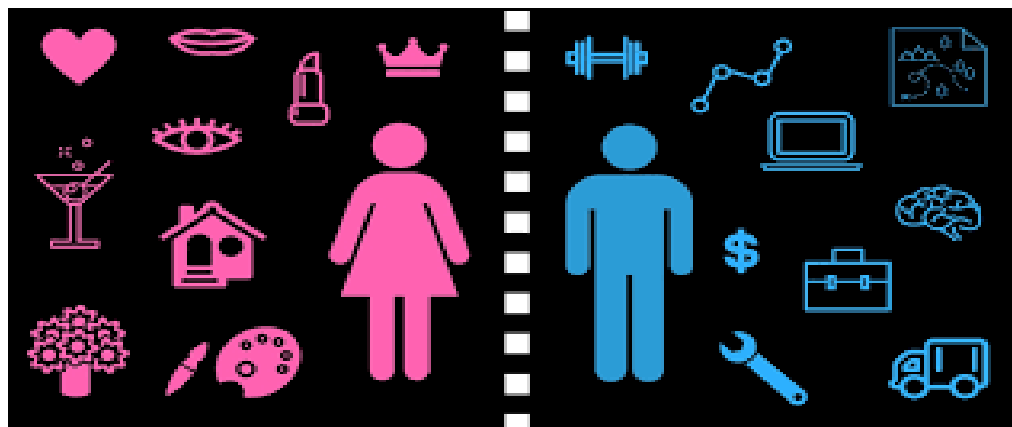
SEX



GENDER



Learning activity

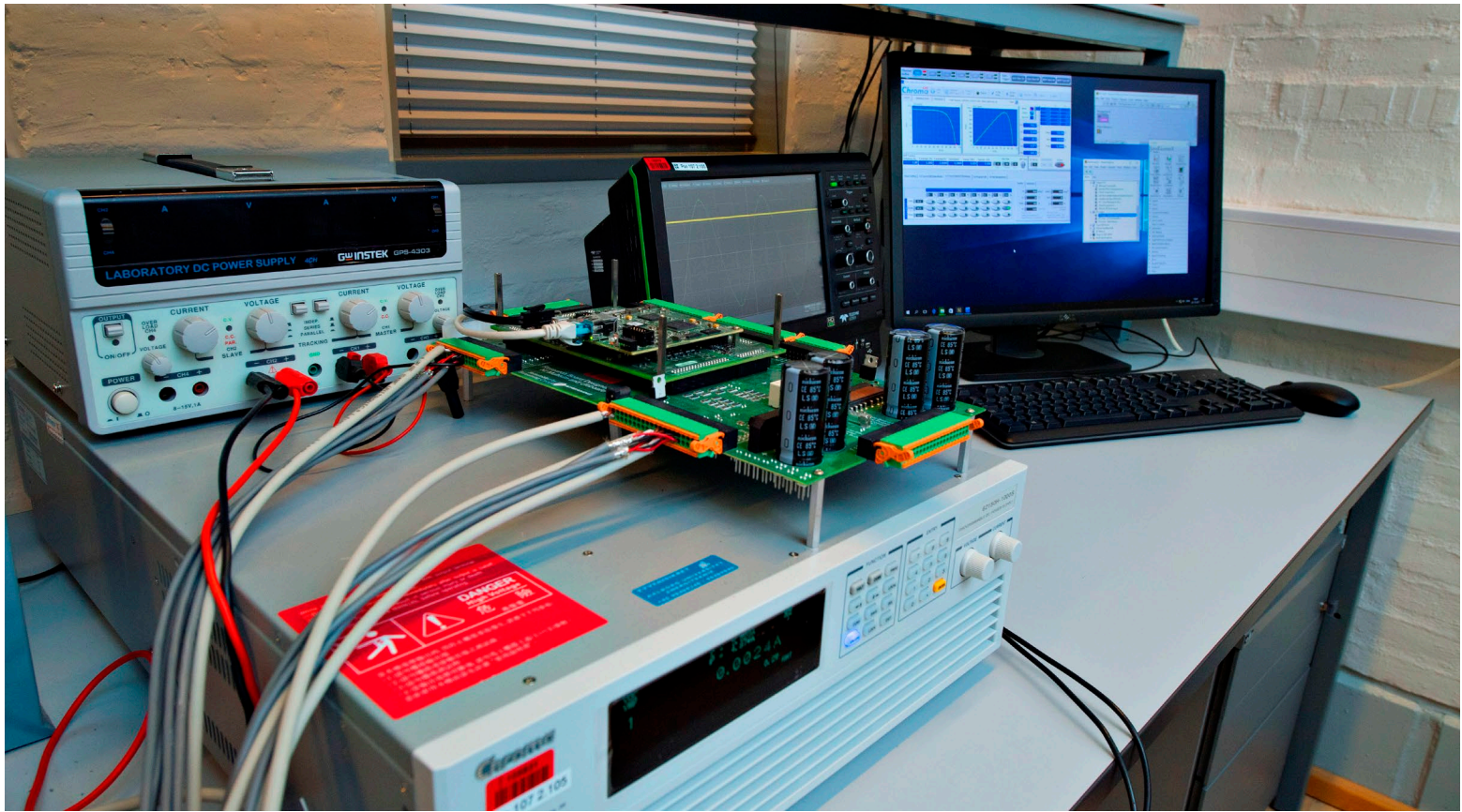


























 PIXARS





















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

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



Why is it Important?

Diversity



Equality

Inclusion

- Acknowledge your perception of differences
- Respect and value differences
- Include everyone and value their contributions
- Promotes communication and cooperation

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

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

Questions



Discuss Culture and Diversity

Aim

- Discuss and debate the importance of culture and diversity

Deliverable(s)

- Under facilitator lead conduct a discussion on related cultural and diversity related issues

Time Allocation

Discussion: (Syndicate) 50 mins

Total: 50 minutes

Notes

Given:

- Activity 2.6 Handout



Lesson 2.7 Discuss Lessons Learned – UN Missions

Review



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

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

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

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

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

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

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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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

Constraints/Restrains



- 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



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

Questions



Real Life Lessons Learned

Aim

- Discuss and debate Real Life Lessons Learned

Deliverable(s)

- National vs UN support concepts
- Factors in utilizing Mission logistics capabilities
- Integration and planning considerations

Time Allocation

Discussion: (Syndicate) 50 mins

Total: 50 minutes

Notes

Given:

- Activity 2.7 Handout



Lesson 2.8 Contingent Owned Equipment (COE)

Review



Learning Objectives



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

Types of Binding Arrangements



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

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



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

Major Equipment - Dry Lease



- T/PCC provides equipment



- UN responsible for maintenance

Major Equipment - Wet Lease



- T/PCC provides equipment



- T/PCC responsible for maintenance

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%

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)



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*



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

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)

Loss and Damage



- No Fault Incidents
(included in wet/dry lease)
- Hostile Action / Forced Abandonment (100K and 250K thresholds)
- Liability of 3rd Party
- Wilful Misconduct or Negligence

Self-Sustainment (1)

- Logistics support in a PSO where the T/PCC provides some / all categories
- Will be listed as Annex C to MOU



Self-Sustainment (2)

- Standards and rates for each category defined in the COE Manual



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**

Questions



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

CMMRB (2)

- Undertake mandatory review of Self-Sustainment 18 months after initial deployment
- Review mission factors as required
- Make recommendations to the Secretariat

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

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

Verifications – Guiding Principles



- Simplicity
- Accountability
- Financial and Management Control
- Transparency
- Reasonability

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

Verification / Inspection Types

- Pre-Deployment Visit (PDV)
- Arrival – within 30 days
- Monthly / Periodic
- Operational Readiness Inspection (ORI) – 6 months
- Repatriation – on return home



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

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



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)

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

ORI – Major Equipment



- Consistent shortfalls of ME
- New operational requirements / additional equipment
- Surplus equipment
- Recommends MOU changes
- Confirms if reimbursement warranted

ORI – Self-Sustainment



- SS inspected to confirm if UN standards met
- Identifies new operational requirements
- Reviews and confirms services provided by the Contingent/UN

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



Repatriation Inspection

- Verify all ME to be repatriated
- UNOIE accounted for and returned to UN
- Determine date unit became non-operational
- Conducted only on repatriation of the T/PCC



Questions



COE

Aim

- To improve one's overall comprehension on COE, Reimbursement and Verification within a UN Mission

Deliverable(s)

- Answer the questions in the assigned documents

Time Allocation

Discussion: (Syndicate) 300 mins

Total: 300 minutes

Notes

Given:

- Activity 2.7 Handouts
- COE Manual and Verification Reports