

Lesson 1.1 - UN Military Component and Units and Role of National Investigation Officer



The Lesson

Slide 1



Getting Started



For an interactive start to this Lesson, ask the trainees if they have had experience in working in military component/contingent in UN Peacekeeping mission. Ask them to tell the group about their understanding of the types of military units and personnel work in the field missions. You may also ask learners if they have prior knowledge of roles and responsibilities of NIOs working in field missions. Also, have them tell the group about the characteristics of the current complex and challenging UN peacekeeping environment.



Note to instructor – recommend that lesson 1.1 be presented by an instructor who has professional experience as a military officer working in the field missions of the UN. Officers with previous experience of command (minimum at battalion level) or senior staff in the Force HQ of field mission would be very competent to deliver this topic. The instructor should also encourage

questions from the trainees and aim for an interactive discussion. All trainees should be encouraged to contribute to the group discussions and learning activities.

Introduce the following (using the Introductory Slides):

- Lesson Topic
- Relevance
- Learning Outcomes
- Lesson Overview

The topic and language can be difficult for NIO trainees. As you move through the lesson remind learners of the relevance of this lesson to their specific functions as NIOs. Review the definitions of key words for the lesson. A suggestion is to present each key word and its definition on individual sheets of different colored paper and post on the wall for learners to easily refer to during the course of the training.

You may wish to print out organization charts of different units, key information of Infantry Battalion which will be covered in this lesson. Print out the titles on individual sheets of paper. These include the Mission Structure, Force HQ, Infantry Battalion, NIO etc.

Aim

To explain the generic structure and composition of a multidimensional mission, military component and military units and the roles of National Investigation Officer s(NIO) to carry out their functions in UN peacekeeping operations.

Relevance

As NIO practitioners and trainers, it is important for you to clearly understand how a mission, its military component and units are organized to carry out your functions as NIOs.

Learning Outcomes

- Explain organization and structure of generic multidimensional field mission.
- Explain organization and roles of military component to include Force and Sector Headquarters.
- List the types of military units operate in field missions.
- Explain organization, roles and employment concept of Infantry Battalion.
- Apply Concept of Employment, roles and pre-requisites of NIOs.

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Lesson 1.1 Learning Outcomes

- Explain organization and structure of generic multidimensional field mission
- Explain organization and roles of military component to include Force and Sector Headquarters
- List the types of military units operate in field missions
- Explain organization, roles and employment concept of Infantry Battalion
- Apply Concept of Employment, roles and pre-requisites of NIOs

Recommended Lesson Duration: 45 minutes total

1-2 minutes per slide

Use short option learning activity

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Mission Organization

Slide 4

Mission Organization

- Peacekeeping operations with military capability are distinct from other organizations
- UN peacekeeping has evolved into a complex, multi-dimensional enterprise with an integrated structure
- Civilian Head of Mission
- Inter-mission cooperation is important for military formations

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The arrangements established by the United Nations to direct and manage its peacekeeping operations are distinct from those of other organizations, particularly those only deploying a military capability. This is largely because United Nations peacekeeping has evolved into a complex, multi-dimensional enterprise with an integrated structure, involving personnel from a wide range of nationalities, disciplines and professional cultures pursuing multiple lines of activity. Multi-dimensional, integrated missions include civilian, police and military components under the leadership of a civilian Head of Mission. In some cases, even relations outside the mission area exist, such as inter-mission cooperation which could be of relevance especially for military formations.

Generic Mission Structure

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Generic Mission Structure

- Mandate is the starting point for defining a mission's responsibilities
- Responsibility delegated for the conduct and support of missions to the USG for Peacekeeping Operations
- SRSO serves as Head of Mission
- SRSO reports to the SG through the USG for Peacekeeping Operations

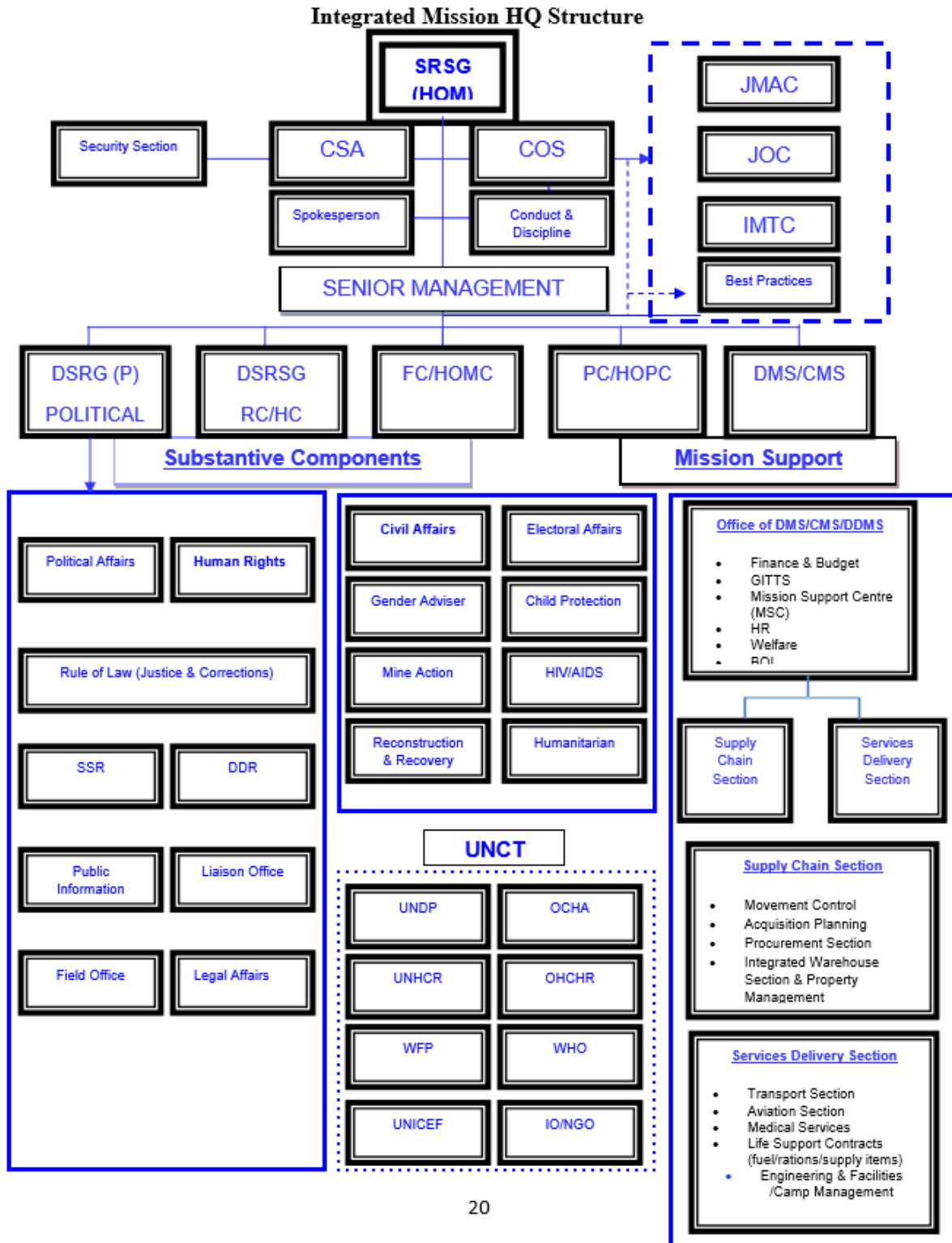
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The mandate for a peacekeeping operation, as established by the Security Council, is the starting point for defining a mission's responsibilities. This will also dictate the mission structure. The command of peacekeeping operations is vested in the Secretary-General under the authority of the Security Council. In turn, the Secretary-General has delegated the overall responsibility for the conduct and support of these missions to the Under-Secretary-General for Peacekeeping Operations. The Secretary-General also, with the consent of the Security Council, appoints a Special Representative of the Secretary-General (SRSO), who serves as Head of Mission and is responsible for implementing the mission's mandate. The SRSO reports to the Secretary-General through the Under-Secretary-General for Peacekeeping Operations. A typical multi-dimensional integrated mission structure is shown below.

A Peacekeeping Mission HQ comprises the senior management team, the integrated decision making and support structures and various substantive components. A generic structure of Mission HQ is depicted below for reference:

Integrated Mission Headquarter Structure

Slide 6 (see next page)



The Mission Headquarters

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Peacekeeping Mission HQ

- Comprise the senior management team, the integrated decision making and support structures and various substantive components
- Mission Leadership Team (MLT)
- Two Deputy SRSGs responsible for the political pillar and Humanitarian Coordination
- DMS authorized to commit mission financial resources
- Other key appointments are HOMC, HOPC, COS and CSA

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The Mission Leadership Team (MLT) will usually consist of the SRSG, Deputy SRSG(s), and component heads. Representatives of the UNCT Heads may also be co-opted. The two DSRSGs are the Deputy SRSG responsible for the political pillar that may also include the rule of law and security institutions and a second Deputy SRSG who is also the Resident Coordinator (RC) and Humanitarian Coordinator (HC). In this role he/she is responsible for the humanitarian pillar of the mission and is the direct link to the United Nations Country Team (UNCT). The Director or Chief Mission Support, responsible for all mission support efforts and the only officer in the mission authorized to commit mission financial resources for any purpose, including making contractual arrangements for the use of local resources/services, will be an important member of the team. The other two members are the Heads of the Police (HOPC) and Military Components/Force Commander (HOMC/FC). The SRSG will be supported by the Chief of Staff (COS), Chief Security Adviser (CSA), Director Public Information and the integrated entities especially with regular inputs from the Joint Mission Analysis Centre (JMAC) and Joint Operations Centre (JOC). On occasions, there may be inputs provided by the training and best practices cells on related topics.

Military Component

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Military Component

General

- UN peacekeeping operations have grown in complexity and scope
- The tasks of the UN military components have become increasingly complex
- Military capability under UN command has changed and is no longer lightly armed

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General. UN peacekeeping operations have grown in complexity and scope from mainly military observer missions to multidimensional operations overseeing the implementation of comprehensive peace agreements. The tasks of the UN military components have become increasingly complex because conflicts in which they intervene no longer involve national military forces alone but irregular forces, guerrilla factions and even armed criminal gangs. Consequently, the military capability under UN command has also changed and is no longer lightly armed, which was typical during the Organization's first 40-50 years of peacekeeping.

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Military Component

Role

- Primary function is to provide a secure environment
- Military components to work in conjunction with the military forces of other entities
- Need a broader interface between military and non-military components

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Role. The primary function of the military component is usually to provide a secure environment so that other elements of the peace process can be implemented, including the monitoring of human rights, national reconciliation and institution-building. Military components of UN peacekeeping operations increasingly have to work in conjunction with the military forces of other entities, such as regional organizations or international military coalitions and host military units. In this regard, due care must be taken to the risk that sexual exploitation and abuse and human rights violations may be committed by these forces and UN support must be provided in conformity with the Secretary-General's Human Rights Due Diligence Policy on UN Support to non-UN Security Forces. The increasing number of participating actors and the widening scope of work in multidimensional peacekeeping operations require a broader interface between military and non-military components.

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Force HQ

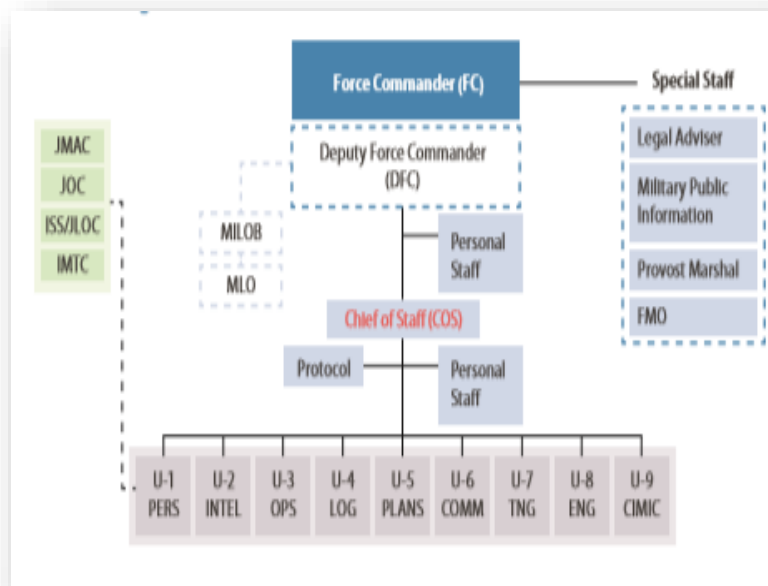
- Each Mission is unique by nature
- Force HQ configuration based on the Mission characteristics and the mandate
- Standardization of the Force HQ organization has been done to reflect UN approaches and methodologies
- Key role of the FHQ is the command and control of the mission's military operations

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Force HQ. Each UN peacekeeping operation is unique by nature of conflict dynamics and spectrum of challenges in a particular mission setting. Force HQ configuration will be based on the peculiar Mission characteristics and the mandated objectives. Because of the differences in mission environments and UN approaches and responses, the Force HQ organization needs to be dynamic, versatile and multifaceted to function in an integrated environment to accomplish multidimensional responsibilities. Keeping that in view, a certain degree of standardization of the Force HQ organization has been done to reflect UN approaches and methodologies of executing the Mandate. The fundamental role of the FHQ is the command and control of the mission's military operations in support of the implementation of the mission's Mandate. Regardless of the nature of the mission, every FHQ has common functions executed by functional groups. A typical generic organization of the Force and Sector HQ is depicted below for reference:

Force HQ Structure

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Sector/Brigade HQ

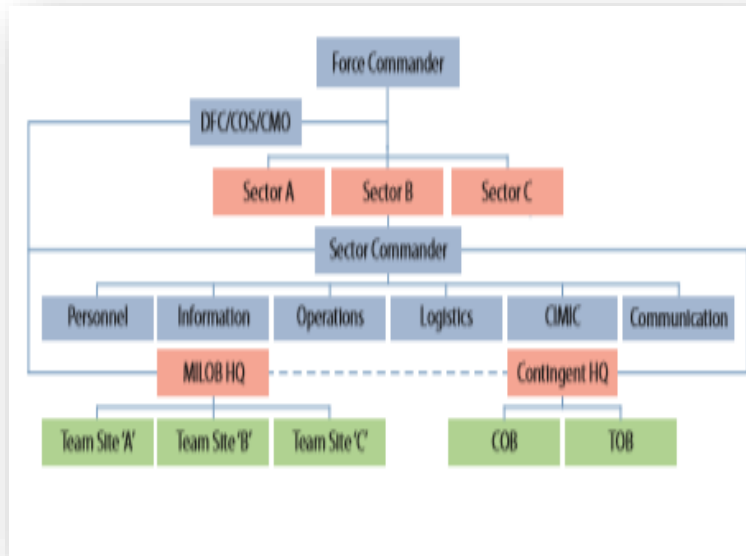
- The FHQ will have a number of Sector/Brigade HQs responsible for the execution of the mandate
- Infantry battalions execute the assigned tasks

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Sector/Brigade HQ. The FHQ will have a few Sector/Brigade HQs responsible for the execution of the mandate in a specified operational area, under which the infantry battalions will execute the assigned tasks. A typical generic organization of the Sector/Brigade HQ is depicted below for reference:

Sector/Brigade HQ Organization

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Military Contingent/Units

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Military Contingent/Units

- Military component is comprised of number of units/sub-units contributed by Troop Contributing Countries (TCCs)
- Types of units are-
 - a) Infantry Battalion (regular and mechanized)
 - b) Military Aviation Unit (Rotary and Fixed)
 - c) Military Signals Unit
 - d) Military Engineer Unit
 - e) Force Headquarters Support Unit
 - f) Military Logistics Unit
 - g) Riverine Unit
 - h) Special Forces Unit
 - i) Transportation Unit
 - j) Military Police Unit

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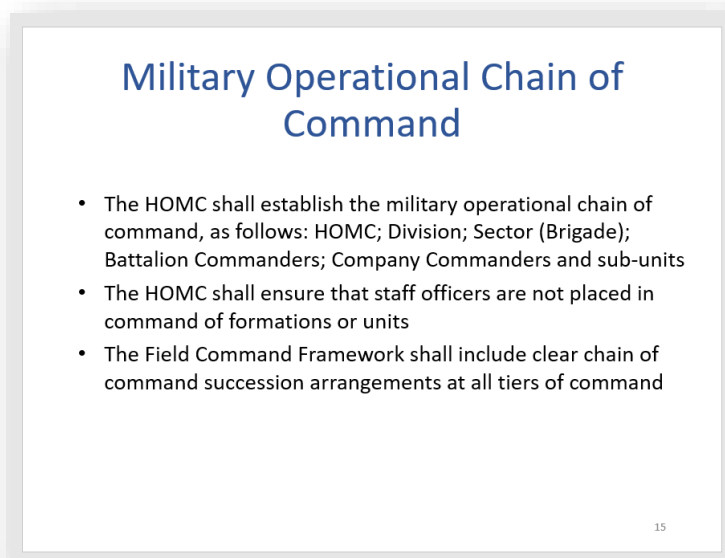
Military component is comprised of a number of contingents or units/sub-units contributed by Troop Contributing Countries (TCCs). Their size, type and composition depend on the role and capabilities needed for a specific mission and articulated in Statements of Unit Requirements (SUR) of each of these units. SUR of units varies from unit to unit and mission to mission.

Following are the types of units which are usually deployed in a large multi-dimensional mission:

- a) Infantry Battalion (regular and mechanized)
- b) Military Aviation Unit (Rotary and Fixed)
- c) Military Signals Unit
- d) Military Engineer Unit
- e) Force Headquarters Support Unit
- f) Military Logistics Unit
- g) Riverine Unit
- h) Special Forces Unit
- i) Transportation Unit
- l) Military Police Unit

Military Operational Chain of Command

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Military Operational Chain of Command

- The HOMC shall establish the military operational chain of command, as follows: HOMC; Division; Sector (Brigade); Battalion Commanders; Company Commanders and sub-units
- The HOMC shall ensure that staff officers are not placed in command of formations or units
- The Field Command Framework shall include clear chain of command succession arrangements at all tiers of command

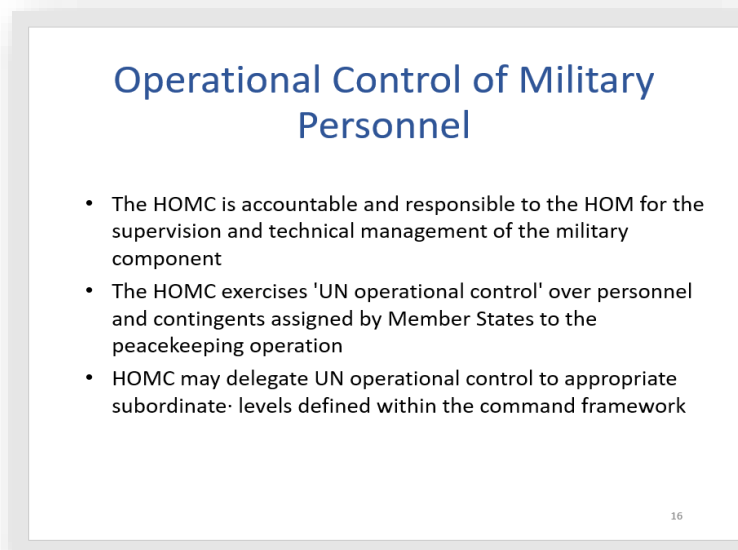
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The HOMC shall establish the military operational chain of command, as follows: HOMC; Division; Sector (Brigade); Battalion Commanders; Company Commanders and sub-units. In

some missions, the HOMC may establish subordinate Sector Commands. Where such defined military structure does not exist, the HOMC will establish the necessary chain of command as appropriate to the military deployment in the mission. This military operational chain of command shall be issued as a 'Field Command Framework'. The HOMC shall ensure that staff officers are not placed in command of formations or units. Where a Division Headquarters is established in the operational chain of command, this headquarters shall be at the operational level of command and control although reporting to the HOMC at Mission Headquarters. The Field Command Framework shall include clear chain of command succession arrangements at: Mission/Force Headquarters; Divisional Headquarters; Sector/Brigade Headquarters and even Battalion Headquarters level to ensure that at any given time during the absence of a senior commander, there exists a pre-determined chain of command (i.e. Officiating FC/ Officiating COS/ Officiating CMO) that is empowered to exercise the same authority as the incumbent when absent. In rare cases when the Divisional Commander (and Deputy Divisional Commander) or Brigade Commander (and Deputy Brigade Commander) are absent from the mission area on duty or on leave, the nominated Brigade Commander or Battalion Commander shall perform the duties and functions of Officiating Divisional Commander or Officiating Brigade Commander.

Operational Control of Military Personnel

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Operational Control of Military Personnel

- The HOMC is accountable and responsible to the HOM for the supervision and technical management of the military component
- The HOMC exercises 'UN operational control' over personnel and contingents assigned by Member States to the peacekeeping operation
- HOMC may delegate UN operational control to appropriate subordinate levels defined within the command framework

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The HOMC is accountable and responsible to the HOM for the supervision and technical management of the military component with particular responsibility to ensure effective and efficient mandate implementation and strict compliance with UN policies and procedures.

Decisions on major operations or redeployment of troops should result from consultations between the HOM and the HOMC and must have HOM's concurrence. The HOMC exercises 'UN operational control' over personnel and contingents assigned by Member States to the peacekeeping operation. 'UN operational control' allows the HOMC to assign separate tasks to units and sub-units within the military component, as required, within the mission area of responsibility, in consultation (not meaning negotiation) with the senior national officer of the affected unit/sub-unit, who is responsible for administrative control of the unit/sub-unit. The HOMC may delegate UN operational control to appropriate subordinate levels defined within the command framework. The HOMC may further assign military personnel and units to a specific subordinate commander (for example, at Division, Brigade or Sector levels). These subordinate officers will exercise UN 'operational control' or 'UN tactical control' over assigned personnel and units, as appropriate and as designated by the HOMC. Subject to provisions, Military staff assigned by the HOMC to integrated and joint office structures shall be responsible to, and report to, the heads of offices of those structures irrespective of whether these are military personnel or otherwise. The HOM, through the HOMC, is responsible for ensuring good conduct and discipline of contributed military personnel within a mission area in accordance with the UN Code of Conduct and DPO-DOS guidance on conduct and discipline. Member States retain full responsibility for personnel administration matters (pay, promotion and disciplinary matters) of their military personnel.

Infantry Battalion

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Infantry Battalion

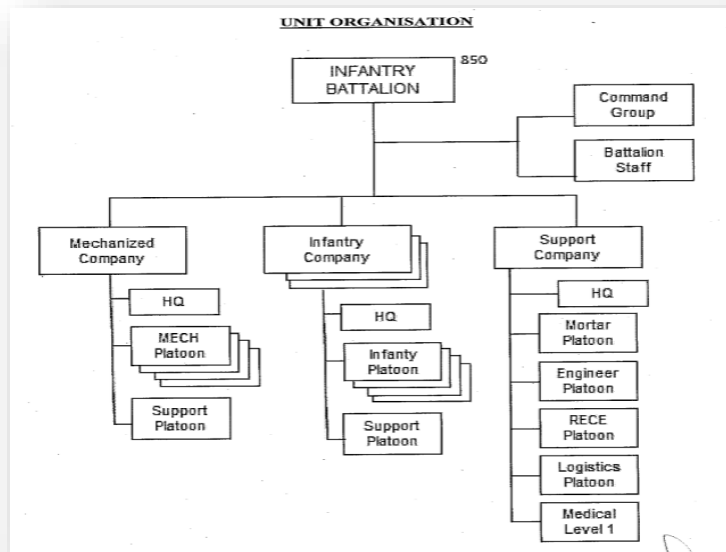
- Nucleus operational units of military component
- These units undertake all tactical and operational tasks as per mandate and Military Concept of Operations
- NIOs are embedded in Infantry contingents who can support other units
- It's imperative for NIOs to understand the basic organization, roles and employment concept of an infantry battalion

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Infantry Battalions are the nucleus operational units of military component. These units undertake all tactical and operational tasks as per mandate and Military Concept of Operations supported by other support and logistics units. Generally, NIOs are embedded in Infantry contingents who can support other units (if from same TCC). It's imperative for NIOs to understand the basic organization, roles and employment concept of an infantry battalion.

Unit organization. The Infantry Battalion is comprised of a battalion HQ, one Mechanized Company, three Infantry Companies and one Support Company. As per operational requirement, the battalion could be task-organized to form four infantry company group comprising one mechanized platoon, three infantry platoons and support platoon. It is designed to be able to sustain its own personnel and equipment throughout the duration of operations. The organization is as under:

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Infantry Battalion

Role and Responsibilities

- The primary role is to restore and maintain a stable and secure environment
- The AOR defined and demarcated based on the capability of the battalion
- Battalion assets aimed at ensuring freedom of movement, protect civilians and UN personnel, property, facilities and installations in the AOR
- Is trained to plan and conduct conventional offensive and defensive operations

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Role and Responsibilities. The primary role of a UN Infantry Battalion is to restore and maintain a stable and secure environment in the battalion Area of Responsibility (AOR) as per relevant mission Operation Orders (OPORD). The AOR for the battalion and its subordinate units will be well defined and demarcated based on the capability of the battalion in terms of troops, resources, the extent of their static and mobile area of influence, operational necessities, terrain imperatives, lines of communication, expectations of the local people and, most of all, the achievement of operational objectives. As a corollary, the battalion assets should be able to ensure freedom of movement, protect civilians and UN personnel, property, facilities and installations in the AOR. In addition to performing peacekeeping tasks (both operational and nonoperational), the battalion should be trained to plan and conduct conventional offensive and defensive operations to protect the mandate and restore any adverse situation in the mission area.

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Infantry Battalion

Employment Concept

- The Companies with organic capabilities execute static and mobile
- Maintain inherent rapid capability to establish/relocate static and mobile bases/posts
- Capability to group and regroup subordinate units and weapon platforms/systems

Cont..

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Employment

The operational parameters for employing the UN Infantry Battalion focus on the following interlinked aspects: The Infantry Battalion is composed of three or four self-sufficient Infantry Company Groups (ICG) capable of deploying and operating independently to execute mission-essential tasks, roles and responsibilities as per mandate in the battalion AOR.

Concept.

- The Companies with organic capabilities execute static and mobile operations from defensible, independent and logistically self-sustaining Company Operation Bases (COB) and Temporary Operating Bases (TOB).
- Maintain inherent rapid capability to establish/relocate static and mobile bases/posts to gain operational advantage and respond to dynamic situations with Quick Reaction Force/Teams (QRF/QRT) and reserves to stabilize any adverse situation/deteriorating security situation.
- Capability to group and regroup subordinate units and weapon platforms/systems (Mechanized elements, Infantry Mortars (IM), mobile Medium Machine Guns (MMG)/Automatic Grenade Launchers (AGL) detachments, etc.) for operational flexibility and cohesive employment for specific missions.

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Infantry Battalion

Employment Concept

- Capability to take additional elements as attachments and detach elements as needed
- Responsible to conduct peacekeeping operations in the designated AOR; companies will be responsible in assigned AOR
- Obligation to execute its peacekeeping responsibility 24/7

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- Capability to take additional elements as attachments and detach elements as need be in support of other contingents in the mission, with clear C3 arrangements.
- The battalion as a whole will be responsible and accountable for conducting peacekeeping operations in the designated AOR with its assets and the companies will be responsible for their respective assigned AOR, under the battalion for conducting peacekeeping operations, within the framework of the Mandate and CONOPS.
- A UN Infantry Battalion has an obligation to execute its peacekeeping responsibility 24/7, day and night, for the period that it is deployed in a mission area.

The Concept of Employment of NIOs in Military Units

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The Concept of Employment of NIOs in Military Units

- Two NIOs for a unit sized in excess of 300 personnel
- NIO already within the mission can undertake investigation
- NIO must deploy to the mission to commence an investigation no later than seven days after notification of requirement
- NIOs be “dual-hatted” as personnel or legal officers

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NIOs should be employed in UN military units as per following guidelines:

- a) For a unit sized in excess of 300 personnel, two NIOs are to be deployed.
- b) Where a person under investigation is a staff officer (status of contingent), the TCC is to decide if an NIO already within the mission can undertake the investigation (especially if the staff officer is of senior rank) or if an NIO is required to be deployed from the home location. Where it has been agreed during MOU negotiations that the NIO may be provided from the home location to the contingent, the NIO must be able to deploy to the mission to commence an investigation no later than seven days after notification of requirement.
- c) It is recommended that NIOs be “dual-hatted” as personnel or legal officers in order to ensure that the deployment of NIOs is not at the expense of other required personnel capabilities within the contingent.

Pre-requisites of an NIO

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Pre-requisites of an NIO

- Background as Military Police or Legal Advisor
- National/Service qualifications for conduct of investigations
- Sexual assault investigative skills
- Familiarity with UN standards of conduct
- Familiarity with MOU and SOFA
- Familiarity with DNA protocol
- Familiarity with command accountability requirements of the UN
- Familiarity with "Zero tolerance" and related policies.

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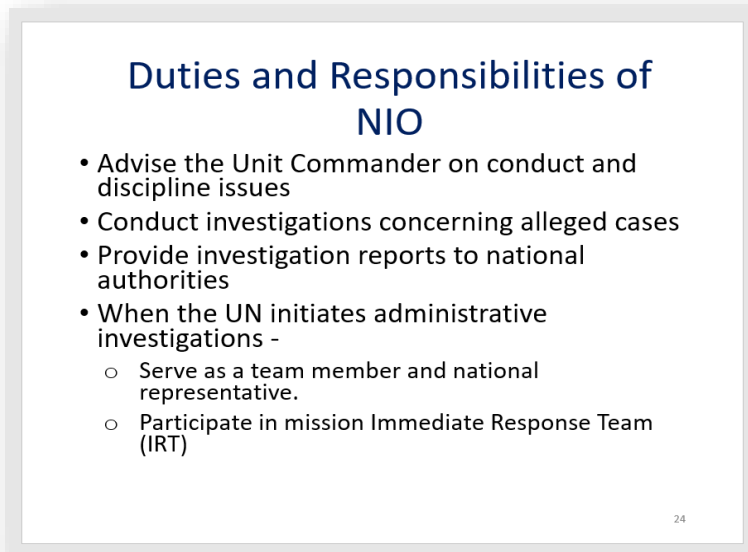
An NIO's rank, although be defined by the respective TCC, should be Major or Lieutenant Colonel. Following are some of the key requirements of an NIO:

- a) Background as Military Police or Legal Advisor is highly desirable.
- b) 'National/Service qualifications for the conduct of investigations and preparation of reports
- c) Sexual misconduct investigative skills.
- d) Familiarity with UN standards of conduct, mission-specific rules, national criminal and/or military justice law, including evidentiary standards, international human rights law.
- e) Vulnerable victim and witness interview skills (child victims, conflict affected populations, and SEA victims).
- f) Familiarity with applicable UN Memorandum of Understanding (MOU) and UN Status of Force Agreement (SOFA).
- g) Familiarity with DNA protocol of UN and national evidentiary requirements on the use of DNA.
- h) Familiarity with command accountability requirements of the UN.

- j) Familiarity with "Zero tolerance" and related policies.

Brief Duties and Responsibilities of NIO

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Duties and Responsibilities of NIO

- Advise the Unit Commander on conduct and discipline issues
- Conduct investigations concerning alleged cases
- Provide investigation reports to national authorities
- When the UN initiates administrative investigations -
 - Serve as a team member and national representative.
 - Participate in mission Immediate Response Team (IRT)

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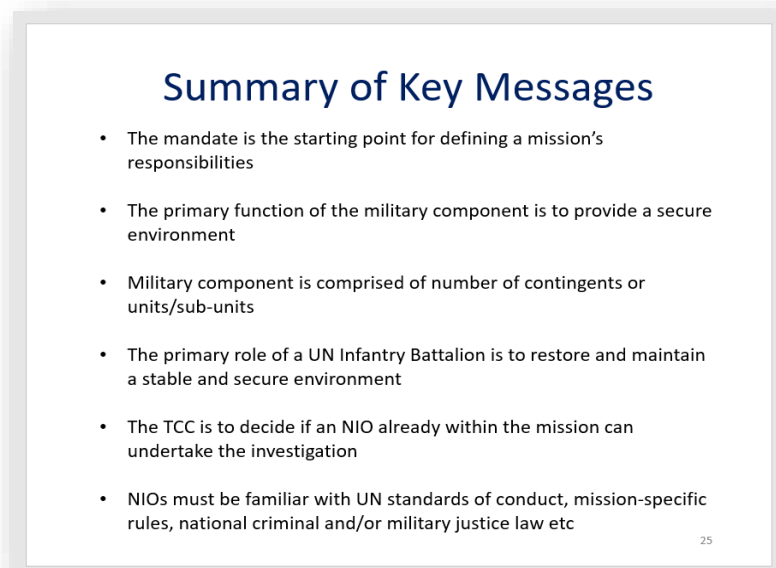
- a) Advise the Unit Commander on conduct and discipline issues in accordance with United Nations standards of conduct, very importantly on serious misconduct, such as sexual exploitation and abuse.
- b) Conduct investigations concerning alleged cases of misconduct by contingent members, upon instruction. Generally, NIOs are employed to investigate SEA cases committed/alleged to be committed by member(s) of the national contingent.
- c) Provide investigation reports to national authorities within set timelines, subject to existing circumstances, setting out findings and conclusions
- d) Work in liaison with/ under the guidance of the Mission Conduct and Discipline Team (CDT)
- e) When the UN initiates administrative investigations of possible serious misconduct of a contingent member
- Serve as a team member and national representative.

- Participate in mission Immediate Response Team (IRT) for the initial preservation and gathering of evidence in response to reports of sexual exploitation and abuse by mission personnel.

All staff must be proficient in English or French, depending on the working language of the mission to which he/she is to be deployed, and conversant on UN Radio and Voice Procedures. It is desirable that they are proficient in other official UN languages. All personnel must own a valid chauffeur or commercial driver's license. The deployment of NIOs shall not increase the approved strength of the Unit. The NIO shall be a contingent member. The TCC is to ensure that there is a designated focal point in the capital to liaise (directly with the III on all issues which may arise in the context of investigations of allegations of misconduct involving contingent members

Summary of Key Messages

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Summary of Key Messages

- The mandate is the starting point for defining a mission's responsibilities
- The primary function of the military component is to provide a secure environment
- Military component is comprised of number of contingents or units/sub-units
- The primary role of a UN Infantry Battalion is to restore and maintain a stable and secure environment
- The TCC is to decide if an NIO already within the mission can undertake the investigation
- NIOs must be familiar with UN standards of conduct, mission-specific rules, national criminal and/or military justice law etc

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The mandate for a peacekeeping operation, as established by the Security Council, is the starting point for defining a mission's responsibilities. This will also dictate the mission structure.

The primary function of the military component is usually to provide a secure environment so that other elements of the peace process can be implemented, including the monitoring of human rights, national reconciliation and institution-building.

Military component is comprised of number of contingents or units/sub-units contributed by Troop Contributing Countries (TCCs). Their size, type and composition depend on the role and capabilities needed for a specific mission and articulated in Statements of Unit Requirements (SUR) of each of these units.

The primary role of a UN Infantry Battalion is to restore and maintain a stable and secure environment in the battalion Area of Responsibility (AOR) as per relevant mission Operation Orders (OPORD).

Where a person under investigation is a staff officer (status of contingent), the TCC is to decide if an NIO already within the mission can undertake the investigation (especially if the staff officer is of senior rank) or if an NIO is required to be deployed from the home location.

NIOs must be familiar with UN standards of conduct, mission-specific rules, national criminal and/or military justice law, including evidentiary standards, international human rights law and liaise with other mission components, as appropriate, for investigation purposes and victim/witness protection.

References

(1) "Policy and Practice Database," accessible only to UN staff on the UN network (including field Missions) at: http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx and,

(2) "Resource Hub," recently developed for Member States to access UN documents including the Military Unit Manuals (such as this one) at: <http://research.un.org/en/peacekeeping-community>

Links to specific documents are otherwise available as described below. Member states may need to refer to the link immediately above if they have difficulty accessing documents at the links below:

1. United Nations Peacekeeping Operations, Principles and Guidelines (UN Capstone Doctrine) (2008)

http://pbpu.unlb.org/pbps/Library/Capstone_Doctrine_ENG.pdf

2. United Nations Infantry Battalion Manual (August 2012)

<http://www.un.org/en/peacekeeping/documents/UNIBAM.Vol.I.pdf>

<http://www.un.org/en/peacekeeping/documents/UNIBAM.Vol.II.pdf>

3. United Nations Security Management System, Security Policy Manual (8 April 2011)
http://ppdb.un.org/Policy%20%20Guidance%20Database/Security_management_system_policies.pdf
4. UN Force Link
The Online Strategic Movements and Force Generation Knowledge Center
<https://cc.unlb.org/default.aspx85>
5. Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions
[https://cc.unlb.org/COE%20Documents/Generic%20Guidelines%20-%20Military%20\(TCC\)/Generic%20Guidelines%20for%20TCCs%20Deploying%20Military%20Units%20to%20the%20UN%20Peacekeeping%20Missions\(Mar%2008\).pdf](https://cc.unlb.org/COE%20Documents/Generic%20Guidelines%20-%20Military%20(TCC)/Generic%20Guidelines%20for%20TCCs%20Deploying%20Military%20Units%20to%20the%20UN%20Peacekeeping%20Missions(Mar%2008).pdf)
6. Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (COE Manual)
7. UN Integrated Assessment and Planning Handbook
<http://www.un.org/en/peacekeeping/publications/2014-IAP-HandBook.pdf>
- UN PKO Planning Toolkit – 2012
http://www.un.org/en/peacekeeping/publications/Planning%20Toolkit_Web%20Version.pdf
8. Authority, Command and Control in United Nations Peacekeeping Operations, 2008.
9. United Nations Force Headquarters Handbook.