

Logistical Support to United Nations Peacekeeping Operations: An Introduction

(Log Intro 060401)



A Course Produced By
The United Nations Institute For
Training and Research,
Programme of Correspondence Instruction In
Peacekeeping Operations

Course Author:
Kamran Baig

Series Editor:
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of Correspondence Instruction
in Peacekeeping Operations
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PROGRAMME OF CORRESPONDENCE INSTRUCTION

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FORMAT OF STUDY

This course is designed for independent study, at a pace determined by the student.

Course Format and Materials permit:

- MODULAR STUDY
- EASE OF REVIEW
- INCREMENTAL LEARNING

Materials needed for the completion of this course are enclosed with the course and listed below:

- A. Course booklet: **Logistical Support to United Nations Peacekeeping Operations: An Introduction***
- B. **End-of-Course Examination***
- C. **Answer Sheet for End-of-Course Examination***
- D. **Return Envelope for End-of-Course Examination***

STUDENT'S RESPONSIBILITIES

The student is responsible for:

- E. **Learning Course Material***
- F. **Completing the End-of-Course Examination***
- G. **Submitting the End-of-Course Examination***

Please see the End-of-Course Examination Answer Sheet for submission instructions.

METHOD OF STUDY

The following are suggestions on how to proceed with a UNITAR POCI Course. Although the student may have alternative approaches that are effective, the following techniques have worked for many.

- Before you begin actual studies, first browse through the overall course material. Notice the lesson outlines which give you an idea of what will be involved as you proceed.
- The material should be logical and straightforward. Instead of memorising individual details, strive to understand concepts and overall perspectives in regard to the course subject.
- Set up guidelines regarding how you want to schedule your time.
- Study the lesson content. At the beginning of each lesson, orientate yourself to the main points. If you are able to, read the material twice to ensure maximum understanding and retention, and let time elapse between the readings.
- When you finish a lesson, take the End-of-Lesson Quiz. For any error, go back to the lesson section and re-read it. Before you go on, be aware of the discrepancy in your understanding that led to the error.
- After you complete all lessons, take time to review the main points of each lesson. Then, while the material is fresh in your mind, take the End-of-Course Examination. It is generally best to complete the End-of-Course Examination in one sitting.
- Your exam will be scored, and if you achieve a passing grade of 75% or higher, you will be awarded a Certificate of Course Completion. If you score below 75%, you will be given one opportunity to take a second version of the End-of-Course Examination.
- One note of explanation on spelling is in order. There are six official languages at the United Nations. One of these is English as used in the UK. UNITAR POCI courses are written using English spelling.

**LOGISTICAL SUPPORT TO UNITED NATIONS
PEACEKEEPING OPERATIONS:
AN INTRODUCTION**

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**LOGISTICAL SUPPORT TO UNITED NATIONS
PEACEKEEPING OPERATIONS:
AN INTRODUCTION**

Course Description

Purpose of the Course

The purpose of this course is to introduce the participant to logistics operations in United Nations peace operations. This basic course gives the background and rationale behind United Nations Peacekeeping logistics, the strategy employed in the field and at Headquarters, introduces the mission life-cycle, explains how financial support is gained, and introduces the different components that make up integrated logistics support in a field mission.

Course Goals

Upon completion of the course, the participant will be able to:

- a. Explain the United Nations Peacekeeping Logistics Concept;
- b. Describe the organization of the logistics support establishment both in the field and at headquarters;
- c. Illustrate the financial and budgetary aspects of peacekeeping logistics support;
- d. Describe the life cycle of a United Nations peace operation;
- e. Explain how peacekeeping field operations work with non-DPKO elements both United Nations and non-United Nations;
- f. Describe the United Nations' duties and responsibilities toward nations contributing troops and equipment to a peacekeeping mission;
- g. Explain the drawdown/liquidation process in a field mission.

Target Population

This course is to provide military and civilian personnel serving, or about to enter service in United Nations peacekeeping missions, with an awareness of accepted peacekeeping logistics doctrine, policies and procedures.

Note: This information is compiled as of 1 May 2002. United Nations peacekeeping operations, as most organizations is going through many changes. Students should check for updates.



LESSON 1

THE UNITED NATIONS PEACEKEEPING STRUCTURE

Introduction

1.1 Coordination

Department of Peacekeeping Operations

Office for Coordination of Humanitarian Affairs

Department of Political Affairs

Department of Public Information

Office of Internal Oversight Services

Office of Legal Affairs

Office of the Special Adviser on Gender Issues and Advancement
of Women

Office of the United Nations Security Coordinator

1.2 Establishment of the Mission

1.3 Mission level Coordination

LESSON 1

LESSON OBJECTIVES

Lesson 1 discusses and gives a brief introduction of UN Peacekeeping. UN Peacekeeping is not only handled by the Department of Peacekeeping Operations but is a coordinated effort between several departments of the UN, which are briefly introduced here.

The Establishment of a Mission is a process that goes through many committees and approvals, which are also briefly discussed in this chapter.

By the end of Lesson 1 the student should be able to meet the following objectives:

- Understand the coordination for Peacekeeping between the various departments.
 - Understand how the mandates and means are established.
 - Be able to list the various departments that are involved in peacekeeping.
 - Understand the process of Establishment of a Mission and the approval required of various committees.
-

Introduction

The concept of peacekeeping is not specifically mentioned as such anywhere in the Charter of the United Nations. It evolved as a pragmatic solution in the early years of the Organization when it became apparent that some of the Charter provisions relating to the maintenance of international peace and security could not be implemented as envisaged. Peacekeeping was pioneered by the United Nations in 1948 with the establishment of the United Nations Truce Supervision Organization in the Middle East.

Peacekeeping operations, which are authorized by the Security Council, are a crucial instrument at the disposal of the international community to advance international peace and security. Peacekeeping operations are authorized to be deployed by the Security Council with the consent of the host Government, and usually of other parties involved. They may include military and police personnel, together with civilian staff. Operations may involve military observer missions, peacekeeping forces, or a combination of both.

United Nations peacekeeping in the 1990s has been characterized by multidisciplinary operations encompassing a wide range of elements to enhance peace. These include the supervision of cease-fire agreements; regrouping and demobilization of armed forces; destruction of weapons surrendered in disarmament exercise; reintegration of former combatants into civilian life; designing and implementation of demining programmes; facilitating the return of refugees and displaced persons; provision of humanitarian assistance; training of new police forces; monitoring respect for human rights; support for implementation of constitutional, judicial and electoral reforms; and support for economic rehabilitation and reconstruction.

Such operations are a collaborative effort; they are effective only when decisions are taken in concert by the Security Council, General Assembly, Secretariat, and other members of the United Nations family. Coordination with non-governmental organizations and regional bodies that are active in a mission area can also be crucial to a mission's effectiveness. An essential element for success is the relationship with the local population and the parties to the conflict.

1.1 COORDINATION

At the UN HQ NY level, several UN departments are involved in the coordination of Peacekeeping, led by the Department of Peacekeeping Operations.

Department of Peacekeeping Operations (DPKO)

DPKO serves as the operational arm of the Secretary-General for all administrative and logistics support of United Nations peacekeeping operations, in particular the management and direction of peacekeeping operations. It is responsible for the day-to-day executive direction of peacekeeping operations, with emphasis on political and operational aspects. It coordinates and integrates inputs from other departments, agencies, and programmes. Officers from the Department of Peacekeeping Operations/Office of Operations function as project officers for a peacekeeping operation and their involvement ends with the operation's termination. It leads the planning process for a peacekeeping operation by providing the overall framework, developing options for courses of action, leading reconnaissance missions to the field and coordinating and integrating inputs from within the department and from other entities into a comprehensive plan for approval by the Security Council. It provides guidance and support to the chiefs of peacekeeping operations (Special Representative, Force Commander, or Chief Military Observer).

DPKO coordinates and integrates inputs from other departments, agencies and programmes that are active in the mission area of a peacekeeping operation. It supports the operation vis-à-vis the parties to the conflict and other interested parties, the members of the Security Council and the contributors. It maintains contact with regional organizations on peacekeeping matters, particularly when they are active where the United Nations has a peacekeeping operation. It responds to requests by organizations for information relating to peacekeeping, and prepares reports on peacekeeping operations to the Security Council.

DPKO retains managerial responsibility and operational oversight for all aspects of peacekeeping operations, from planning through execution, and is therefore accountable for the delivery of public information activities in the field. Mission personnel, supported by DPKO, have direct responsibility for addressing the needs of populations and media (both local and international, including media of contributing countries) in the mission areas. Department of Public Information (DPI) has responsibility for the Organization's overall public information and communications programme.

Mandates and Means

The United Nations is actively involved in the negotiations of peace accords, cease-fire agreements or other accords that define its role in a conflict situation. Before

the Organization takes on a peacekeeping task, the parties must demonstrate a commitment to implementing the accords.

The mandate for a peacekeeping operation should be clear, realistic, and practicable and provide for the necessary means for implementation. The mandate of an ongoing operation is adjusted to take account of changing circumstances and conditions in the mission area.

The Secretariat and Member States should provide the Security Council with all relevant information in order for the Council to take an informed decision when framing or readjusting a mandate. The mission, through the Special Representative of the Secretary-General (SRSG), provides information gathered by all components – political, military, humanitarian, civilian police and human rights – to the Secretariat to assist it in better informing the Security Council.

In seeking an in-depth assessment of potential crisis situations before formulating a mandate, the Security Council may consider expanding its sources of information to include informed views of military experts, academics, concerned media representatives, non-governmental organizations and agency staff. Other ways of obtaining information can be: fact-finding missions; ongoing consultations with parties to a conflict and other local actors; consultations with potential troop-contributing countries; and participation in negotiating cease-fire and peace agreements in order to determine how they can become the basis of realistic, manageable mandates.

The Security Council, the General Assembly and Member States, collectively and individually, provide a peacekeeping operation with adequate means and resources to implement the mandate. If a mandate is changed or adjusted, the mission must be provided with the necessary resources to implement the modified objectives. The Secretariat must clearly indicate to the Security Council and the General Assembly what is required to implement the mandate given to a peacekeeping operation.

Mandates should be conceptualized flexibly and could include elements of peace-building and emergency reconstruction of war-torn economies. The means to do this must be provided, such as a trust fund, assessed contributions, a mixed peacekeeping force with strong security elements as well as a substantial engineering capacity, communications experts etc.

An interdepartmental framework of cooperation has been established for the Department of Peacekeeping Operations, Department of Humanitarian Affairs, Office for Coordination of Humanitarian Affairs and the Department of Political Affairs to improve coordination among those departments.

In addition, DPKO coordinates its efforts with many other departments of the UN, including: Department of Public Information, Office of Internal Oversight Services, Office of Legal Affairs, Office of Special Adviser on Gender Issues and Advancement of Women, Office of the United Nations Security Coordinator.

Office for Coordination of Humanitarian Affairs (OCHA)

In all places of armed conflict, particularly in intra-State conflicts, the United Nations is involved both in consolidating peace and security and in the provision of

emergency humanitarian assistance. OCHA and DPKO mutually support each other in daily management at the Headquarters level of crisis countries where a peacekeeping force is deployed.

A peacekeeping mission may be designed primarily to support a peace process, in which case it must also be designed to ensure that its deployment and operations do not, inadvertently, make more difficult the provision of emergency humanitarian aid. In other situations, the peacekeeping mission may itself be mandated to assist humanitarian action, in which case a much closer link between military, political and humanitarian actors is essential. In every situation, systematic cooperation between DPKO and OCHA in strategic and operational planning is critical.

At the level of strategic planning, there is a strong link between DPKO's strategic planning capacity and OCHA. Peacekeeping strategy cannot be formulated without a clear understanding of the specific objectives, concerns and strategies of the humanitarian community. OCHA's role is to act as this bridge between operational humanitarian actors and United Nations peacekeeping operations. At the operational planning level, this means the routine involvement of OCHA in integrated mission task forces and joint working groups, especially in joint assessment missions. In addition, close cooperation between DPKO's strategic planning and policy capacity and OCHA's policy development branch on such issues as the separation of civilians and armed elements or the use of armed escorts is important.

Department of Political Affairs (DPA)

Within the United Nations system, the Secretary-General's functions in the political area are supported by the Department of Political Affairs, which works closely with other departments, offices, agencies, funds, and programmes. In addition, the Department of Political Affairs assist in the prevention, control, and resolution of conflicts, including peace building. The Department also provides electoral assistance to Member States, at their request and in accordance with the relevant decisions of the General Assembly and the Security Council. Furthermore, the Department provides secretariat services and substantive support to the General Assembly in connection with the activities of the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, and the Committee on the Exercise of the Inalienable Rights of the Palestinian People, the Security Council and other related intergovernmental bodies.

One of the key DPA responsibilities is to follow political developments throughout the world and identify potential or actual conflicts in which the United Nations could play a preventive or other useful role. DPA is also the focal point for prevention and peace building in the United Nations system. The geographical divisions within DPA are each charged with identifying potential crisis areas and providing early warning to the Secretary-General on developments and situations affecting peace and security. Desk officers of the DPA geographical divisions develop country profiles on their respective countries and then monitor developments over time. By tracking developments over time, they are well placed to detect changes that may lead to crisis. DPA also provides with detailed briefing materials on a variety of subjects. This includes

coordinating inputs from throughout the entire United Nations system for meetings with representatives of Member States.

The desk officers in the Department of Peacekeeping Operations' Office of Operations responsibilities range across a broad spectrum of support to these operations, and conducting political analysis of the situation on the ground. For example, they devise overall concepts for specific peacekeeping operations, based on Security Council mandates. They interact with the parties to conflicts and Member States on the implementation of those mandates. They provide operational guidance to peacekeeping operations, based on the subsequent decisions of the Security Council, and prepare briefing materials and reports. They engage continuously with representatives of troop/police-contributing countries about all aspects of an operation. Desk officers also advise on the political consequences of a particular military or logistics support concept, because the location of a mission headquarters or regional office does have political implications, for example.

DPA assists the Secretary-General in the discharge of his responsibilities under the Charter relating to the maintenance and restoration of peace and security, including preventive diplomacy, peacemaking and peace building. DPA advises on and supports electoral assistance matters and coordinates appropriate response to Member States' requests of such assistance.

DPA monitor, analyse and assess political developments throughout the world, identify potential or actual conflicts in whose resolution the United Nations could play a useful role, provide early warning to the Secretary-General and recommend and execute political action. DPA direct and manage special political missions including those authorized by the General Assembly.

DPA plan and participate in fact-finding, peacemaking and other missions to areas of actual or potential conflict where the Secretary-General's preventive and peacemaking efforts may be needed or are already engaged. DPA provide political guidance and support to special representatives and other senior officials appointed by the Secretary-General to assist his preventive diplomacy, peacemaking and peace-building efforts.

Department of Public Information (DPI)

The Department of Public Information has responsibility for the Organization's overall public information and communications programme. Accordingly, the Department of Peacekeeping Operations relies on it to develop the strategies, policies and capacities required to effectively plan, deploy and support the public information components of peacekeeping operations. The Peace and Security Section in DPI is tasked with this role.

The DPI, which is also required to support the Organization's public information and promotional requirements for peace and security activities, in general, it concurrently undertakes the following:

- (a) Participating in survey and planning missions to establish new peacekeeping operations;
 - (b) Preparing proposals relating to the public information strategy and structure of public information components in the field;
-

- (c) Advising on public information related requirements to be included in status of mission/forces agreement;
- (d) Developing concepts for programming packages during the pre- and post-deployment stages of peace missions, taking advantage of DPI's ongoing relationships with regional broadcasting partners;
- (e) Developing the deployment timetables and equipment requirements of field information components and preparing related budgets;
- (f) Maintaining a roster of candidates for field information offices, and screening and recommending candidates for public information posts in the field;
- (g) Monitoring field information work and providing guidance to public information components;
- (h) Organizing briefings at Headquarters for senior information officials appointed to field missions.

The Peace and Security Section's staff activities include:

- (a) Preparing, producing and disseminating promotional materials on peace operations and disarmament, including books, information kits, timeline wall charts, monthly background notes, newsletters, posters, press releases and features;
- (b) Creating and maintaining pages on the United Nations web site about peacekeeping, as well as other peace operations (e.g. peacemaking and peace-building);
- (c) Organizing promotional events, media encounters, NGO briefings and press conferences, in close collaboration with the Office of the Spokesman for the Secretary-General and substantive offices;
- (d) Preparing memorial panels for United Nations peacekeepers and staff members who have lost their lives in the service of peace.

Office of Internal Oversight Services (OIOS)

The Office of Internal Oversight Services considers peacekeeping operations as a priority area. Internal audit services are provided at the mission level through the use of OIOS resident auditors.

The Audit and Management Consulting Division, the Monitoring, Evaluation and Consulting Division and the Investigations Section are the constituent units within OIOS that provide internal oversight services to DPKO.

Office of Legal Affairs (OLA)

OLA's support to DPKO includes preparing legal opinions, studies and advice on the interpretation of relevant provisions of the Charter of the United Nations relating to peace and security, United Nations resolutions and regulations, as well as international instruments, such as the Convention on the Privileges and Immunities of the United

Nations and the four Geneva Conventions of 1949 and their Additional Protocols¹; preparing and participating in the negotiations of all necessary legal arrangements, including status of forces agreements, status of mission agreements and agreements with contributing States; providing legal advice on the use of force and reviewing the rules of engagement established for each operation; providing advice on the operational arrangements governing the staffing and support to peacekeeping operations, as well as claims arising therefrom.

In addition, OLA handles a number of legal issues arising from peacekeeping operations on an ad hoc basis, and maintains a close liaison on all matters relating to international and war crimes tribunals as they relate to peacekeeping operations.

Office of the Special Adviser on Gender Issues and Advancement of Women

The Division for the Advancement of Women, under the oversight of the Special Adviser on Gender Issues and Advancement of Women, has responsibility for the substantive and technical serving of the Committee on the Elimination of Discrimination against Women.

Office of the United Nations Security Coordinator (UNSECOORD)

UNSECOORD is responsible for the security of the personnel of the United Nations agencies, funds, and programmes. The security of military, civilian police and civilian personnel serving in peacekeeping operations is the responsibility of the head of the peacekeeping mission, reporting to the Under-Secretary-General for Peacekeeping Operations.

DPKO supports peacekeeping operations in the field in this regard by drawing on the technical expertise of UNSECOORD in such areas as selection of field security personnel, advice on security procedures and structures in the field, and planning and ongoing assessments of security management.

In the operational phase, security management is almost entirely the responsibility of the mission leadership, especially the head of mission.

¹ Listed in Dictionary of Terms in Appendix

The Committee is mandated by the Convention on the Elimination of All Forms of Discrimination against Women and its Optional Protocol to monitor implementation of that Convention through the review of States parties' reports, consideration of individual communications and inquiries. The Division has the responsibility for the provision of policy advice to intergovernmental bodies, including the General Assembly and the Commission on the Status of Women, concerning violence against women, including trafficking in women and girls.

1.2 ESTABLISHMENT OF A MISSION

As a rule, peacekeeping operations are established by the Security Council, the organ designated by the Charter as primarily responsible for maintenance of peace and security; the General Assembly, on the other hand, considers the financial aspects of peacekeeping.

Security Council

The Security Council discusses the political aspects of peacekeeping operations.

Resolutions

Through resolutions, the Security Council establishes peacekeeping operations, determines their mandates (including all required revisions and extensions thereto), and authorizes the deployment of troops, as well as any increase or reduction in troop strength as the situation demands.

Presidential Statements

Compared to resolutions, presidential statements constitute a less formal expression of the will of the Security Council. In these statements the President, on behalf of the Council, may call upon the parties involved in a conflict to work towards a peaceful settlement of a dispute, express the concern of the Council for the deterioration of the security situation within a region, reaffirm the importance of negotiated agreements or stress the obligation of the parties to ensure their implementation.

Reports of the Secretary-General

The Secretary-General submits reports to the Security Council on peacekeeping issues as called for by resolutions. The reports typically provide a factual account of the activities of a mission within a given time period and additionally present the Secretary-General's observations and recommendations for further actions which then form the basis for the Council's deliberations.

Exchange of Letters between the Secretary-General and the President of the Security Council

The issues dealt with by an exchange of letters between the Secretary-General and the President of the Security Council typically include the appointment of a Special Representative/Chief of Mission or Force Commander/Chief Military Observer as well as the composition of a peacekeeping operation. The issuance of the Secretary-General's letter containing the proposal is held back until the Security Council has reviewed the matter.

General Assembly

The General Assembly discusses basic issues relating to peacekeeping and its financing and authorizes the budget of individual operations.

General Peacekeeping Issues

Since 1965, general topics relating to peacekeeping have been considered by the General Assembly under the agenda “Comprehensive review of the whole question of peacekeeping operations in all their aspects”. At each session since 1993, this item has been allocated to the Fourth Committee, one of the six Main Committees of the General Assembly (prior to 1993 it was discussed by the Special Political Committee).

Special Committee on Peacekeeping Operations

The Special Committee on Peacekeeping Operations was established by General Assembly resolution on 18 February 1965 with the mandate to conduct a comprehensive review of all issues relating to peacekeeping.

Fourth Committee

The Fourth Committee, one of the six Main Committees of the General Assembly, considers the agenda item on the comprehensive review of peacekeeping operations. The Fourth Committee submits a report to the plenary on the agenda item relating to the comprehensive review of peacekeeping operations. This report synthesizes the Committee’s deliberations on the item and transmits the final version of draft resolutions/decisions recommended to the plenary for adoption. The plenary considers the report and votes on the draft resolutions/decisions contained therein.

Financing of Peacekeeping in General

Basic financial issues relating to peacekeeping are considered by the General Assembly under the agenda item “Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations”. At each session, this item is allocated to the Fifth Committee, one of six Main Committees of the general Assembly.

Financing of Specific Peacekeeping Operations

The budgets of individual missions are considered by the General Assembly under a separate agenda item per operation. At each session, these items are allocated to the Fifth Committee.

Reports of the Secretary-General

The Secretary-General submits reports to the General Assembly on financial issues relating the peacekeeping operations. The reports submitted for individual missions typically provide information about the political mandate and operational plan of the mission, the cost estimates and staffing requirements for a given time period as well as recommendations for actions to be taken by the General Assembly.

Advisory Committee on Administrative and Budgetary Questions (ACABQ)

The Advisory Committee on Administrative and Budgetary Questions was established by General Assembly resolution on 13 February 1946 with the mandate to examine any administrative and budgetary matters referred to it and to advise the General Assembly on these issues. The Committee reviews all reports of the Secretary-General on financial questions relating to peacekeeping and submits its findings to the General Assembly.

Fifth Committee

The Fifth Committee, one of the six Main Committees of the General Assembly, is allocated all items on the Assembly's agenda with financial implications. The Fifth Committee submits a separate report to the plenary on every agenda item allocated to it. These reports synthesize the Committee's consideration of the items and transmit the final version of draft resolutions/decisions recommended to the plenary for adoption.

1.3 MISSION LEVEL COORDINATION

Effective coordination of all components of a peacekeeping operation is essential to the overall success of the mission. There must be clearly defined common goals and objectives, which provide all the components of a peacekeeping operation – military, humanitarian, civilian police (CivPol), human rights, political, administrative – with a coherent framework for their activities. This framework must be drawn from the mandate of the mission.

Coordination between the Security Council, troop-contributing countries, and the Secretariat in the definition and implementation of peacekeeping mandates should be strong. The Secretary-General has constituted a task force consisting of the under-secretaries-general of substantive departments dealing with peacekeeping to provide policy guidance at the highest level.

The Special Representative to the Secretary-General (SRSG) is the recognized institutional head of the United Nations family in a mission area and under the SRSG should be a unified, cohesive structure. All substantive decisions in the field with political ramifications are taken in the name of the SRSG. The SRSG must be an experienced political negotiator as well as an effective manager of a complex operation. Frequent changes in the top leadership of an operation, including component heads, detract from the objective of developing a coherent and integrated structure for the operation.

All members of the United Nations family in the mission area must have mutual knowledge of each other's organizational mandates, objectives, and operating procedures. Respect for each other's organizational cultures contributes to improved coordination.

To improve civilian-military coordination within a mission guidelines are developed. These include information on the role, function, and organization of coordination mechanisms, such as a joint civilian-military coordination or operations centre set up both at mission headquarters and in the regions of the mission area. The guidelines describe the range of military support services and assets (e.g. transportation, engineering, logistics, and security) that can be used for humanitarian purposes.

Mechanisms to resolve day-to-day management issues as well as urgent problems requiring the attention of top management are also described.

The non-governmental community is closely associated with the humanitarian element in a mission area and close cooperation with it is vital to the success of the peacekeeping operation. Coordination of activities with the non-governmental community, to whatever extent possible, is essential, keeping in mind their independence of the United Nations system. When the interests of some non-governmental organizations are at variance with those of the peacekeeping operation, a senior official could be assigned as a liaison to manage such differences constructively, without detracting from the common goal.

All UN entities in a mission area must be headquartered close to each other for effective coordination. An inter-agency agreement defining the responsibilities of each entity in the implementation of the peace agreements could be considered.

The appointment of a deputy SRSG, at the Assistant Secretary-General level, to act as a general manager responsible for day-to-day administration and coordination allowing for an integrated military-humanitarian-development approach. The deputy SRSG should be familiar with the United Nations structure and procedures.

There should be a clear chain of command between a peacekeeping mission and Headquarters. Ideally, all individual units and departments should work through the SRSG, as he/she is the head of the mission. All requests or instructions should be issued in the name of the SRSG, who also informs of all communications from Headquarters to component heads.

LESSON 1**END-OF-LESSON QUIZ**

1. The following departments of the UN are involved in peacekeeping operations:
 - a) Department of Political Affairs
 - b) Department of Public Information
 - c) Office of Legal Affairs
 - d) All of the above.

 2. The Establishment of a mission needs approval from:
 - a) Security Council
 - b) The neighbouring countries
 - c) Special Representative of the Secretary-General
 - d) NATO.

 3. Office of the UN Security Coordinator (UNSECOORD) is responsible for:
 - a) Security of UN agencies
 - b) Security of military, CivPol and civilian personnel in peacekeeping
 - c) Security of all NGO's
 - d) a and b.

 4. The Chief of a Mission can be:
 - a) SRSG
 - b) Force Commander
 - c) Chief Military Observer
 - d) a, b, or c.

 5. The first UN peacekeeping mission was established in:
 - a) 1948
 - b) 1950
 - c) 1951
 - d) 1956.

 6. The components of a peacekeeping operation can include:
 - a) Military, humanitarian, political
 - b) CivPol, human rights, administrative
 - c) Development aid only
 - d) a and b.
-

7. The following provide a peacekeeping operation with adequate means and resources to implement the mandate:
 - a) Security Council
 - b) General Assembly
 - c) Member States
 - d) All of the above

 8. The role of the Office for Coordination of Humanitarian Affairs is:
 - a) Main contact between UN peacekeeping operations and humanitarian operations
 - b) Provide Humanitarian aid
 - c) Monitor humanitarian aid provided by non-governmental organizations
 - d) Only liaise with humanitarian NGOs.

 9. Department of Political Affairs follows:
 - a) Political developments throughout the world
 - b) Reports on political developments in the UN
 - c) Prepares reports for peacekeeping missions only
 - d) Deals with politicians of Member States.

 10. Department of Public Information is responsible for:
 - a) Running a campaign on UN's authority
 - b) Monitoring field information work
 - c) Preparing, producing and disseminating materials on peacekeeping operations.
 - d) b and c.
-

LESSON 1

ANSWER KEY TO END-OF-LESSON QUIZ

1. d
 2. a
 3. d
 4. d
 5. a
 6. d
 7. d
 8. a
 9. a
 10. d
-



LESSON 2

PRINCIPLES OF INTERNATIONAL LOGISTICS

Introduction

2.1 Definitions

2.2 Principles of Logistics

2.3 An Overview of Logistic Support Processes

2.4 Basic Concepts of Logistic Support

2.5 Types of Logistic Support

Summary

LESSON 2**LESSON OBJECTIVES**

Lesson 2 defines and discusses basic logistic terminology, principles and concepts. Because over 100 countries assign staff and experts, both military and non-military, to world wide peacekeeping mission duties, logistical planning must encompass international perspectives. In this lesson, logistic terminology introduces the student to the broad parameters of what it takes to provide total physical and moral support to thousands of personnel who have been sent to an unfamiliar land, for a broad range of reasons. By the same token, this lesson will introduce the student to the actual details of logistical planning. Thus, the student gains both a macro and a micro view of a UN mission and its logistic needs.

By the end of Lesson 2, the student should be able to meet the following objectives:

- Discuss logistics terminology
 - List and define the principles of logistics
 - Discuss logistical support concepts
 - Understand the types of UN logistic support.
-

Introduction

This lesson outlines basic logistic terminology, definitions, principles and concepts. Providing logistic support for the wide range of potential UN missions both civilian and military is discussed. The lesson also outlines what is involved in the integration of logistic support and highlights why clear logistic command and control is paramount, especially in the case of multination contributors.

Logistic concepts for various types of missions are presented as the required level of support regardless of the size of a UN mission, carried out in the most cost effective manner consistent with operational requirements, and which can serve all concerned. This involves maximising available resources and also involves adopting a stockpiling policy that ensures reasonable future contingencies can be adequately met.

2.1 DEFINITIONS

Logistics

Logistics is defined as the science of planning and carrying out the administration, movement and maintenance of forces and materials needed on a UN mission, and includes activities related to communications, engineering and aviation services.

In its most fundamental sense, logistics is the art of transporting, housing, supplying and providing technical support to military troops. However, in the context of UN operations, because support is often required for non-military personnel and circumstances, this definition is broadened. Thus the UN definition of logistics covers not only the needs of military and police units, but also of related civilian personnel originating from 189 different countries and widely diverse cultures. Its definition includes support to be provided to civilian police, staff from numerous UN agencies, as well as civilian specialists who serve on multi-role missions. Logistics covers all aspects of the needs and physical support for missions to be carried out. This covers finances, supplies, transportation, technical support and housing needs, as well as administrative, communications, engineering and aviation services.

Integrated Logistic Support

Integrated Logistic Support is the process by which all available materials, administrative, and sustainment systems, are combined to form the most effective and cost efficient support system.

International Logistics

International Logistics is the process of negotiating, planning, coordinating and implementing logistic support between civilian and military components of nations and international organisations. It incorporates all the member states' facilities, technologies, material and services, and aims to intermesh policies, programs, and procedures to produce an integrated logistic system between all member states contributing to a UN sponsored mission.

A further list of definitions can be found in the dictionary of Terms attached as an Appendix to the course material.

2.2 PRINCIPLES OF LOGISTICS

Logistics for all UN missions have common principles, as all UN missions require mobility, flexibility and is a multination venture. These are outlined in the following paragraphs.

Responsibility

Contributing member states and the UN have a collective responsibility to ensure that forces deployed on any UN operation are fully equipped and supported. This may be achieved either through national or cooperative arrangements, but 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.

Foresight

The administrative and logistic planning for any mission begins well before the commencement of any operation. This includes first identifying resources within or close to the deployment area and obtaining information regarding the infrastructure of the site concerned. 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. Such a logistic reconnaissance is an important step in preparing for a mission.

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 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.

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 a 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 logistic 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 a duplication of some resources.

Simplicity

The simpler the logistic plan, the easier it is to understand. The greater the understanding of the plan, the more effective will be the cooperation between contributing nations and the speed with which an original plan can be adapted to meet changing circumstances.

Cooperation

Cooperation will always be the key to producing a workable logistic structure for a UN mission. Levels and standards of support differ by nations. Often, there are a variety of nationalities with different languages, cultural requirements and capabilities. In order to achieve a workable logistic end product, cooperation is necessary. A high level of MHQ cooperation to the UN force logistic headquarters is required in order to achieve maximum cooperation.

Sufficiency

The levels and distribution of logistic resources must be sufficient to meet the sustainability and mobility needs of the operational plan. Stock levels should take into account the expected nature and duration of the mission and consumption pattern. Peacetime stock levels tend to be inappropriate for most UN operations, and some items may approach limited war rates even in relatively minor deployments.

Accountability

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 Contingent Owned Equipment.

Visibility

Logistic assets are vital to an operation and represent huge sums 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 a number of methods ranging from barcode, satellite tracking, or basic card systems.

The Force Headquarters must have access to inventoried information at all times. 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 Standing Operating Procedures outlining required information maintenance.

2.3 AN OVERVIEW OF LOGISTIC SUPPORT PROCESSES

The UN logistic system expects deployed units of member states on a mission to be self-sufficient for a given initial period, normally between 60 and 90 days. This gives the UN time to organize the Mission Headquarters and on-site UN logistic structure, to acquire real estate, and to finalize the Status of Forces Agreements, contracts and local Memoranda of Understanding. After this time period, the UN provides bulk supplies of important items such as water, fuel and rations, UN clothing, domestic consumables, batteries, and some vehicle spares. It will also help with needs such as accommodation, storage space and basic services such as cleaning, laundry and waste disposal. In the case of all but the smallest of missions, continuation of support depends on the UN finding one or more member nations to accept responsibility for forming a Force Logistic

Support Group (FLSG). A member state that accepts this role establishes local contractual arrangements in support of the mission, which it then carries out in coordination with the Chief Logistics Officer at Mission Headquarters. Despite the formation of a Force Logistic Support Group, member states will be required to be self sufficient for elements of resupply, particularly for technical spares, clothing and the replacement of national equipment. Therefore there will be a requirement for independent, national lines of supply.

2.4 BASIC CONCEPTS OF LOGISTIC SUPPORT

Logistic support needs to be tailored to a specific mission as UN missions can vary in size from a small group of observers, who may be civilian, police, military or a mixture of personnel types, to a combined operation of land, sea and air assets involving tens of thousands of personnel. Because there are a wide range of possible missions, there is also a wide range of logistic concepts. Logistic support is tailored according to the task required, space and time considerations, manpower, material, environment, climate, on-site infrastructure and availability of resources. The support system may be mobile or static, civilian or military, have on-site warehousing or national resupply lines or, in most cases, is a combination of all of the above. A number of such concepts have proven to be workable and valuable, and are discussed as follows.

Smaller Missions: The Self-Reliance Concept

In some cases reliance on the local economy may be the best method of support. It may require a small reception team at a point of entry that maintains logistic links with contributing member states and the UN. However, specialist repair of vehicles, communication or technical equipment would generally be brought in from outside the mission site. If one of the contributing countries is a nation that has a modern, civilian infrastructure, self-sufficiency is effective.

Lead Member State Concept

Medium size missions may centre around one principal member state's contingent. In such cases, that member state would usually assume responsibility for all logistic support and maintain resupply links to its home base. Other nation's contingents would rely on the principal member state for their administrative and logistics needs. Before the mission begins, UN-negotiated bilateral agreements may be required between the UN and the different nations engaged in the mission to ensure financial reimbursement of services provided. The lead member state's logistic organisation would, nevertheless, contain representatives of other contributing member nations, in order to ensure that all national interests are taken into account.

The Force Logistic Support Group (FLSG) Concept

Large missions with considerable equipment and volume of transactions can be supported by specialized logistic support groups. These groups are organized as an extension of the lead member state concept, i.e., one member state assumes overall responsibility for the coordination of the Force Logistic Support Group. It incorporates logistic units originating from contributing nations into the Force Logistic Base as part of

ISS. These are called National Support Elements. A Logistic Support Group may also be created through a civilian service support contract.

The Force Logistic Support Group concept is implemented at the planning stage of a mission. Thus, its implementation is coordinated by the UN's main logistics planning bodies, the Office of Mission Support. Because full inter-operability is difficult to achieve and thereby unlikely, such a corporate approach is often required.

Once the Force Logistic Support Group is established, it contains a number of specialized logistic support units. The specific mix varies according to the size and role of the Mission. It contributes and executes specific logistical tasks such as Supply Planning, which is the process of identifying requirements, range and quantity of items required to support a unit and/or its equipment. Its phases include identification of items of supply, cataloguing, scaling and issuing of requisitions. The task of Acquisition of Material is the process of obtaining material and services, whether of a military or commercial origin. It includes receiving, care and storage of material, and issue to first line units. The task of Disposal is defined as the removal of material from the supply system through sale, trade-in or destruction. Inventory Control is the control of material by means of established accounting and management procedures. This includes maintaining stocks at the required level.

Civilian Contract Support Concept

As a mission progresses the UN attempts to determine requirements for base area logistic support. The overall aim is to achieve logistic organisation in the most economical way, and a way which meets the demands of the force, as well as what is needed to release military manpower for redeployment. Decisions are coordinated by force headquarters and constitute a unique set of requirements for each mission. These aims are often achieved by including civilian contract support. Assuming that civilian support is possible and cost effective, the military logistic support group would then be phased out.

2.5 TYPES OF LOGISTICS SUPPORT

Logistics activities in the UN are grouped by the function they serve:

Administrative services include all managerial, administrative and clerical support services provided where required, at all levels of the mission.

Supply support requires obtaining needed goods and materials and to continue to supply them throughout the mission. These include food provisions, furniture, office supplies, cleaning materials, clothing, military equipment as well as recreational materials, and whatever else is required for a particular mission.

Transportation logistics include supplying transport as needed.

Equipment maintenance requires that all vehicles and equipment be maintained in working order. This includes communications and land based equipment.

Technical support covers training and upkeep for field or construction engineering and technical requirements. This includes the provision of water and accommodation, which at times needs to be constructed for particular missions.

Aviation support requires the provision of aviation and air services, including maintenance of aircraft and flight safety procedures.

Communications logistics covers provision of signals and communications needs, including postal and courier services for all those involved in a mission.

Personnel needs are a logistic concern. Logistics cover the administration of personnel, which may require choosing personnel or assigning them to tasks. Services also cover all needs of personnel, such as overall welfare needs, recreational needs, and the provision of amenities as much as is possible on a particular mission.

Security services include establishing and maintaining military police for military missions and the provision and upkeep of all security services.

Accounting services provide budgeting and financial services. A mission is required to keep accounts of all expenses incurred, and also to keep track of whether the expense is incurred by the UN, the contributing country, the host country, or another source.

Medical services require the logistic provision of all health services, including dental needs.

Procurement services procure all material and services required for all aspects of a mission.

General services provide mail, courier, travel and traffic services, and office supplies.

Summary

The above concepts describe a general framework to provide logistic support for a mission that can be adapted for any size or type of UN operation. Small missions may be self-sufficient and depend largely on Host Nation Support. Large scale operations involving specialized equipment may require contributing member states to set up their own national resupply lines. Rationalisation of the force logistic base(s) may be possible, if one member state is prepared to accept the lead role for logistic support. Before any mission can be deployed, funding arrangements have to be clarified by DPKO's logistics planning arm, the Office of Mission Support.

LESSON 2**END-OF-LESSON QUIZ**

1. The following are logistics concepts that apply to all missions:
 - a) Logistics is the required level of support regardless of the size of a UN mission, in the most cost effective manner consistent with operational requirements;
 - b) Involves maximising available resources and adopting a stockpiling policy which ensures future contingencies can be met;
 - c) Requires that the host nation provides a fixed percentage of cost of the services;
 - d) a and b.

 2. Logistics is defined as the science of:
 - a) Planning and carrying out the administration, movement and maintenance of forces and material;
 - b) Conducting activities related to directly negotiation peace options;
 - c) Conducting activities related to communications, engineering and aviation services;
 - d) a and c.

 3. International Logistics is the process of:
 - a) Obtaining international approval for a mission;
 - b) Negotiating, planning, coordinating and implementing logistic support between civilian and military components of nations and international organisations;
 - c) Connecting policies, programs, and procedures to produce an integrated logistic system between the Member States contributing to a UN sponsored mission;
 - d) b and c.

 4. In the Logistics concept of responsibility:
 - a) contributing member states and the UN have a collective responsibility to ensure that forces deployed on any UN operation are fully equipped and supported;
 - b) National or cooperative arrangements, but must be clearly agreed upon prior to deployment;
 - c) Member States and the UN have collective responsibility for the care, custody and safeguarding of all UN assets;
 - d) All of the above.

 5. The logistics concept of foresight means that:
 - a) The administrative and logistic planning for any mission begins well before the commencement of any operation;
 - b) It includes first identifying resources within or close to the deployment area and obtaining information regarding the infrastructure of the site concerned;
 - c) Special on-site requirements are determined only after the first contingents arrive;
 - d) a and b.
-

6. Flexibility in the field of logistics means:
 - a) The ability to conform to operational plans which will almost inevitably be subject to frequent change and to modify standard methods of operation to meet unexpected events;
 - b) Change in logistic plans most frequently occurs at the end of an operation
 - c) Maintaining flexibility in the face of different local customs at the mission site;
 - d) a and c.

 7. The concept of economy in logistics describes:
 - a) That on any mission, resources are plentiful but nevertheless must be used effectively, efficiently and economically;
 - b) That early integration of all available assets provided by contributing member nations should be a main goal;
 - c) Integration is achieved as soon as possible on arrival at the mission site;
 - d) b and c.

 8. The concept of simplicity in logistics describes:
 - a) The simpler the logistic plan, the easier it is to understand;
 - b) The greater the understanding of the plan the more effective will be the cooperation between contributing nations and the speed with which an original plan can be adapted to meet changing circumstances;
 - c) Although logistics can be a complex and detailed subject, it is, however, largely a matter of common sense. Simple yet flexible plans will have a greater chance of success than more complex ones;
 - d) All of the above.

 9. The concept of Lead Member State suggests that:
 - a) Other nation's contingents follow the lead of the largest contributing Member State in diplomatic decision-making;
 - b) The lead Member State's logistic organisation would not contain representatives of other contributing nations, which ensures the least amount of confusion in logistic planning;
 - c) Medium to large size missions may centre around one principal Member State's contingent, which usually assumes responsibility for all logistic support and maintains resupply links to its home base;
 - d) All of the above.

 10. Various types of logistics for UN missions include:
 - a) Administrative, Transport, Supply, Communications and Finance;
 - b) Banking services;
 - c) Recreational facilities;
 - d) a and b.
-

LESSON 2

ANSWER KEY TO END-OF-LESSON QUIZ

1. d
 2. d
 3. d
 4. d
 5. d
 6. a
 7. b
 8. d
 9. c
 10. a
-

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LESSON 3

THE PEACEKEEPING LOGISTICS ORGANIZATION

Introduction

3.1 Integrated Support Services

Basic Organisational Structure of a Mission

3.2 Headquarters Logistics Support structure

Office of Mission Support

3.3 “Customers” - Interaction with Internal Counterparts

Military

Civilian Police

Civilian Government

United Nations Mine Action

Human Rights

3.4 “Enviorns” - Interaction with External Counterparts

UN Agencies

Local Population

LESSON 3

LESSON OBJECTIVES

Lesson 3 defines and discusses what a UN Mission is. As a UN mission is discussed in overall terms, the student is introduced to Integrated Support Services, its Civilian and Military Component.

Logistical planning of a UN mission can make the difference between its success and failure. Thereby, understanding its overall processes as well as the complexity of the many details required to carry out the logistics portion of a UN mission is paramount.

The structure of DPKO logistics and the interaction with internal counterpart and external counterparts is discussed.

By the end of Lesson 3, the student should be able to meet the following objectives:

- Describe how Integrated Support Services is organized.
 - Understand the Civilian and Military Components of a Mission.
 - Describe the structure of OMS.
 - Understand the interaction with its internal and external counterparts.
-

Introduction

Who Carries Out UN Operations

A wide range of personnel carry out United Nations field missions. This can include infantry units, military and civilian observers, military and civilian monitoring forces, electoral and referendum officials, civilian police, as well as military and non-military personnel involved with refugee needs and repatriation, and those who assist disaster victims. Because there is such a wide array of personnel to operate a varied range of missions, well-defined logistic procedures need to be in place for different kinds of missions.

The UN Logistics Mandate

The logistic responsibility in support of peacekeeping operations is to, "Plan, organize, mount, sustain and account for duly-authorized UN operations." Since there are many types of logistic support which can come from various sources, this mandate includes integration and coordination of the various types and sources of logistic support, which inevitably weaves complexity into the task.

Logistic integration implies that the needs of all concerned, be they military personnel, UN civilian staff or civilian staff provided by governments are considered as common to the mission as a whole. Support is provided on an equitable basis, after assessing and setting priorities.

The logistic coordination function of a UN mission refers to the need to consolidate and draw together diverse elements required at the mission site. Logistics personnel coordinate diverse needs and interests at the mission site with those of the contributing nation, as well as with personnel at the Secretariat in New York who are involved in furnishing logistic support for a particular peacekeeping operation. This entails establishing communications between each source, establishing access to decision-makers at each source and protocols for obtaining consensus on required decisions.

3.1 INTEGRATED SUPPORT SERVICES

Mission Statement

“To provide effective, efficient and timely logistic support to the mission to enable it to achieve its mandated tasks, commensurate with operational and political constraints, and using supplies and services of the appropriate quantity and quality at the lowest cost commensurate with value for money”

UN missions are often unique in nature. They may range from peacekeeping functions where UN personnel act as observers, to monitoring functions where UN personnel oversee election processes, disaster relief, or war intervention situations. Thus they require enormous variations in logistics support arrangements. And because individual missions often change in nature as they evolve, their organisational set-up needs to be continuously reviewed in terms of operational requirements.

Basic Organisational Structure of a Mission

Initially a new mission relies heavily on military support. Subject to cost effectiveness to do so, it may gradually evolve into a mission of civilian police, civilian staff and contracted support. The basic organisational structure of a peacekeeping mission is as follows:

A senior official is responsible for the mission. This senior official can be a Special Representative to the Secretary General, a Special Assistant to the Secretary General or a Military Officer designated as Chief Military Observer or Force Commander.

A Civil Affairs office handles interactions with the local community and the local authorities.

There is also a Civilian Police component. Sometimes this component is the Mission itself. It performs local police duties, monitors, guides and advises local police under UN control.

Specialist civilians are an integral part of a UN mission. Among other functions, they oversee electoral, referendum and legal processes.

The Civilian Component

Director of Administration (DOA) or **Chief Administrative Officer (CAO)** is appointed by UN HQ (USG Administration and Management and the Controller) and is responsible to DPKO/Office of Mission Support at UN Headquarters and acts as its representative at mission headquarters. On behalf of the Office of Mission Support and under the overall authority of the Head of Mission, the DOA/CAO is responsible for all administrative functions of a mission. He/she acts as the principal advisor to the Head of Mission on all matters relating to civilian administration. He/she plans and forecasts the

mission's personnel and financial requirements, provides overall management, exercises budgetary control, and administers international and local staff. The DOA/CAO is also responsible for the mission's Comptroller's tasks. These include preparation and submission of the budget estimates for the mission, and reconciliation of the financial and substantive requirements of the mission.

Service Sections

The **Office of the DOA/CAO** liaises with appropriate administrative and military logistics support staff to provide DOA/CAO with the necessary management information, and conducts management and procedural reviews as required. A number of services provide support to the DOA/CAO, as follows:

A **Communications Section** provides access to global communications between UN missions and UN Headquarters in New York, and on-site communications services between civilian units and military installations not covered by military signal units. It also provides maintenance of UN-owned communications equipment.

A **Computer Support Services Section** provides computer services to all components of a mission and arranges for programming and hardware support.

A **General Services Section** provides:

- (1) mail, courier and central registry operations;
- (2) travel and traffic services in coordination with the movement control staff of the military component;
- (3) office supplies and general stores in coordination with supply staff of the military component.

A **Procurement Section** procures all material and services required for all aspects of a mission. As a civilian component, it interacts in multifaceted ways with the military procurement component, and as such, is the most demanding section to coordinate.

The **Finance Section** maintains the mission's accounts and all financial settlements such as travel expenses, per-diem payments, salaries and benefits of locally hired personnel, and overhead for materials and services.

The **Transportation Section** is responsible for coordinating, allocating distribution of, and accounting for, and maintenance of all UN-owned vehicles. As and when required, the Chief Transportation Officer may also run a pool of UN-owned and rented vehicles.

The **Civilian Personnel Section** is responsible for the administration of the civilian staff of the mission in accordance with the UN staff rules and regulations and other administrative instructions, and provides advice on the interpretation of the staff rules and regulations.

The **Engineering Section** is responsible for the building and facilities management.

The **Security Section** is responsible for security and safety of all UN personnel and property.

The Military Component

A **Military Component** is part and parcel of all peacekeeping missions. It comprises troops and technical specialists. The extent of the military component depends on the mandate of a peacekeeping operation.

Logistic functions are assigned to units specialising in a required activity. Some of these are described below according to the tasks they are assigned to fulfil. The composition of logistic units depends on many factors. These include the level of self-sufficiency of each unit, the extent of local and international contracting for materials and services, and the overall infrastructure at the mission site, such as its geography, industrial base, economic situation, etc.

Military components generally found on UN missions are:

- (a) signal units
 - (b) aircraft and helicopter services
 - (c) military field engineer and multi-role engineer units
 - (d) supply units performing materiel and inventory control functions
 - (e) ground transport units
 - (f) vehicle/equipment repair and maintenance units
 - (g) movement control units
 - (h) postal and courier units
 - (i) health services units
 - (j) military police services.
- Signal Units
- Operating from a central unit headquarters, normally co-located with Mission and/or Force Headquarters, the Force Signals Unit, in consultation and coordination with the UN Communications element, provides:
- (a) Global UN communications in early stages of mission deployment;
 - (b) Communications between Units to Mission/Force headquarters where there is insufficient integral civilian resources in the early stages of mission deployment;
 - (c) Communications from Mission HQ to regional and district headquarters;
 - (d) Repair of military pattern communications equipment.
-

- Air Units

These units can comprise any of the following: Liaison Transport; Heavy Tactical Transport; Utility Short Take-Off and Landing (STOL) Transport; Medium Tactical Transport Helicopter; Utility Tactical Transport Helicopter; and MEDEVAC/Air Rescue fixed-wing planes and helicopters. The following aviation missions may need to be conducted:

- (a) Routine and Emergency Intra-theatre Aeromedical Evacuation;
- (b) Liaison Transport;
- (c) Intra-theatre passenger flights;
- (d) Aerial deployments of quick reaction forces;
- (e) Intra-theatre logistics airlift;
- (f) Theatre support to troop rotations;
- (g) Intra-theatre vertical replenishment (air drop);
- (h) Support to battalions, other UNMOs and all other components;
- (i) Command and liaison;
- (j) Aerial reconnaissance;
- (k) Helicopter slinging and hoisting.

Each Member State providing air assets and personnel to a mission will include sufficient elements to form the mission's air operations control centre and air staff, air maintenance capabilities, and air-to-ground and air-to-air communications. One of the air units might be expected to deploy with a meteorological element. Traffic control, flight safety, airfield management as well as mobile air movements sub-units and elements may be called in. Unit organization will depend upon the aviation role assigned.

- Field and Multi-Role Engineer Units

These units cater to detached operations. The tasks of the Field Engineer Unit include explosive ordinance reconnaissance and mine awareness/ sweeping/removal tasks. If construction engineering expertise is required, this unit covers both horizontal and vertical construction engineering. Multi-role Engineer Units must also be capable of providing portable water production and treatment. Plant equipment may only be deployed when it has been confirmed that the mission site is unable to provide such equipment. Technical engineering expertise such as engineer tradesmen, draftsmen, structural designers, electrical designers, specifications writers and inspectors also form part of the Engineering Unit where local hiring is limited. For operational reasons, Engineer Units may be grouped, and should this occur, the Chief Engineer would assume command of the grouping.

- Supply Units

Two types of supply units may be required for a particular mission:

- (1) mission-wide supply depots – when the size of a mission exceeds 4,000 personnel and the territory is very large;
- (2) conventional (composite) supply units.

The supply units may operate as part of a multi-role logistics unit and are responsible for Supply, Transport and Maintenance. Supply Units responsibilities can include:

- (a) ordering, receiving, warehousing and issuing materiel and stores destined for all components of a mission;
- (b) control of materials including physical control, receipt and issue operations, as well as packaging;
- (c) inventory – stock and replenishment;
- (d) disposal of UN owned material.

- Transport Units

As in the case of supply units, transport units may be part of a larger national or multinational logistic organisation. Transport units involve personnel to manage both nationally owned as well as UN-owned vehicles. Although types and quantities of vehicles deployed depend on what is available from local commercial sources, transport units are expected to deploy a mostly general-purpose (cargo and bus) vehicles.

- Maintenance and Repair Units

The extent of maintenance support and resources required for a particular mission depends largely upon the local economy and self-sufficiency of mission sites. In the case of supply and transport units, maintenance personnel may form part of a larger logistic group. The major task of maintenance units is vehicle repair and the associated vehicle-recovery requirement, including electro-mechanical and electronic repairs. Maintenance units therefore deploy with sufficient vehicle-recovery trucks to cater to the worst possible cases, such assets generally being in short supply at mission sites.

- Movement Control

The headquarters of the Movement Control Unit is normally co-located with the mission site's traffic section where effective coordination of movement can be exercised. The unit is expected to cater to detached operations, so that it is composed of a number of detachments operating at airports, seaports and railheads.

- Postal Unit

The Postal Unit provides mail service for deployed personnel and interfaces with local and national services. It may have units in major UN locations and can be responsible for movement of classified and unclassified official mail at the mission site.

- Medical Units

The size, composition and mission of the medical units depend on the size of the mission/force, the threat against these forces, the medical infrastructure of the country or territory, the quality of available civilian medical services, distances between levels of care, time constraints in evacuation, the contingent providing the support, and the level of self-sufficiency in each of the units. The structure of the units and their configuration follow international definitions of levels of care, and capacities at each of these levels. The structure of the unit depends on the ability to provide proper medical care to a casualty. Lines of communication, transport resource availability/response, including air, and the distances involved between levels of care determine the medical capability requirements, as follows:

- (a) Field surgical units;
- (b) Field ambulances and a hospital to hold patients requiring temporary or extended keeping;
- (c) Medical clinics for minor ailments/injuries not requiring long-term rehabilitation;
- (d) Psychiatric services;
- (e) Preventive medicine services (hygiene/sanitation and disease surveillance);
- (f) Dental services;
- (g) Medical Logistic Support (provision of medical stores; equipment repair);
- (h) Blood banking;
- (i) Other special services if not available in the country.

- Military Police Unit

Normally a contributing nation is requested to provide the nucleus of a military police unit so that it may participate in its headquarters. Detachments of up to ten Military Police are formed using the MPs of the different contributing nations (normally up to six MPs per contributing nation). Operating under the command of a designated Provost Marshall, the Military Police unit is responsible for physical security of personnel and the security of materials. On a secondary level, the unit oversees traffic control, internal crime investigation and cooperation with local police authorities.

Military headquarters normally makes 7 major staff appointments related to UN mission logistic requirements:

1. Chief Logistics Officer
2. Chief Military Personnel Officer
3. Chief Medical Officer
4. Chief Air Operations
5. Force Provost Marshall
6. Chief Signals Officer
7. Chief Engineer.

The duties of each administrative position are described as follows:

1. Chief Logistics Officer

As a military staff member of the Force Headquarters, the Chief Logistics Officer (CLO) is chosen from among the armed forces personnel of countries contributing contingents to the Force. As with civilian appointments, other senior posts are divided proportionally between the major contributors, while subordinate posts are allocated among all the contributors.

In operations where logistics support is provided by a single contributing nation, the Chief Logistics Officer normally comes from that country. Where more than one country is involved in the management of logistics, the selection of the Chief Logistics Officer is made from one among them, probably from the one making the larger contribution. Or, the appointment may rotate.

The Chief Logistics Officer is responsible to the Force Commander for planning, execution, and supervision of the military component of any UN mission. He advises the Force Commander and Deputy Force Commander on all logistics matters and establishes a team to assist him in the planning, control, and coordination of support to the mission. His supply staff consists of a Senior Staff Supply Officer, a number of supply coordination and operations officers and, if required, technical supply officers and Liaison Officers. He is also assisted by a number of Section Chiefs and their staffs.

The Chief Logistics Officer reviews and approves the recommendations of subordinate staff officers, unit commanders, and national support in terms of initial provisioning, re-provisioning and scaling. He submits recommendations to the Chief Administrative Officer for funding approval. The Chief Logistics Officer ensures that all support requirements are pre-approved for funding by the Chief Administrative Officer prior to supply requisitioning or procurement. Working together, the Chief Administrative Officer, the Chief Logistics Officer and branch Section Chiefs are responsible for the supply functions of a UN mission.

The Chief Logistics Officer sets up the logistics base in a location provided by the host government under a formal agreement with the United Nations. He/she is responsible for its organisation and operation, and for the standard operating procedures which govern the logistics base.

Responsibilities of Staff at a Logistics Base

Staff at logistics base coordinate:

1. supply support and services including resupply, replenishment, warehousing and material services;
2. maintenance, including military vehicle and equipment repair beyond basic/unit capability;
3. transport services, including forward resupply, troop and personnel movement via road, air, sea and rail, as well as vehicle safety;
4. food services, including dietary services, catering standards and hygiene standards in consultation with the medical staff; and
5. postal and courier services in consultation with national contingents and the mail operations section within the General Services Branch.

2. Chief Military Personnel Officer

The Chief Military Personnel Services Officer looks after personnel administration, recreation and welfare needs, maintains the central registry and records section, coordinates the production and issue of publications pertinent to personnel, and does preparation of military strength returns. Personnel administration concerns include personnel identification, maintaining the status of unit personnel, determining leave policies, and initiating administrative investigations and a board of inquiry when required. He also determines whether recreation, sports and welfare requirements meet prescribed objectives to maintain personnel morale and motivation.

3. Chief Medical Officer

The Chief Medical Officer is responsible for policies and directives regarding the handling and treatment of civilian and military personnel, whether they are administrative or technical personnel. In accordance with personnel directives on Medical Evacuations for UN staff, he also oversees preventive medicine (hygiene), and aero-medical evacuation including medical repatriation in consultation with the DOA/CAO.

4. Chief Air Operations

The Chief Air Operations coordinates all air resources in support of operations and issues air taskings. He is assisted by the Chief Air Staff Officer who is responsible for liaison between mission headquarters and air transport units. He controls all internal flights of aircraft assigned to the mission and obtains all necessary flight clearances.

5. Force Provost Marshall

In consultation with UN security staff, the Force Provost Marshall coordinates physical security needs of UN personnel, property and materials. In consultation with the military operations staff and local authorities, he conducts police investigations, as required.

6. Chief Signals Officer

In consultation with the Communications Officer, the Chief Signals Officer coordinates the provision of on-site mission communication for the military component and the management of Communications Centre. In addition, he sees that computer services are provided for training and maintenance requirements.

7. Chief Engineer

The Chief Engineer coordinates field engineer support. In consultation with the Civilian Chief Engineer officer, he also oversees accommodation and construction services.

- Integration of Support Services

The integration of command, control and accountability for the Logistics Support involves integration of the Civilian and Military components involved in the Support functions.

Logistics is the careful integration of Transportation, Supply, Warehousing, Maintenance, Procurement, Contracting and Automation into a coherent functional area, in a way that permits and enhances the achievement of the common objective, and in a way that prevents sub-optimisation in any of these activities.

Integrated Support Services (ISS) Organisation

Chief of Integrated Support Services (CISS) is the Chief Executive of the ISS (ISS organisation chart is attached at the end of the course as Annex B). In some missions where there is no CISS, the Chief Technical Services assumes this role. He/she is responsible for ensuring that ISS Mission is achieved. He/she works under UN Policy guidelines and within forecasted budget limits. The Chief of Integrated Support Services (CISS) is responsible for:

- The centralized control and coordination of all Mission resources
- The operational effectiveness and efficiency of all ISS components
- Line management of all ISS civilian staff
- Forecasting the mission's global budget requirement
- Ensuring compliance with UN Financial Rules and guidelines
- Inventory control of all UN owned property through ISS Sections Chiefs
- Coordination and approval of all material resources.

Deputy Chief of Integrated Support Services (DCISS) is a Military Post. He/she is responsible for planning and provision of Mission Logistic support. DCISS is responsible for the following sectors and functions:

- Coordinating with the Deputy Force Commander's Office through COS
 - Coordinating with the Chief of Administration Office through the CISS
 - Developing Plans, and Procedures
 - Co-coordinating resources
 - Prioritizing/Implementing/Monitoring
 - Developing and Communicating a horizontal strategy
 - Facilitating Constructive interaction with Civilians
 - Facilitating Constructive Interaction with Military
-

- Joint Logistic Operations Center support to the Military Contingents
- Management of all military staff officers in the ISS.

3.2 HEADQUARTERS LOGISTICS SUPPORT STRUCTURE

All Under Secretaries General participate directly or indirectly in the planning, support, and maintenance of peacekeeping missions. However, the Under Secretary General of the Department for Peacekeeping Operations has primary and direct responsibility for peacekeeping missions and operations.

Department of Peacekeeping Operations (DPKO) is responsible for the planning and conduct of peacekeeping operations. On behalf of the Secretary General, it keeps abreast of the relevant political and operational developments at the various negotiating tables and arranges for such basic requirements as cease-fire arrangements, Status of Forces Agreements (SOFA)² and other political actions related to the setting up of peacekeeping operations. It also provides guidance and direction to field missions. Within DPKO, the Military Advisor for the UN has the dual role of:

- (a) providing advice on military matters which impact on the political negotiations, and
- (b) dealing with member states regarding their contributions.

The DPKO has a number of sub-divisions. The most apparent in the conduct of peacekeeping operations is the Office of Mission Support (OMS)

Office of Mission Support

Mission Statement

“To provide peacekeeping missions with timely, cost efficient and effective administrative and logistical support throughout their life cycle (preparation, start-up, sustainment and liquidation)”

The Office of Mission Support (OMS) provides administrative and logistic support to the UN's peacekeeping and other field missions. It also provides logistic and administrative support to missions conducted by the Department of Political Affairs, the Department of Humanitarian Affairs and other departments and offices as required. Specifically, the Division:

- Identifies, in cooperation with the Mission Planning Service (MPS), administrative and logistic requirements of field missions, including administrative support, staffing tables, accommodation, transport, communications, equipment and supplies. Advises on the administrative and logistic aspects of starting, deploying, re-deploying and closing missions and participates in technical survey missions;
- Develops and disseminates administrative policies, procedures and ²practices for field missions, principally by means of the Field Administration Manual. Provides the policy guidance for field mission Standard Operating Procedures,

² SOFA discussed further in lesson 4

- documents, Boards of Inquiry reports and Guidelines to Troop Contributing Governments;
- Guides the Chief Administrative Officers of field missions concerning administrative and logistic policies and procedures, including personnel, finance, communications and procurement matters. Coordinates with Governments on administrative matters concerning their contributions of civilian personnel, equipment and logistic support. Reviews and makes recommendations to the Controller on the disposition of mission-related third-party claims and proposals for ex gratia payments;
 - It also exercises control over United Nations property through the centralised allocation and disposition of field mission assets and monitors the adequacy of internal controls in field missions.

The following will give an idea of the magnitude of Mission Support (estimates):

- Civilian personnel: 6,600 (int'l); 11,000 (local)
- CivPol and military personnel: 50,000
- Financial resources: 2.9 billion per year
- Assets: Over 200,000 non-expendable assets in over 40 mission accounts (total value: over \$700 million)
- Annual procurement: over \$1 billion (\$500 million at HQ; \$500 million in the field).

OMS is responsible for managing or directing all related support activities. The OMS consists of Logistics Support Division (LSD) and Administrative Support Division (ASD). Under the LSD fall the services of Operational Support Services, Specialist Support Services, and Communications and Information Technology Services. ASD oversees Financial Management and Support Services, and Personnel Management and Support Services.

Logistics Support Division

Mission Statement

“To support Security Council mandates by providing the right support
in the right quantity in the right place at the right time
at the lowest net cost to the Member States of the United Nations”

Logistics Support Division translates the goals and concepts contained in the Secretary-General's reports and the mandates contained in Security Council resolutions into practicable approaches for establishing, sustaining and liquidating peace operations on the ground-in some of the worst places in the world. In coordination with other services and organisations, Logistics Support Division formulates logistic support plans for field missions specifying equipment, supply and financial implications; produces instructions to carry out those plans and monitors their implementation (Organization Chart of LSD is enclosed as an Annex on Page 63). The division:

- Participates in technical survey teams; gathers relevant local data to develop logistic support plans for new or expanded mission; reassesses the logistics support concept of field missions and reviews the efficiency of supply arrangements and effectiveness of services provided to the field;
 - In coordination with the Mission Planning Service, determines mission start-up requirements and, on the basis of contingency planning activities, assembles, maintains and arranges the deployment of missions' start-up equipment and supplies to permit a rapid initial deployment of key mission elements for new field missions;
 - Prepares detailed generic technical and contractual specifications and proposals for the supply of required goods and services; determines the method of supply and ensures that the requirements identified are met through the creation of requisitions for commercial procurement action or through issuance of Letters of Assist for direct supply by Member States;
 - Determines the need for construction projects, including accommodation facilities, roads and bridges, and renovation and development of military/civilian living and office sites and sanitation facilities in field missions; evaluates bids and proposals based on technical criteria, timeliness of delivery and other relevant logistic support aspects;
 - Manages technical aspects of contracts by establishing suitable procedures, monitoring the contractors' compliance with the terms and conditions of contracts and recommending payment for services received;
 - Provides technical advice to field missions; conducts product research on commonly requisitioned items and market research for logistics supply services; manages field mission' properties and stock holdings; maintains updated records for all field missions;
 - Monitors expenditures by object of expenditure and mandate period and recommends transfer of allotted funds to the Finance Service as required to meet priority support demands; prepares property survey cases, reviews cases submitted by field missions and submits cases that are supported by the Service to the Headquarters Property Survey Board for consideration and subsequent approval by the Controller;
 - Designs power supply systems, field communications and international systems through utilisation of satellites, electronic data processing, radio communications and encryption equipment; prepares specifications and evaluates bids and supervises their installation;
 - Manages movement of contingent personnel and equipment for deployment, rotations and redeployment to field missions; prepares guidelines for purchase and maintenance of ground and air transport facilities and safety standards for equipment; investigates and follows up on aircraft accidents and ensures compliance of civilian aircraft operations within United Nations standards;
 - Assists in the elaboration of guidelines concerning the disposition of United Nations equipment upon termination of a peacekeeping operation or other field mission and manages their implementation.
-

Procurement

Planning and requisitioning

LSD is involved with field missions in acquisition planning, identification of requirements, preparation of requisitions, and preparation of specifications.

Bidding and selection of vendors/contractors

The Mission Procurement is delegated many of these responsibilities including: invitation to bid (ITB) or request for proposal (RFP), bid opening, commercial evaluation of bids, presentation to the LCC and to the HCC, and awarding and contracting. Many of these areas are done in consultation with the Procurement Department at UNHQ NY. The Procurement department also assists LSD and the Mission Procurement for presentations to the HCC.

The presentations to LCC and HCC are detailed descriptions of the requirements, background and needs of the material or services being sought, to give the Committee members an understanding of the requirements and process that was followed.

Contract management

Depending on delivery specifications, the field missions in consultation with LSD do the Receipt and Inspection (R&I), monitor provision of Services, evaluate contractor's performance, and certificate payments.

LSD Staffing

LSD currently has 165 staff members in Headquarters and 106 staff members in UNLB, Brindisi.

Scale of LSD Task

The scale of LSD tasks in 2001 were as follows:

- 15 peacekeeping operations
 - 13 political offices
 - 47,500 peacekeeping troops
 - 12,500 UN civilian staff
 - 12,000 vehicles
 - 34 fixed-wing and 85 rotary-wing aircraft
 - Combined annual budget over \$3 billion.
-

Challenges

OMS/DPKO faces many types of challenges, some of which are discussed here.

- Political Challenges

Requirements for logistics support to a UN peacekeeping operation arise only in response to a SC Resolution. SC Resolution defines the scope, scale and duration of a peacekeeping operation.

- Financial Challenges

All mission support activities must be funded by an approved budget. The budget approval process is lengthy and detailed. SC approves mandates, and GA approves budgets. Process cannot begin until SC Resolution is approved. Each DPKO mission is funded independently. There is no legitimate scope for using one mission's budget to support another's operations.

- Challenges – Resources

- DPKO does not possess a large material reserve. UNLB Brindisi currently holds limited resources. “OMS Reserve” consisting of whatever surplus material happens to have been returned by liquidating missions.
- DPKO does not possess its own ships and aircraft for strategic deployment. These assets are spot-chartered for every mission deployment, which takes at least 4-6 weeks.

- Challenges – Procedures

LSD is a small component of the overall United Nations Organisation. As such, it is subject to all normal UN procedures, Rules and Regulations. For example, ultimate authority for procurement lies outside DPKO, which is part of UN policy of “separation of powers” to ensure transparency in global procurement. DPKO USG cannot buy a single thing on his own authority. DPKO priorities must compete with all other UN department's priorities.

- Challenges – Partners

LSD is heavily dependent on reliability of its “partners”, e.g. Troop Contributing Countries (TCCs) and contractors. LSD can not initiate a contingent move until the TCC has provided detailed Load Lists, itemising what is to be moved. Also it is not unknown for a contingent to arrive without required equipment or self-sustainment capabilities. It becomes a problem of LSD to make good the shortfalls usually at short notice and without adequate funding. Contractors are also known to fail to perform as agreed.

- **LSD Units**

Logistics Support Division consists of Aviation Safety Unit, Operational Support Services, Specialist Support Services and Communications and Information Technology Services (see organisation chart of LSD attached at the end of the lesson).

Communications and Information Technology Services (CITS)

CITS consists of Systems Section, Communication Section and Information Technology Section.

This section conducts research on, identifies, and benchmarks new technologies, coordinates the set-up and establishment of an effective and adequate information security model, assesses IT needs of mission components and information integration, develops a communications and electronic services support capability within DPKO.

It is responsible for the logistics and communications decision support system. It has 24/7 (24 hours' 7 days a week) help desk for field mission systems. It manages disaster recovery scenarios, coordinates an Extranet and Intranet for peacekeeping, coordinates peacekeeping operations' web site, together with the Department of Public Information and the Information Technology Services Division in the Department of Management.

It is also responsible for rapid deployment capacities and follow-up of non-peacekeeping related requirements currently supported by DPKO, including for OCHA and DPA. It develops and deploys security for voice, data and image, global DPKO communications network between UNHQ and all field missions, all forms of communication, including secure communication, mission-internal communications between field mission HQs and subordinate formations (usually Battalions), local point-to-point radio (VHF), Satellite Communications (SatCom), and full range of IT systems and applications from word-processing to asset control and e-mail and internet access.

Operational Support Services (OSS)

Logistics Operations Section

Logistics Operation Section (LOS) falls under LSD's unit of Operational Support Services.

Logistics Operation Section is the primary focal point within the department for planning, coordinating and assessing logistical support activities within peace operations. LOS provides Integrated Mission Task Forces (IMTFs) with broad expertise on logistics support matters during concept formulation.

LOS leads the coordinated effort within Logistics Support Division to develop and implement synchronized multifunctional logistical support plans. LOS continuously assesses logistical performance of current peace operations. LOS is also the focal point for cross-cutting logistics matters that require the cooperation of more than one functional section within the department or that require the coordinated efforts of offices outside of LSD.

As the department's focal point for all logistical support to its field activities, LOS has to maintain close liaison with the other services within the department, Permanent Missions of TCCs, UN agencies, host governments, and the supported field missions and offices.

LOS develops, coordinates and assesses the application of institutional logistics support policies and procedures. LOS also develops systems to ensure integrated planning of all support aspects of peacekeeping, prepares a mission planning process (MPP), prepares systems and procedures for the material request order (MRO), prepares standard operation procedure manuals (SOPs), identifies and designs enhancements for United Nations Logistics Base (UNLB) Brindisi.

LOS has Logistics Desk Officers, whose responsibilities are to:

- identify cross-cutting issues,
- ensure coordination,
- maintain situational awareness,
- logistics planning for new missions.

LOS has five sub units, which include three Regional Units, Programme Support Unit and MovCon Unit as follows:

Regional units:

- Africa,
- Asia and the Middle East,
- Europe and Latin America.

Programme Support Unit's responsibilities are as follows:

- LSD business Plan
- Policy and process planning
- Training
- Administrative Services
- Pouch services.

MovCon Unit

This unit conducts movcon training, updates United Nations air operations manual, provides procedures for control of out-of-mission-area flights, reviews and assesses national aviation regulations, establishes air transport controls for establishing new missions, conducts COE pre-deployment surveys, strategic movement of contingents to/from missions including their equipment usually troops by air, heavy equipment by sea.

Specialist Support Services (SSS)

The SSS includes five sections including Transport, Engineering, Supply, Aviation and Medical Support.

Transport Section

This section establishes motor transport controls for the establishment of new missions. Transport section is responsible for provision of all mission vehicle requirements (from light 4x4s to heavy specialist vehicles).

Transport section is also responsible for the following as it relates to Transport:

- Technical Standards
- Operating Standards
- Cost Monitoring
- Budget and performance
- Transport Publications
- Training.

Aviation Section

This section's responsibility is the provision of mission air support including fixed-wing and rotary wing aircraft, ranging from light utility aircraft to heavy cargo aircraft.

Engineering Section

This section deploys water purification systems in United Nations missions, develops master plans, standardized drawings, and field implementation packages to start new missions, and develops environmental programmes in United Nations missions. It is also responsible for the following as it relates to Engineering:

- Provision of all mission accommodation
 - From prefabs to leased fixed facilities
 - Accommodation Standards
- Provision of all utility services (electricity, bulk water, sewage)
- Repair & maintenance of physical infrastructure
- Defense works
- Geographic Information Systems.

Supply Section

Supply Section's responsibilities include:

- "Life Support" services (Food, Bottled Water, Fuel)
- General Supply items (Clothing, e.g., Blue Berets; Furniture, maps, consumables)
- Logistics Support contracts, contract administration
- Property Management, COE management.

Medical Support Section

Medical Support Section's responsibilities include:

- Advice on peacekeeping medical issues
- Mission medical support policy
- Mission medical evacuation policy
- Provision of medical equipment and supplies.

Aviation Safety Unit

Aviation Safety Unit provides advice on air safety to new missions; prepares and revises aviation safety manuals, standards and accident prevention programmes; provides advice on aviation safety to field missions, other United Nations agencies and programmes; sets, verifies, and enforces mission performance on aviation safety; investigates aviation related accidents; and liaises with aeronautical standard setting bodies.

Administrative Support Division

Administrative Support Division (ASD) consists of two services: Financial Management and Support Services (FMSS) and Personnel Management and Support Services (PMSS).

Financial Management and Support Services

This Service reviews budget, reviews delegation of authority to missions, and coordinates DPKO plans/reviews for identifying financial resources. FMSS is responsible for claims tracking and for third-party claims. FMSS reviews and approves the staffing tables as part of budget, and determines the costs for submission in budget proposals.

Budgetary Functions

FMSS prepares costs and reviews draft reports on cost planning. To meet immediate financial requirements FMSS prepares and reviews cost estimates. FMSS submits cost estimates to ACABQ for funding.

- Budget formulation

In coordination with the mission FMSS issues budget instructions, updates standard cost manual, formulate budget proposal, introduce and defend budget in ACABQ, and introduce and defend budget in Fifth Committee.

- Implementation of the Budget

FMSS authorizes expenditures and posts once budget is approved, obligate funds, and reviews monthly expenditures.

Financial Management Functions

- Financial administration and control

FMSS designates and approves certifying officers, certifies claims for payment, effects payments, maintains accounts, issues and certifies financial statements, and replies to audit queries. FMSS requests opening/closing of bank accounts, requests, and approves delegation of authority, and monitors/clears claims in accounts payable. FMSS processes, reviews, and certifies LOA and D&D claims.

FMSS provides financial management support and planning services for field missions from start-up through withdrawal. The service:

- Coordinates and prepares submissions regarding financial implications of field missions to the Controller; coordinates and prepares cost estimates for new and existing missions with respect to Headquarters managed expenditures;
 - Reviews and comments on field requirements and provides support to substantive departments and field missions to ensure effective resource management and control and provides day-to-day guidance on the application of Financial Regulations and Rules;
 - Reviews and verifies claims from governments and makes payment recommendations to the Controller for supplies and services, death and disability, as well as for the reimbursement for use of contingent owned equipment;
-

- Administers financial arrangements in consultation with field missions and Headquarters operational units, including requests for payments of:
 - a) global vehicle insurance arrangements in conjunction with the Insurance Unit
 - b) commercial satellite communication
 - c) freight forwarding charges
 - d) aircraft operations
 - e) other commercial services;
- Administers financial liquidation of existing missions including aspects relating to the disposal of assets and preparation of final reports reflecting overall financial performance with respect to budgets for submission to the Controller; acts as focal points for audit matters relating to all missions and ensures corrective action is taken including modifications and/or improvements to internal control procedures;
- Serves as focal point in DPKO for information regarding the financial status of missions and initiates revisions to financial policy instruments in light of experience gained in the field; provides direct support to the field through the temporary assignment of Finance Officers who act as trouble shooters/advisers, undertaking operational reviews of financial areas as required.

Personnel Management and Support Services

PMSS assists to develop policy, guidelines and support strategy, creates and updates start-up and stand-by teams, prepares teams including updating lists and training, and manages the rapid deployment of civilians to missions.

Staffing requirements

PMSS determines the staffing requirements and proposes organizational structure for peacekeeping operations, proposes staffing tables for field missions within the framework of established operational plans, develops generic and standard job descriptions for posts.

Recruitment, appointment, assignment and termination of personnel

PMSS is responsible for selection, recruitment, and release of staff from outer agencies, appointment of personnel for mission assignment, extension of appointments, and termination of appointment.

PMSS identifies personnel resources including through contractual arrangements, makes arrangements for their briefing, medical clearance and travel, evaluates candidates for inclusion on roster, reviews staffing level in field missions, and proposes modifications in the categories and numbers of staff as required.

Personnel Administration (entitlements and benefits)

PMSS is responsible for administration of mission entitlements for all personnel serving in peacekeeping operations for the duration of their assignments to a field mission. PMSS reviews requests for exceptions to Staff Regulations and Rules, administers leave entitlements and other delegated authorities to the field, and promotes

local staff in established missions. PMSS is responsible for reviewing compensation for death, injury or illness.

Post/people management and career support

Creation of posts, performance management and career development are parts of PMSS.

Travel and claims administration

PMSS arranges for travel of military observers, police monitors and government-provided personnel to the missions in liaison with the permanent missions to the UN concerned, and handles all administrative issues related to their assignment: certification of travel authorization, establishment of ticket costs, establishment of ad hoc Daily Subsistence Allowance (DSA) and increase of amount of personnel effects shipment, issuing tickets, and monitoring of travel arrangements in missions also fall under PMSS.

This Service:

- Implements and follows up decisions made regarding assignments, separations, promotions, benefits and disciplinary measures of staff in the field;
- Reviews the administrative aspects of the Notes for Guidance of Military Observers, Civilian Police, Electoral Observers and other government-provided staff;
- Maintains records of field staff and consultants, controls staffing tables and prepares the analytical material necessary to manage staff resources; formulates policies and procedures for the provision of United Nations Volunteers; initiates revisions to personnel policy instruments in light of their applications in field missions.

Galaxy project

The DPKO and the Office of Human Resources Management have collaborated on the establishment of a system, called the “Galaxy Project”. The Project re-engineers and automates the full range of UN staff recruitment and selection procedures applicable to job profiles, vacancy announcements, applications, selection process, recruitment, placement, promotion and mobility of staff within the UN Secretariat.

3.3 INTERACTION WITH INTERNAL COUNTERPARTS

In multi-role missions, the Special Representative to the Secretary-General exercises overall command of all components of a UN operation: electoral, civil affairs, military, civilian police and administration, etc.

Interaction with all internal counterparts is of utmost importance.

Military

The tasks of the Military Component can generally be summarized as the separation of opposing sides, the establishment of a buffer zone or equivalent, the

supervision of truces or cease-fire agreement, the prevention of armed conflict between nations or within a nation, and the contribution to the maintenance of law and order and a return to normal conditions.

The Military Division usually consists of the Office of the Military Adviser and four separate Services for Military Planning; Force Generation and Military Personnel; Current Military Operations; and Training and Evaluation.

The Office of the Military Adviser conducts strategic liaison with regional and sub-regional organizations and arrangements in the development of their peacekeeping capacities, and means of cooperation with the United Nations. He/she writes and publishes planning directives and standard operating procedures (SOPs). In addition, this office provides adequate information to Member States to assist them in gaining national-level support from troop contributors. The office of Military Adviser is also involved in Training and Evaluation, which includes:

- Conducting roaming training requested by contributing nations
- Pre-deployment assessment of contingent capabilities
- Supporting and coordinating with Member States and regional peacekeeping training centres, UNITAR POCI and other peacekeeping institutions
- Providing inputs for the establishment of mission training budgets and assist in-mission sustainment training
- Developing policies and guidelines for standardized peacekeeping training and assessment criteria.

Military Personnel

Article 43 of the Charter of the United Nations lays down the commitment expected of Member States in respect of contributions from their armed forces and police for the maintenance of international peace and security. Although the formal agreements foreseen in that article were never concluded, a number of states have earmarked and made available contingents for peacekeeping forces and individual military observers for observer missions.

United Nations practice is to canvas Member States for contingents of military personnel as and when requirements exist for a peacekeeping operation. Once such an operation is approved, every effort is made by the Secretariat to recruit the numbers required, by raising contingents and/or detachments, and/or individual military observers as required, from Member States on the basis of the broadest possible geographical representation.

Military Observers

United Nations military observers are auxiliary personnel placed at the disposal of the United Nations on a loan basis by a government of any Member State at the express request of the United Nations. Such personnel are not paid salaries directly by the United Nations.

Civilian Police Division

Headquarters

The Civilian Police Division consists of the Office of the Civilian Police Adviser, the Mission Management Unit, and the Policy and Planning Unit.

Civilian Police Division assists in the preparation of comprehensive plans to implement mandates involving the restructuring/establishment of police services, supervises and coordinates the development of the curricula for local police services, academies, and in-service training. It also provides advice on the development of local police career development systems and assists in the establishment of policing systems, and develops the guidelines and parameters by which Member States could maintain their own roster systems for rapid deployment of civilian police officers, through the United Nations standby arrangement system (UNSAS)³.

Furthermore, this Division is responsible for: standardizing United Nations civilian police induction programmes in the mission areas; developing assessment and evaluation policies, in consultation with Member States, for senior United Nations civilian police officers; developing systems and procedures to facilitate the law enforcement-judicial nexus in peacekeeping operations; developing systems and procedures for the deployment and assessment of formed police units.

Mission

UN CIVPOL's overall aim is to establish properly functioning law enforcement agencies in the Mission area. CIVPOL uses its authority to carry out independent investigative work to better monitor and pressure the local police, the judiciary and other authorities to fulfill their obligations and respond adequately to reported violations.

Civilian Police component undertakes the supervision or control of local civil police in order to ensure that law and order are maintained effectively and impartially, and that the human rights and fundamental freedoms are fully protected. Border Monitors monitor any embargo imposed by the United Nations along parts of an internationally recognized border.

From the operational standpoint, the Civilian Police is a separate component of the Peacekeeping Mission under the command of a Police Commissioner, who reports directly to the Special Representative. At the same time the CIVPOL Component complements and works closely with other components, e.g. military, humanitarian, electoral and administrative components in the mission. A strong interrelationship with other components must be assured to guarantee the success of the CIVPOL mandate.

Depending on the mandate, the tasks may be:

- To observe the conduct and performance of the local police and judicial investigative authorities in the arrest, detention and interrogation of persons charged with a crime, the general handling of prisoners and the searching of residences.
- To accompany local police on patrols.
- To attend the scenes of crime.

³ See Lesson 5

- To conduct investigations as required, where the inquiry by the local police investigative body is seen to be inadequate, due to bias, indifference or deliberate intent to mislead the course of justice.
- To conduct independent patrols and observe the presence or absence of local police.
- To observe and monitor the movement of refugees and displaced persons.
- To observe gatherings, rallies and demonstrations.
- To visit prisons and observe treatment of prisoners.
- To follow investigations against minorities, through the judicial system and monitor the final result.
- In missions where an election is scheduled during the mandate period, UNCIVPOL will perform tasks related to the election and assist the Electoral Component.
- To assist humanitarian aid agencies and Civil Affairs component.
- To help defuse inter-communal tensions.
- To record and report all incidents as directed.
- To monitor the tranquility and the maintenance of law and order in the vicinity of voter registration offices and polling stations.
- To monitor that no person is denied entry into the aforementioned centres for the purpose of registration or voting.
- To assist in the reorganization and training of the local police.
- To conduct on-the-job training of the local police.
- Involvement in Police reform – if a mission has a strong mandate, CivPol may be involved in de-authorization and de-certification of Police Officers.

Civilian Government

Selecting the assets needed to fulfill the mandate completes the tailoring of the organisation of the UN Operation. It may involve considerations concerning the Diplomatic and political officers and staff members, with tasks that may range from political negotiations to supervising, monitoring and direct control of all administrative bodies and offices.

Civil Affairs Main Functions

The mission's mandate defines Civil Affairs activities. Civil Affairs officers are expected to be involved in strategic mission planning, political analysis, reporting, providing advice to Military/CivPol, undertaking negotiations at the field level and in HQ, coordinating with international actors (OHR, NATO, OSCE, the EU) and, in some areas, being programme managers or senior advisers to the Military/CivPol while working within Military/CivPol structures (under supervision of the Force Commander). These functions and duties involve multiple tasks and multiple skills. Civil Affairs Officers, in the field and at mission HQ, are required to continuously assess the progress

and challenges of mandate implementation. They play a major role in preparing comprehensive regional or mission-wide mandate implementation reports.

Particularly in the field, Civil Affairs officers have a broad representational role to promote and advocate the objectives of the mission. They are the primary mission interlocutors with other international agencies, local political authorities and the public. At mission HQ, the Civil Affairs Policy and Plans Unit is the focal point for mission-wide strategic planning, as well as undertaking the full range of mission reporting requirements. Officers may be also out-posted to specific Military/CivPol programmes, such as Minority Recruitment, the State Border Service, Regional Police Cooperation initiatives, and mission-wide training programmes.

In a transitional administration (TA) the UN has final decision making and executive authority. This often requires precisely the same skills of negotiation, political analysis and assessment, mandate implementation planning and reporting, engagements in reconciliation and confidence building, as in a traditional mission. Moreover, there are times in the life of a traditional mission when a mix of skills and competencies is required.

Broadly speaking, the functions of Civil Affairs components mostly depend on the mandate of the mission. In some missions, the UN may even assume the role of the Civilian Government, e.g., more recently in Kosovo and East Timor. Following are a couple of examples of different mandates:

- a) Wide mandate, for example in the United Nations Transitional Administration in Eastern Slavonia (UNTAES) covered all aspects of reintegration process of the region into Constitutional structure of Republic of Croatia. The reintegration process included formation of Joint Implementation Commission (JIC) on Civil Administration, Public Utilities, roads, railways, education, health, etc. Also, Civil Affairs in this mission made recommendations to the Transitional Administration to take executive decisions to expedite the process. Civil Affairs other role included liaison with the Government and local officials.
- b) A narrower mandate, for example in the United Nations Mission in Bosnia and Herzegovina (UNMIBH):

In this specific mission Civil Affairs role is to provide political guidance to International Police Task Force (IPTF) and other components to implement the mission's mandate. Civil Affairs is the custodians of the mandate (with constant rotation of IPTF). Political reporting is a regular part of the duties of this section. In addition, Civil Affairs drafts contributions to Secretary-General's reports. Contacts with the local officials are kept to ensure smooth implementation of the mandate, to overcome resistance at the local level, and to seek political intervention in crisis situations.

A good example of an inter-department cooperation at Mission level could be found in UNMIBH, where all departments are involved in the implementation of MIP-MAP (Mission Implementation Plan – Mission Action Plan). This is done through regular meetings of the Mandate Implementation team, consisting of representatives of various components of the mission (IPTF, Civil Affairs, Administration, etc.).

United Nations Mine Action

United Nations Mine Action is the response of the United Nations system to the global landmine and unexploded ordnance (UXO) problem. The United Nations has been involved in humanitarian mine action activities since 1989, when a mine action programme was initiated in Afghanistan. In recognition of the scope of the landmine problem and of the range of expertise required to address it, eleven United Nations Departments and Agencies are now involved in humanitarian mine action. They work under the overall coordination of the United Nations Mine Action Service (UNMAS) and share the common vision of a world safe from the threat of landmines, where economic and social development can occur free from the constraints imposed by landmine contamination, and where the needs of mine victims are addressed.

United Nations mine action includes five core components:

- Mine clearance
- Mine awareness and risk reduction education
- Victim assistance
- Advocacy in support of a total ban on antipersonnel landmines
- Stockpile reduction.

In the immediate aftermath of a conflict, emphasis is given to mine action in support of both peacekeeping tasks and humanitarian activities. Mine Action Centres sponsored by the United Nations are established to conduct a broad range of activities, including marking of hazardous areas, clearance activities and technical surveys, and mine awareness targeted to high-risk communities.

Mine Action Division, DPKO

The Office of Military and Civilian Police Affairs and Mine Action consists of the Office of the Assistant Secretary-General, which is divided into three Services: Military Division, Civilian Police Division and Mine Action Division (MAD).

MAD develops guidelines and tools for UNMAS headquarters management, management of field programs, and management for the Voluntary Trust Fund. It conducts lessons learnt, evaluation and review missions, develops and oversees UNMAS role as central repository for mine action information management tools, web sites and databases. In addition, it develops and implements a public relations strategy, oversees the ongoing development of international mine action standards, oversees the development of the mine action emergency response and contingency planning capacity. It also develops new systems for reporting more effectively to donors on financial and substantive issues.

Demining

Whenever peacekeeping operations have to be conducted in areas strewn with land mines, demining aspects assume great importance. Planning for demining should commence at the outset and the demining plan should be woven into the operational plan for the mission. In operations where demining is envisaged, a representative from the Demining Unit should be included in the reconnaissance/survey missions and in the planning team constituted to develop the operational plan.

Demining has two aspects: the immediate operational demining necessary for the conduct of the peacekeeping operation and the long-term humanitarian demining to rid the country of land-mines laid over a period of time. The Department of Peacekeeping (DPKO) is responsible for the former, while the Department of Humanitarian Affairs (DHA) for the latter; however, close cooperation between the demining units of both Departments is necessary to ensure that plans for operational and humanitarian demining complement each other.

Adequate funds for operational demining should be included in the budget of the peacekeeping operation so that it is not dependent on voluntary contributions. In order to build indigenous capacity for long-term demining, it may be necessary to conduct demining and mine-awareness training. In such cases, adequate budgetary, staffing and administrative provisions must be planned well in advance. Mine-awareness briefings for mission personnel should be conducted regularly.

While civilian contractors to conduct demining are preferred by national military contingents, these contractors should be on the ground and operational before troops arrive in-theatre and are ready for deployment. If this is not possible, then demining should be conducted by military units for the initial months of deployment.

A political initiative to ensure that new mines are not laid must be conducted in tandem with demining, otherwise the effort would be in vain and these costs of demining, in financial terms and lives lost will continue to rise.

Human Rights

Office of the United Nations High Commissioner for Human Rights (OHCHR)

The Department of Peacekeeping Operations depends upon the Office of the United Nations High Commissioner for Human Rights for support for human rights issues. For the execution of human rights activities of peacekeeping operations, cooperative arrangements have been established between DPKO and OHCHR to strengthen the substantive guidance provided to peacekeeping operations on human rights and rule of law issues. OHCHR provides substantive backstopping to human rights components of United Nations peacekeeping operations, as well as training, in order to ensure a coherent and effective approach to United Nations human rights work in the field.

OHCHR, in cooperation with DPKO, carries out training programmes for national trainers of military and civilian police staff to be deployed to peacekeeping operations. OHCHR is responsible for designing and conducting the human rights section of the programme. In addition, staff participate in training programmes for potential peacekeeping operation personnel organized by national institutes, by delivering human rights sessions. The OHCHR also works with DPKO on the pre-deployment of training of trainers of military and civilian police staff of peacekeeping operations.

Substantive backstopping to the human rights components of peacekeeping operations is provided by OHCHR through its geographic desks and methodology team. This includes assistance in the screening of candidates for human rights posts in peacekeeping operations, contributions to reports of the Secretary-General to the Security

Council, as well as to briefings to the Security Council, support to technical cooperation activities, coordination with Commission on Human Rights mechanisms, ensuring information flow between United Nations human rights mechanisms and human rights components of peacekeeping operations. Activities as training of civilian police and human rights personnel of peacekeeping operations is conducted at missions, as well as the development and implementation of technical cooperation projects in missions.

As the department tasked with implementing the mission's human rights mandate, the Human Rights Office's primary objectives are to:

- Investigate human rights violations by law enforcement agents
- Design remedial measures to correct such violations
- Monitor and ensure the implementation of the corrective measures
- Ensure that only those local police who meet minimum eligibility requirements exercise police powers, and
- Ensure the enforcement of the property legislation, in particular the enforcement of forcible evictions and the stopping of property misuse by police officers.

While CIVPOL always carries out independent work (starting with the interview of a complainant), whenever necessary CIVPOL conducts independent major investigations into alleged human rights violations. The information gathered by these investigations would then need to be made available to the local authorities if disciplinary or criminal measures are to be taken. It is therefore in the interest of justice as well as of developing law enforcement institutions that the burden of responsibility for carrying out human rights investigation is placed as soon as possible on the local law enforcement authorities. CIVPOL should then continue to monitor and advise them closely until a satisfactory solution is reached.

Human rights undertakes activities such as monitoring the observance of human rights and fundamental freedoms, the prevention of human rights abuse and the development and implementation of human rights education programmes.

3.4 INTERACTION WITH EXTERNAL COUNTERPARTS

UN specialist agencies/offices may also interact or be accountable to the SRSG for particular aspects of multi-role missions. Many UN agencies are represented in the field. Where an SRSG is appointed for a Mission, he/she is responsible for coordination of all the UN agencies in the Mission. Regular Inter Agency meetings take place to discuss issues of mutual concern. SRSG's reports to New York include a special section on the Coordination of UN Agencies in the Mission. Following is a description of some of the agencies that may play an important role in a mission.

UN Agencies

FAO (Food and Agriculture Organisation of the United Nations) works to eradicate hunger and malnutrition and to raise the levels of nutrition, assists its member

States in the sustainable development of their agricultural sector, including fisheries and forests, and in improving the preservation and distribution of agricultural products, and to better the living standards of rural populations.

ILO (International Labour Organisation) formulates policies and programmes to promote basic human rights, improve working and living conditions and enhance employment opportunities, and establishes international labour standards and monitors their domestic implementation. It conducts an extensive programme of technical cooperation to help countries in making its policies effective.

IMF (International Monetary Fund) facilitates international monetary cooperation and financial stability and provides a permanent forum for consultation, advice, and assistance on financial issues. The IMF's mandate is to: promote international cooperation on monetary issues; facilitate the balanced growth of international trade; provide governments with financial resources to correct payments' imbalances; ensure that the programmes adopted do not adversely affect the poorest sectors of society.

UNDP (United Nations Development Programme) is the world's largest channel for multilateral technical and pre-investment assistance to developing countries: helps countries build capacities for people-centred, sustainable development, working with government policy makers and with people and their organizations; focuses on poverty eradication and livelihoods for the poor, gender equity, environmental regeneration and good governance; coordinates the country-level development activities of all UN organisations.

UNFPA (United Nations Population Fund) helps establish reproductive health, including family planning and sexual health programmes; draw attention to the problems associated with rapid population growth; help developing countries, at their request, to solve their population problems; work to improve reproductive health; advocate for gender equality, women's empowerment and stabilization of world population.

UNESCO (United Nations Educational, Scientific and Cultural Organization) promotes education for all, cultural development, protection of the world's natural and cultural heritage, international cooperation in science, press freedom and communication. Its main functions are to: serve as a think tank to facilitate understanding of major developments in today's world and draw intellectual and ethical guidelines; prod authorities to set objectives, and adopt the corresponding policies, in the fields of education, science, culture and communications, and advance international law by developing normative instruments in these fields; serve as an international centre for the exchange of information on trends in the areas of education, sciences, culture and communications; facilitate the progress, transfer and sharing of knowledge by encouraging research, training and education; provide technical expertise to assist countries in formulating their policies and development projects.

UNHCR (Office of the United Nations High Commissioner for Refugees) extends international protection to refugees, seeking to ensure that they receive asylum and favourable legal status in their asylum country. UNHCR's mandate is to: provide legal protection for refugees and to seek durable solutions to their problems, either by helping them to return voluntarily to their homes or by settlement in other countries; assist other groups of people, such as those displaced in their own countries, and offer specialized services such as emergency food aid, medical assistance, community services and educational facilities.

UNICEF (United Nations Children's Fund) helps developing countries, at their request, to improve the quality of life of their children, through low-cost community-based services in maternal and child health, nutrition, sanitation and education, as well as emergency relief. UNICEF's mission is to: defend, promote and protect children's rights; mobilize political will and material resources to help countries form appropriate policies and deliver services for children and families; ensure special protection for the world's most disadvantaged children; promote the equal rights of girls and women and support their full participation in the development of their communities.

WFP (World Food Programme): uses food aid to save lives in humanitarian crises; helps build self-reliance of individuals and communities through food-for-work projects; helps feed children to encourage school attendance – particularly of girls.

WHO (World Health Organisation) coordinates programmes aimed at solving health problems and the attainment by all people of the highest possible level of health. It works in areas such as immunization, health education, and the provision of essential drugs. WHO was established to: direct and coordinate international health work and promote technical cooperation in this field; assist governments, upon request, in strengthening health services; provide appropriate technical assistance and, in emergencies, necessary aid at the governments' request; stimulate and advance work on the prevention and control of epidemic, endemic and other diseases; promote and coordinate biomedical and health services research.

WORLD BANK is a partner in opening markets and strengthening economies. Its mission is to improve the quality of life and increase prosperity for people everywhere, especially the world's poorest. Believing that social objectives must be supported by economic stability, it brings to the development table the ability to raise money for development projects at the lowest market rates and to lend that money to its clients for productive purposes. The World Bank provides loans to the governments of developing countries to finance investments and promote economic growth in infrastructure projects such as roads, schools, clinics and irrigation networks; and activities such as training for teachers and nutrition improvement programmes for children and pregnant women. Its loans can also finance changes in the structure of countries' economies to make them more stable, efficient and market-oriented. Working with all partners, the Bank is supporting its client countries to invest in their people, protect their environments, stimulate private business, reorient government, and undertake economic reform programmes. The World Bank is a development institution made up of five closely associated institutions: The International Bank for Reconstruction and Development (IBRD), The International Development Association (IDA), The International Finance Corporation (IFC), and The Multilateral Investment Centre for the Settlement of Investment Disputes (ICSID).

Government (Local and Regional Support)

A Memorandum of Understanding (MOU) is negotiated with the host nation and/or neighbouring government to contribute support towards health services, labour, public facilities and installations, search and rescue, telephone services, office space and ground, and interpreters.

Commercial (Private Sector)

Private sector support may be contracted for: on site needs for public utilities services and other infrastructure support; assistance to procure supplies and petroleum products, and storage facilities for these; laundry and dry cleaning requirements; air transport services; and repair and maintenance contracts.

Local Population

The support of the local population is essential to the success of a peacekeeping operation. Lack of local support not only hinders the operation in the implementation of its mandate and the conduct of daily activities, but can also pose a physical danger to the mission's personnel.

The local population should perceive the mission and its staff as being impartial. When the parties to a conflict attempt to use the mission or some of its staff to their own advantage, as they often do, the mission and its information component have to maintain and project its image of impartiality and neutrality.

The United Nations must also demonstrate a commitment to the principles of transparency and accountability in its activities. It must not be perceived as being "above the law". Designating an ombudsman, or a focal point, to consider the grievances of the local population against the mission or its staff could be considered.

UN Public Affairs Section in a mission has a UN Radio Unit. UN Radio has regular programmes of interest for the local population, which are usually well received and may be the only source of outside information. In addition, the UN also disseminates regular news and bulletins. In some missions, the UN organizes Town Hall meetings. This is another opportunity for the UN and the local population to share information and receive feedback from the community.

Respect for the cultural traditions and social mores of the local population is an important part of maintaining good relations with the local population. Briefings on history, culture, and other aspects of life of the host country are conducted for staff.

In its peacekeeping and peace-building efforts, the operation is best advised to work through existing local authorities and community elders and its peace initiatives must be closely tailored to indigenous practices of conflict management, provided these do not contradict accepted international standards of human rights and humanitarian law. However, in areas of recent and ongoing conflict, the operation must exercise great caution in identifying local community leaders, since it is often unclear as to who actually represents the community. Due to strife, population displacements, and other extenuating circumstances, traditional societal patterns and roles become blurred or submerge under new, often militaristic, hierarchies.

As peacekeeping missions are becoming more multi-faceted, peace building has become an integral part of their activities. Emphasis is placed on support of processes and institutions that reinforce reconciliation between warring parties and reconstruction of economic and social infrastructure, so that once the mission pulls out it does not leave behind a vacuum, but a foundation of peace and development that the country can build on.

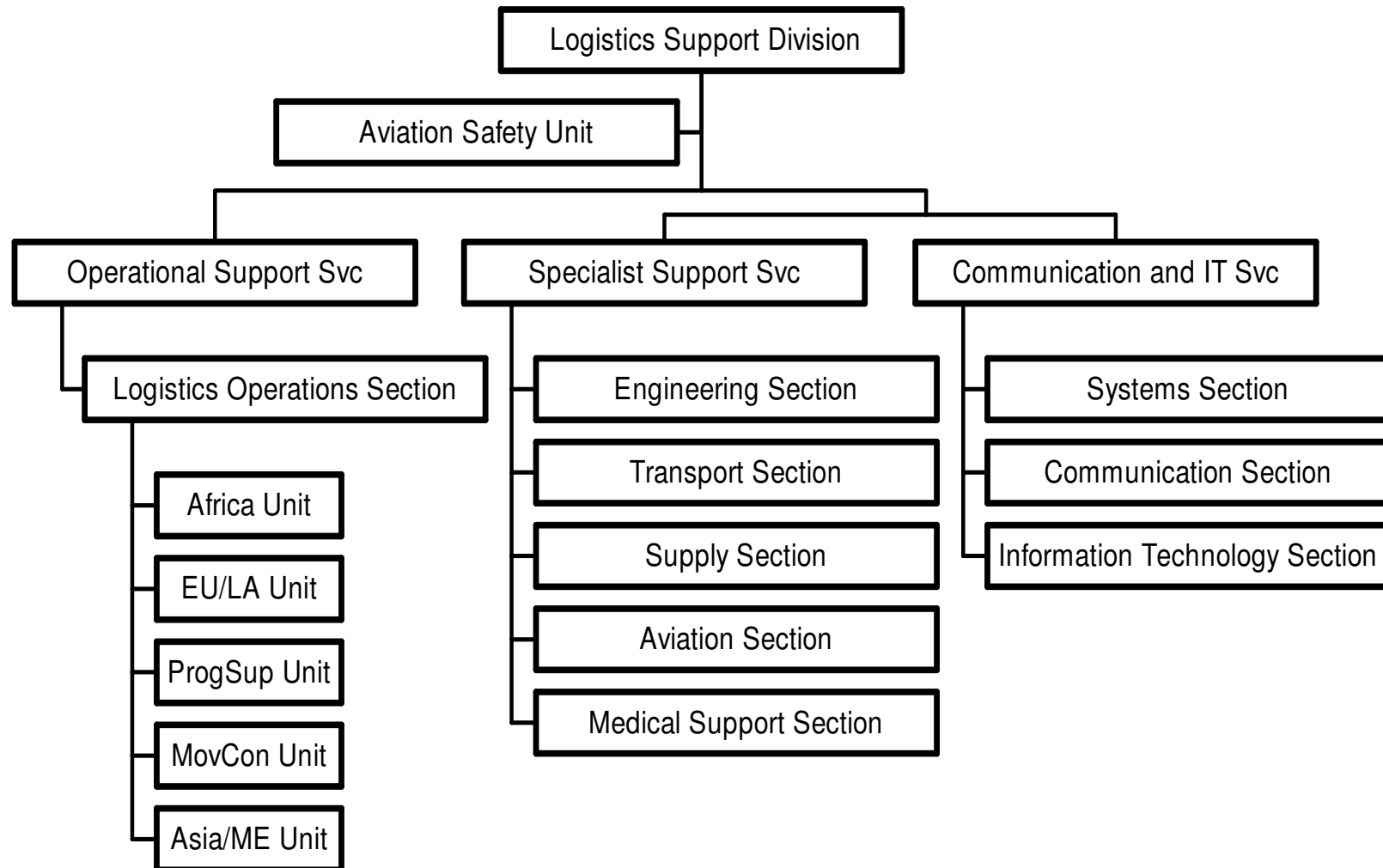
The United Nations force could consist of mainly fighting troops when the imperative is maintenance of peace and security. This can change gradually, when the emphasis of the mission changes to peace support and peace building, to include more engineering or other units that could assist in the reconstruction of the country.

Discretionary funds for peace building are sometimes made available to the SRSG to enhance the SRSG's leverage with the local authorities and the humanitarian community. The mission can use these funds for quick-impact projects and infrastructure repairs.

An integral part of United Nations peacekeeping can be the promotion of "indirect peace-building", i.e., the resurrection of a web of non-governmental civic, professional, business and other associations.

During the liquidation of an operation, consideration can be given to what resources could be left behind in the country to assist in post-conflict peace building.

Annex



*) Director of Logistics Support Division also supervises Chief of UNLB, Brindisi

LESSON 3

END-OF-LESSON QUIZ

1. United Nations field mission are carried out by:
 - a. Infantry Units, military and civilian observes, military and civilian monitoring forces, electoral and referendum officials;
 - b. Civilian police and military and non-military personnel involved with refugee needs and repatriation, and assisting disaster victims;
 - c. Infantry units, military and civilian observers;
 - d. All of the above.

 2. Logistics is the art of:
 - a. Planning what is needed to house, transport and provide supplies to military troops and personnel;
 - b. Making sure decisions made in the field are logical;
 - c. Planning and carrying out of all transport, housing, supplies and technical support needs to military troops as well as all UN field mission personnel;
 - d. Providing support to civilian police, UN agency staff and civilian specialists who serve on UN missions.

 3. The UN draws its main logistic support for a field and peacekeeping missions from:
 - a. The UN budget and contributing nations;
 - b. The main contributing nation and private sector resources contracted by UN; the nation requesting peacekeeping support
 - c. Civilians or resources contracted directly by the contributing nation;
 - d. All of the above.

 4. Medical services which may be deployed on a UN mission include:
 - a. Preventive medicine, surgical units, field ambulances and a hospital to hold patients requiring more that 48 hours observation and to serve units that are not self-sufficient;
 - b. All medical and preventive services not available in the host country;
 - c. Hospital units of the host country;
 - d. Medical clinics for general practice and dental services.
-

5. Military Police units on a UN mission are responsible for:
 - a. Physical security only;
 - b. Personnel security and the security of materials;
 - c. Physical security, security of personnel and materials, traffic control and internal crime investigation and cooperation with local police authorities;
 - d. Traffic control and cooperation with local police authorities as required.
 6. Private sector support may be contracted for;
 - a. Utilities needs and assistance to procure supplies and petroleum products and storage facilities for these;
 - b. Any service or supply requirement not available on the mission site;
 - c. Laundry and dry cleaning requirements;
 - d. All of the above.
 7. A Chief Administrative Officer is appointed by and responsible to, and acts as its representative at mission headquarters:
 - a. Department of Peacekeeping Operations at UN HQ;
 - b. The Secretary-General;
 - c. The Head of the Mission;
 - d. Security Council.
 8. The Chief Administrative Officer is responsible for:
 - a. All administrative functions and the administrative support to carry out a mission efficiently and economically;
 - b. For all military functions and support;
 - c. Only responsible for budgetary and personnel support;
 - d. Only technical functions.
 9. The Chief Military Logistics Officer is chosen:
 - a. From armed forces personnel of countries contributing contingents for the Force;
 - b. From civilian personnel of the contributing nations;
 - c. From the private sector;
 - d. Only promoted from the pool of Logistic Officers within the UN.
-

10. The Chief Engineer:

- a. Oversees accommodation and construction services;
- b. Oversees postal services;
- c. Oversees air operation;
- d. Coordinates office supplies.

11. The Chief personnel Services Officer looks after:

- a. Recreation and welfare needs;
- b. Payment of salaries;
- c. Purchase of equipment;
- d. Assigning office space.

12. The finance section of a UN mission is responsible for:

- a. Accounting and budget resolution for all supplies and UN commitments of the mission, as well as of all its financial transactions;
- b. Preparing the initial mission budget;
- c. Administration of the mission's budget;
- d. Only for controlling mission costs and reporting these to the UN Headquarters.

13. The Communications Services section of a UN mission is responsible for:

- a. All mail, courier and central registry operations;
- b. Communications between mission site administrative units and those at UN HQ;
- c. Communications between military installations and military units;
- d. Access to global communications between UN missions and UN HQ, all on-site communication needs and maintenance of communications equipment.

14. Field and multi-role Engineer Units are responsible for:

- a. Explosive reconnaissance, mine awareness, sweeping and removal tasks;
 - b. Dealing with mines and explosives, construction needs, technical expertise and water production and treatment;
 - c. Providing technical advice to host-country engineers;
 - d. Engineering and building problems only.
-

15. Office of Mission Support includes the following divisions:
 - a. Logistics Support Division;
 - b. Mine Action Division;
 - c. Political Division;
 - d. All of the above.

 16. CITS is responsible for communication decision support – it has a help desk for field missions open:
 - a. 24 hours/5 days a week;
 - b. 24 hours/6 days a week;
 - c. 24 hours/7 days a week;
 - d. No help desk for missions.

 17. FMSS reviews budgets, delegation of authority to mission and:
 - a. Approves provision of supplies;
 - b. Responsible for claims tracking;
 - c. Defends budget in Fourth Committee;
 - d. Provides financial management only for start-up of a mission.

 18. In a mission, the SRSG is responsible for coordinating the following:
 - a. NATO Forces;
 - b. All UN agencies;
 - c. All NGO's;
 - d. All of the above.

 19. Civilian Police Division in UN HQ is responsible for:
 - a. Standardizing CivPol induction programmes;
 - b. Providing security at UN HQ;
 - c. Preparing riot control force;
 - d. Providing guidance to Military Police.

 20. Civil Affairs Officers in the mission are out-posted to specific programmes including:
 - a. Minority recruitment;
 - b. State Border Service;
 - c. Regional Cooperation initiative;
 - d. All of the above.
-

LESSON 3

ANSWER KEY TO THE END-OF-LESSON QUIZ

1. d
 2. c
 3. d
 4. b
 5. c
 6. d
 7. a
 8. a
 9. a
 10. a
 11. a
 12. a
 13. d
 14. b
 15. a
 16. c
 17. b
 18. b
 19. a
 20. d
-



LESSON 4

MISSION LIFE CYCLE

Introduction

4.1 Planning Considerations Common to all Phases

Mission analysis

Logistic Planning Factors

Determination of Logistic Requirements

Sources of Logistics Support

Soliciting Member States for Logistic Contributions

Determination of Logistic Shortfalls

4.2 Planning Phases

Planning Phase

Deployment Phase

Sustainment Phase

Liquidation Phase

4.3 Status of Forces Agreement (SOFA)

Summary

LESSON 4

LESSON OBJECTIVES

A mission has specific stages, from inception to end. Thus, logistical planning also has specific phases, from inception to end. Both the survival and the comfort of personnel on a UN mission, from many different countries, depend on successful logistical planning. At its inception, planning sufficient amounts of supplies as well as that is needed, and planning how to deploy personnel safely, is of utmost importance. By the same token, withdrawing from a mission can be hazardous, especially mission within war zones. At a mission's end, personnel and supplies must be withdrawn with utmost care, both to maintain what was gained by the mission, and also, to withdraw without jeopardizing personnel and assets.

Lesson 4 discusses specifically the Mission Life Cycle. Building on the base of the previous lessons, it further defines the systems and processes that ensure a positive and well-planned logistical operation. By the end of Lesson 4, the student should be able to meet the following objectives:

- List and discuss the planning phases of logistics.
 - Describe logistical planning considerations.
 - Discuss mission sources of support.
-

Introduction

The spectrum of logistic support for UN peacekeeping operations varies in size from support of a small group of civilian observers fulfilling a preventive diplomacy mission, to a large military force involved in peace enforcement operations. Regardless of the type of operation to be supported, the logistic planning process remains the same. Logistic support concepts and requirements are tailored by the planner to meet specific mission requirements but the planning cycle must begin with the use of standard logistic planning factors.

Logistics

Operational and logistics plans should be fully integrated and developed together. As soon as a concept of operations is formulated, a logistics concept should be developed, followed by a comprehensive operational plan and a logistics plan to support it.

Standard operating procedures are a valuable tool in the execution of administrative/logistics activities and should be prepared in advance whenever possible.

Logistics planning considerations

There are logistics planning considerations common to all missions:

- (a) Mission analysis
- (b) Logistic planning factors
- (c) Determination of logistic requirements
- (d) Sources of logistic support
- (e) Soliciting member states for logistic contributions
- (f) Determination of logistic shortfalls.

Phases of peacekeeping operation

These phases are:

1. Planning
2. Deployment
3. Sustainment
4. Liquidation.

This lesson defines and explains both the factors common to all missions and the distinct phases of peacekeeping operation. During each of these phases, the aim of DPKO is to provide effective and economic logistics support, while complying with UN Regulations and Rules. In addition, it outlines specific logistic planning actions that must be considered.

4.1 PLANNING CONSIDERATIONS COMMON TO ALL PHASES

Mission Analysis

Mission analysis determines which operational tasks need to be performed and, as a result, what are the logistic requirements. Some tasks are specified by the Mandate, while others are merely implied. For example, a plan might specify disarming opposing factions, which is a clear task. The implied tasks, however, may include storage of weapons and accountability for them, destruction procedures, and reissue procedures. If the mission analysis notes only the specified task but overlooks the implied ones, needed resources will be underestimated. Once both specified and implied tasks are identified, the logistic planner next examines the environment in which tasks are to be executed. The environment includes overall regional factors at the mission location, such as local populace support, terrain, weather, available local resources, and the time available for planning and execution.

Initial Planning Factors

Initial planning must address a broad range of factors, strike an effective balance in capabilities to meet changing requirements, and retain flexibility to support the force's requirements. Planners must have a clear understanding of the operational objective, format of operation, sources of supply available in the mission area, and capabilities to build supply support. The fact that most UN missions are multinational introduces an additional complexity into the planning process. Thus, considering these overall factors, the supply planner should take the following into account:

- (a) Supply capabilities of participating nations' forces should be identified early. The resources of the host nation should also be identified early. It is also important to locate sources of supply and determine the most effective system of supply.
 - (b) Attempts should be made to integrate resources as much as possible, namely, the support capabilities of participating nations, host nation support, contracted services, and UN resources.
 - (c) The condition, congestion, distance, and security of sea, air and ground lines of communication impact directly on supply plans. Unique communication circumstances may dictate a combination of distribution methods that increase the complexity of the logistics mission as a whole. Thereby, communication factors need to be assessed.
 - (d) Mission areas may lack the infrastructure, e.g. electrical power, transportation networks, and port facilities, required to provide supply support. Planning must arrive at solutions that recognize and overcome such shortfalls.
 - (e) The types and quantities of commodities to meet mission requirements should take geographical conditions and cultural diversities into consideration.
-

Logistic Planning Factors

Once tasks have been identified and the mission analysis is completed, the planner needs to determine the specific resources, and the amounts of each required to accomplish a mission. In national planning, general requirements such as water, fuel, and rations is commonly defined as kg/lbs per man, per day. More sophisticated planning formulas are used to compute resupply requirements for specialized items such as spare parts. For large and complex missions the Office of Mission support is normally augmented by logistic experts contributed by member states, who determine specific needs and amounts. Inputs from these experts, coupled with previous UN experience, provide the basis for determining support requirements.

Determination of Logistics Support

By applying logistic planning formulas against the tasks outlined in the mission analysis, the specific logistic requirements are determined⁴. Once gross logistic requirements are known, the planner can determine the most cost effective and efficient methods to obtain and distribute a supply. Reaching accurate gross estimates is especially important to pre-determine whether military or host nation/contractor resources are the most effective. Thus, in the initial assessments, estimates of specific requirements are grouped according to whether they can be undertaken by the host nation or by a contractor.

Sources of Logistic Support

Once specific and gross estimates of materials needed for a mission are known, a source of support must be determined. The UN draws logistic support for its field and peacekeeping missions from the following sources:

- the United Nations,
- the contributing nations,
- private sector resources contracted by the UN,
- civilians or resources contracted directly by the contributing nation, and
- individuals or organisations who are voluntary contributors as, for example, the Red Cross.

⁴ For example, if the mission analysis requires a force presence of 1,000 personnel and the planning formula for water is five gallons per person per day, then the daily water requirement is 5,000 gallons per day. Once the daily requirement is determined, the planner can compute the on-site level that needs to be stocked. For example, if the on-site stock level for water is set at 5 days of supply, then the requirement becomes 30,000 gallons, which includes 25,000 gallons for storage and 5,000 gallons for distribution.

The UN

The UN provides support from all levels of its infrastructure, including the Secretariat in New York, UN Headquarters in Geneva and Vienna, and field missions headquarters. On occasion, it also draws support from other UN agencies such as the United Nations High Commission for Refugees, the World Health Organisation, UNICEF, UNDP, etc.

Reporting to the Secretary General of the United Nations are some 25 separate Departments, Offices and Commissions. In addition, the Secretary General is responsive to some 189 member nations, about 20 special agencies, more than 80 special committees, 300 offices world wide, and finally, an ever-increasing number of peacekeeping operations (15 peacekeeping missions and 13 political and peace building missions as of 2001).

Contributing Nations

One or more contributing nations may also provide logistic support for individual UN missions. Support may cover one or a combination of logistics needs, including personnel, advisors, specialists, or materials and goods. Their contributions need to be co-ordinated with those of the UN, yet distinguished from UN support for purposes such as accounting and transportation.

Commercial Sources Arranged through the UN

The UN may itself contract resources or supplies through private industry to support a mission. Logistically, these need to be integrated and co-ordinated with other sources of support, and yet remain distinguished for accounting purposes.

Civilian Personnel Contracted directly by the Contributing Nation

Civilian personnel may also be contracted directly by a contributing nation, on behalf of the UN. Such contracted personnel are co-ordinated with other sources of support, yet remain distinguished for accounting purposes.

Volunteer Support, Not Under Contract

Logistic support may involve volunteers, who are not under contract to either the UN directly or to a contributing nation. This may be volunteer medical personnel, or organisations such as the Red Cross. Their services are recognised as a legitimate part of a UN mission. Logistically, a volunteer, non-contracted personnel or organisations remain distinguished for accounting purposes, and are not paid by the UN or by contributing nations.

Soliciting Member States for Logistic Contributions

The UN brings logistic requirements to the attention of member states that may potentially act as contributing nations for a mission. Member states that possess the required logistic capability to provide all or part of the needed logistic force review the requirements against their logistic capabilities and nominate what support forces they can make available.

Determination of Logistic Shortfalls

Once the contributions of member states are determined, the total logistic package is analysed to determine whether there are any possible shortfalls. If shortfalls are identified, first attempts to resolve them through additional member nation solicitations or increased host nation or contractor support are made. If this is insufficient to cover shortfalls, appropriate recommendations are made to UNHQ staff. Otherwise, the accomplishment of the mission may be in jeopardy.

4.2 PLANNING PHASES

Planning phase

Requirement for logistics support to UN peacekeeping operations arises in response to the establishment of such operations by Security Council (SC) Resolution. Such a Resolution gives direction to the Secretary-General (SG) on the scope, scale and duration of a peacekeeping operation. DPKO turns the policy directives of the SC into specific operational requirements for, among other things, the logistics support of the required peacekeeping operation.

Logistics support requirements are mainly influenced by:

- Tasks and capabilities required of the mission
- Geographic and climatic conditions in the mission area
- Level of Member State participation (especially troop strengths, and the provision of Contingent-Owned Equipment (COE)).

The objective of the planning phase is the production of a feasible, economic and realistically costed logistics plan for the deployment or expansion of a mission. There is a heavy emphasis on the rapid and accurate collection of all the facts and data required for the preparation of the proposed concept of operations; this is essential in order to accurately identify the proposed mission's material requirements, together with the time scales for deployment. Since at least one Technical Survey (Reconnaissance) Mission to the prospective mission area is usually required, OMS dispatches Technical Survey Mission to the mission area; this conducts a detailed logistic estimate, verify requirements, and establish what resources are likely to be available in theatre. Throughout this phase it is fundamental that close liaison is maintained between the Military Planning Service, who produces the proposed concept, the Office of Operations in DPKO, who provides the political direction and framework for the mission, and the logistic planners in OMS.

Once all the required data is available, a cohesive Logistics Plan is prepared for the proposed mission, indicating:

- Airports and seaports of entry
- Logistics base locations
- Equipment requirements
- Contractual requirements
- Deployment timeline.

Logistics Plan is also used as the basis for identifying what resources may be re-deployed from other locations (e.g. UNLB Brindisi) to support mission deployment. In addition, the Logistics Plan forms a basis for negotiations with potential Troop Contributing Nations (TCN) on their provision of Contingent Owned Equipment (COE - the equipment that each individual troop contributor is required to bring to the mission) and self-sustainment services. It is essential to co-ordinate the force generation process with the logistic planning. This occurs once troop contributors have been identified and detailed discussions have taken place between them and the Secretariat. Ultimately a Note Verbale is issued by the Secretariat asking the potential contributor to provide a contingent, but this is only done once the Secretariat knows that the contributor in question responded positively.

Problems that troop contributors might have in equipping or supporting their contingents are also identified; this is worked out on the basis of a combination of the data given by the Troop Contributing Country (TCC) and inspections carried out by DPKO personnel. OMS recognizes that many Member States do not possess all of the equipment that is needed for today's complex peacekeeping operations and these are the arrangements for what is referred to as Contingent Owned Equipment (COE).

The UN uses a template for each military organisation from battalions to hospitals. This can raise difficulties when the units being offered by member states do not match the criteria being laid down and, while there is some flexibility, there remains a requirement to ensure that the force that is being put together comes with the capability that is needed. Inevitably this means that there are occasions on which some potential troop contributors find it difficult to meet the requirement.

Dry and Wet Lease

In order to ensure that units being offered by member states come with the required capability there are a number of options for the provision of major equipment and their support. These come under the headings of 'wet and dry lease' and the option chosen is directly linked to the rate of reimbursement.

Wet Lease

Under wet lease arrangements a contingent deploys with its COE and is responsible for its maintenance and support; this can be achieved in one of two ways:

- The troop contributor provides the equipment, related minor equipment, workshop support, spares, and maintenance personnel. The UN provides accommodation, storage facilities, and utilities. The troop contributor is reimbursed at set rates.
- One troop contributor provides the major equipment and a second, under a bilateral arrangement, provides the support. Again the UN provides storage facilities and utilities. In this case the first troop contributor is reimbursed by the UN and the second under whatever bilateral arrangement has been made.

Dry Lease

Under dry lease arrangements a contingent deploys with its COE but the UN makes arrangements for its support; this can be achieved in a number of ways:

- Under the first, the troop contributor provides the equipment and the UN takes responsibility for the minor equipment, support, spares and maintenance. The troop contributor receives reimbursement, but obviously at a much lower scale.
- The troop contributor provides the equipment and the UN arranges for another to provide the support. The former receives reimbursement at the dry lease rate and the latter on scales laid down for maintenance and support.
- The troop contributor provides the equipment, receives reimbursement at the dry lease rate and the UN provides the support via either a local or an international contractor.

The preference for all parties is for the straight wet lease arrangement. The UN gets the capability that it needs and the troop contributor receives reimbursement at the higher rate. Reimbursement is based on the assumption that individual personnel are equipped to a minimum standard, although the actual requirement may vary from one mission to another.

Once the detailed negotiations with troop contributors are complete, the Mission Staffing Table is prepared; all of the information developed so far is then used as the raw data needed to prepare a draft budget for the new mission. If the mission is approved by the SC, this draft budget, in combination with the Logistics Plan, forms the basis of a request for the release of the Advance Funding necessary to ensure timely mission launch.

In view of the financial and operational significance of ensuring that contingents are correctly equipped, DPKO arranges to conduct inspections before deployment. Once this is completed, a Memorandum of Understanding is raised between the troop

contributor and the UN. This covers personnel, major equipment, sustainment and mission factors and is essentially a statement of what each of the respective parties will provide. At much the same time, OMS completes the process of negotiating the Status of Forces Agreement (SOFA)⁵ with the state(s) into which the mission is to be deployed.

In addition to being a statement of the legal status of the UN personnel being deployed, this encompasses a number of other key aspects such as the level of Host Nation Support that is available.

The status of mission agreement (SOMA) must be finalized at the earliest and should provide for certain facilities for contractors providing services to the United Nations, including the prompt issuance of visas, freedom of movement, and the right to import for the use of the United Nations, supplies, equipment and material, free of tax or duties.

The final stage of the planning phase is the production and issue of Guidelines for Troop Contributors. This document summarizes the background to the mission and its mandate, SOFA and personnel issues.

Flow chart on Pre-mandate phase Mission Support is attached at the end of this lesson as Annex A.

Deployment phase

The objective of the Deployment Phase is the effective and economic deployment of a new mission, or expansion of an existing mission. This may involve the physical movement of small numbers of individual personnel over relatively short distances, or large numbers of troops and large quantities of equipment over great distances, in accordance with a timetable dictated by operational requirements. The deployment phase is based on the logistics plan previously developed during the Planning Phase, but it is often necessary to respond flexibly to unforeseen changes in circumstances or requirements. Continuous close cooperation with the DPKO political and military staff, the Office of Operations and UN Logistics Base, on requirements and asset availability respectively, therefore continues to be essential. In addition, it is necessary to liaise closely with troop- and observer-contributing Member States, to ensure that their contributions arrive in the mission area on time and properly-equipped.

There are many detailed tasks that must be accomplished during the Deployment Phase. Many of the activities are concurrent but they fall into two main categories; those that need to be completed to deploy the basic infrastructure and support and those associated with the deployment of the contingents themselves.

In this first category the key requirements/tasks are:

- the approval of the Mission Budget,
- provision of Mission living and working accommodation,

⁵ SOFA is discussed later in this lesson

- establishment of the Mission UN Headquarters and its associated communications support (internal communications and EDP systems),
- recruitment/transfer and deployment of UN International Staff to meet Staffing Table Requirements, and
- recruitment of UN Local Staff to meet Staffing Table Requirements.
- In the second category:
- deployment of Contingents/Military Observers/Civilian Police;
- forward deployment of Contingents/Military Observers/Civilian Police to operational locations within mission area;
- establishment of “life-support” contracts (Contingents are normally expected to deploy with 30 days self sufficiency in order to allow time to set up the appropriate contracts such as water, food, fuel and service support contracts to be established. Additionally this period can include provision of Mission transport requirements);
- provision of Mission’s transport requirements (land, air, water) and the installation of Mission-wide IT/EDP systems.

The scale of the requirement for a large mission, has some problem areas:

- Any delay in approval of the budget has an immediate effect on the procurement process; there have been occasions on which equipment needed for setting up the headquarters has arrived after the personnel. Even the failure to provide fairly mundane items such as office equipment can have a disproportionate effect on a headquarters’ effectiveness.
 - When delays occur in the provision of more critical items such as vehicles and communications, the effectiveness of the Mission as a whole is affected. This can occur due to insufficient assets in UNLB as they had been allocated to other missions and it had not been possible to replace them in the timeframe. There is no additional funding for stockpiling equipment against future contingencies. Problems such as these can be overcome by diverting assets from other missions.
 - Movement of contingents is a UN responsibility that is funded on the basis that formed units will rotate every six months (this is different for individuals who are expected to deploy for twelve months). When there is a need to deploy large numbers of personnel and quantities of equipment over a short period, the pressure on strategic lift becomes considerable. The UN attempts to use sea or ground lift as much as possible for the less essential items but a major emphasis on airlift has significant implications for costs.
 - The ideal situation for the deployment phase is for the mission to be supported by military logistics that are able to deploy on a commensurate timeline and have their own integral protection. Experience has shown how difficult it is to find these assets and increasing reliance has been placed upon civilian contracts. This carries a penalty in terms of the time that it takes to set it up (6 to 8 weeks) and the reduced flexibility of deployment in country.
-

Mission start-up kits containing critical operational material could be readied and warehoused centrally to offset procurement delays during the initial deployment phase.

In view of the fact that military logistics units are not readily provided by troop-contributing countries, it may be necessary to provide logistics support through commercial contractors. Another option is to use military logistics units during the initial deployment phase and, thereafter, civilian contractors.

The lead logistics agency at the beginning of this phase is OMS at UNHQ, but as the Mission's own headquarters becomes established, its Chief Administrative Officer takes increasing responsibility for the local logistics support task. The process of establishing the Mission Headquarters may be accelerated by the immediate deployment of a start-up team from OMS. Such a start-up team is granted the necessary financial delegations of authority at the earliest possible stage, and is likely to include a Logistics Officer, Procurement Officer, Property Control Officer, and an Officer with Financial Certifying Authority at the minimum.

In a typical year, it can be assumed OMS will be tasked with launching one new medium-sized mission (of about 5000 troops) and 2 new small missions (of 100-300 observers). The target time scale for deploying new missions, taking the passing of the relevant SCR as "D-Day", is as follows:

D Day	Security Council Resolution D+15 to 30
	<ul style="list-style-type: none"> • Advance Funding authorized • Lead elements of Mission Headquarters deployed by air, complete with required support from Strategic Deployment Stocks • Mission Integrated Support Services established, and preparation for arrival of contingents and other components commenced
D+30	<ul style="list-style-type: none"> • Deployment of Mission Headquarters completed • Deployment of Strategic Deployment Stocks completed • Deployment of advance logistics elements completed
D+45 to 60	<ul style="list-style-type: none"> • Contingents deploy • Other mission components deploy

Described mechanisms are designed to ensure that troop contributors arrive in the mission area with the appropriate personnel and equipment. The main areas of interest are the deployment itself, UN staffing arrangements, financial and logistic support and what equipment and services the UN will provide, and by implication, what it won't. The system is intended to be proactive and able to react to changing requirements but while the UN can put the structure in place, its effectiveness is directly proportional to the support of Member States.

Getting contingents to the mission area is a UN responsibility. The staff tables agreed during the planning phase are used as the basis for letting contracts for movement of personnel and equipment, provision of accommodation and support in the mission area and the setting up of contracts in order for the UN to meet its obligations for supporting the contingents. Few points that can cause difficulties:

- First, OMS cannot begin to arrange the necessary sea and/or airlift contracts unless it receives a detailed load list from the troop-contributing nation; this must include every equipment type, quantities, weight, dimensions and identification of any dangerous cargo.
- Second, the UN only funds the movement of contingents to the agreed numbers; anything above those numbers is a national responsibility for both movement and support. There is a little flexibility for additional equipment in order to ensure the appropriate levels of operational availability and effectiveness. This is unlikely to exceed 10% and requires prior agreement with the UN, through the Force Commander to the MilAd for military equipment and through the Chief Administrative Officer (CAO) for other items.
- Third, the tour length for individuals and contingents is set at 12 month and 6 months respectively. Any movement costs incurred due to different national policies fall to the individual TCC.

An adequate number of suitably qualified staff must be recruited and deployed to the mission area at the earliest opportunity. The effectiveness of a mission in its early days is affected by a number of factors. These are many of the challenges facing the Force Commander in melding his force together, but the one thing that can be guaranteed to cause serious problems is ineffective logistic support. The consequences of a weak start in this area can be felt long after individual problems have been rectified and it is easy to see the difference between a mission that has got its logistic act together and one that has not. The CAO is supported by staff drawn from a number of sources:

- Regular UN staff members on temporary assignments to the field.
- Temporary UN staff members, engaged solely and specifically for service in a particular field mission. These might be either international or local employees.
- Military personnel “loaned” to the UN for service in a particular field mission. These might be either individuals, or members of formed contingents. In the former case, the individual may be entitled to Mission Subsistence Allowance (MSA), while in the latter case, the Troop Contributing Nation (TCN) is reimbursed on a per capita basis.

The logistics organisation within the mission area is designed to assume maximum responsibility and control where it is required. The key personnel are the Chief Administrative Officer (CAO) and the Chief Logistics Officer.

The responsibilities of the CAO:

- Only the CAO, not even the SRSG, has authority to commit UN funds for any purpose.
-

- Contractual arrangements are set up to supply those items for which the UN has responsibility; these include food, water and fuel. During the sustainment phase of the mission, it is the UN's responsibility to provide the material requirements on time and at minimum cost, by letting contracts for goods in accordance with UN rules and regulations. Every effort is made to let contracts as early as possible but this can still take a number of weeks. Hence the need for contingents to deploy with 30 to 90 days self-sufficiency. The actual period is determined by the availability of resources on the local economy and is agreed in advance between OMS and the troop contributor.
- The CAO normally has a limit on the size of the contracts that he/she can let without reverting to OMS for authority, usually \$50,000 on his own authority, or up to \$200,000.00 with the authority of the mission's Local Committee on Contracts. While designed to confer a degree of flexibility with accountability, these sums clearly can not buy much support in this day and age. For contractual needs above these limits, the CAO must seek UNHQ approval. Which adds more time to the process.
- The general details of Host Nation Support are worked out during the negotiations of the SOFA but experience has shown that the practical details create a continuous process if the CAO is to ensure that the necessary facilities and support are available, and remain available.
- A mission's initial budget was prepared during the planning phase, it is subject to review in the light of the experiences and new requirements identified during deployment; any changes will be costed by the CAO and his staff, and submitted for approval through OMS.
- While the CAO enjoys a considerable degree of autonomy, he must stay in regular contact with OMS; this ensures that he can draw on the resources of the UN as a whole and keep the Secretariat apprised of any impending problems.

The CAO is assisted by a Chief Logistics Officer who is the focus for the detailed implementation of logistic support for the military component. He is the senior military logistic staff officer on the Force HQ staff. In this capacity he is responsible for coordinating the logistic support for the contingents which include the setting up and running of logistic support and the establishment of a logistic support framework. Provision of suitable infrastructure at seaports and airports is necessary in the larger missions. Coordination of all logistic assets is only part of the problem; the other essential step is to the early promulgation of clear guidelines and procedures to ensure that the logistic plan is supported by proper accounting for equipment and expenditure controls. Failure to do this has inevitable consequences for the effectiveness of the mission.

By the end of the Deployment Phase the aim is to have a fully established and functioning logistic support structure within the mission area. Following logistics support arrangements should be in place at the end of the Deployment Phase:

Logistics Organisation
Financial/budget Systems
Procurement System

Communications Servicing/Repair
Construction and Engineering Services
Air Transportation

Property Control	Aviation Safety
Receipt & Inspection	Port/Airfield Services
Warehousing/Distribution	Full Medical Services
Vehicle Servicing/Repair	
Movement Control and Ground Transportation	

The technical support and the specialized units required can become a critical factor in the ability to deploy a mission. In mission areas in which there is an established infrastructure into which the UN can plug in, it stands to reason that there is less emphasis on the UN having to provide its own. But in those areas that have been subjected to major conflict, or in which facilities just don't exist, the problem can be huge. The sort of support that is needed covers a broad spectrum of functions ranging across runway repair, air traffic control, airport management and cargo handling, movement control, air port emergency services, communications and communications repair and this is just for the airport. Beyond that there is a need for transport, helicopters, construction and engineer services, vehicle repair and servicing, warehousing and distribution, property control, fuel storage, handling, testing and distribution, and medical support etc.

Getting this list of requirements all together, from a vast variety of sources and with limited funding, takes time. This is the time during which the deployment of the troops themselves is likely to be delayed. One way of speeding up the process is for TCCs to produce military qualified personnel, as these would invariably be able to deploy much faster than the process of putting the functions out to civilian contract. DPKO recognizes that member states resources are limited when it comes to the more specialized units; nonetheless this is always the preferred option, at least in the short-term until contracts can be established.

Flow chart on Deployment phase Mission Support is attached at the end of this lesson as Annex B.

Sustainment phase

The objective of the Sustainment Phase is to maintain the Mission's capability to perform its mandated tasks. This involves both planned provision of continued support against specific, predictable requirements and rapid responses to unforeseen changes in circumstances or requirements.

Many of the functions that are required during the sustainment phase are established during the preceding phases:

- a. Management of Mission Budget and Finances
 - b. Development of mission-extension budgets as required
 - c. Personnel administration
 - d. Rotations of Contingents/Military Observers/Civilian Police
 - e. Asset safeguarding, management and maintenance including replacement (as required)
-

- f. Acquisition of additional resources, as required by developments in Mission mandated tasks (additional assets may be obtained from the OMS Reserve at UNLB, transferred from other Missions, or as a last resort procured commercially).
- g. Disposal of surplus resources, as required by developments in Mission mandated tasks (surplus assets may be re-deployed to other Missions, returned to UNLB to be held in the OMS Reserve pending future requirements, or as a last resort disposed of commercially)
- h. Amendment of Staffing Table, as required by developments in Mission mandated tasks
- i. Maintenance of Mission accommodation

During the Sustainment Phase, close co-operation with the Mission's operational leadership (as represented by persons such as the SRSG, Force Commander, Chief Military Observer, or Chief Civilian Police Officer) is essential. The Mission's own logistics and administrative staff is the principal logistics agency at this stage and the CAO normally establishes an integrated system (including military logistics resources where available) under a Chief of Integrated Support Services (CISS) to achieve this. Usually the CLO acts as Deputy CISS. Close cooperation and careful coordination between LSD and Missions is therefore essential.

LSD plays both directive and supportive roles during Sustainment Phase. It continues to support the mission by arranging to meet logistics support requirements that cannot be satisfied at mission level, either by arranging for HQ-level contracts, or by directing the redistribution/transfer of logistics resources between missions. In addition OMS ensures that the general aims of the UN logistics support policy continue to be met.

Liquidation phase

Mission liquidation planning should start once the deployment phase has ended. A detailed plan should be prepared to ensure a smooth exit. Based on the liquidation guidelines, detailed instructions for the disposal of assets should be included in the liquidation plan.

The objective of the Liquidation Phase is to close a mission on time, as economically as possible, while continuing to support its operations until the very end of its Mandate Period.

Detailed tasks that must be accomplished during the Liquidation Phase are:

- Preparation of up-to-date inventory of all Mission assets
 - Preparation of detailed Liquidation Plan, including:
 - Liquidation timeline
 - Asset Disposal Plan
 - GA approval for asset disposal plan
 - Development of Liquidation Budget
-

- Liquidation of remaining contracts
- Repatriation of Contingents/Military Observers/Civilian Police
- Repatriation/transfer of UN International Staff
- Discharge of UN Local Staff
- Redeployment/disposal of assets in accordance with approved Asset Disposal Plan
- Settlement of outstanding claims
- Closure of Mission accounts.

Mission's assets are re-deployed or disposed of in accordance with the policies laid down by the General Assembly:

- First preference given to other DPKO missions
- Second preference given to other UN agencies
- Remaining items (usually time-expired or beyond economic repair) sold to highest bidder
- Exceptionally (with GA approval) ex-mission assets may be donated to host country.

These are aimed at retaining the best assets for re-use on other missions and maximising the disposal sales value of the remainder, while allowing some discretion to donate items or infrastructure to the legitimate government where appropriate. The key to achieving efficient liquidation is the early production of a feasible, economic, and realistically costed liquidation plan. There is therefore a need for accurate assembly of all of the facts and data required for the preparation of this plan. This phase requires close cooperation between the various arms of the Mission Headquarters staff, the Office of Operations, the Military Adviser, Office of Mission Support/Logistics Support Division, and United Nations Logistics Base in Brindisi. UNLB Brindisi involvement is vital - this is destination for equipment reusable by DPKO, but not immediately required.

Initially the lead logistics agency for the Liquidation Phase is the Mission Headquarters' CISS, working within the overall direction provided by OMS at UNHQ. As the Mission reduces in size, however, OMS's role normally tends to increase. During a typical year it can be assumed that up to 2 missions will be liquidated.

Detailed review of the liquidation phase is done in Lesson 8.

4.3 STATUS OF FORCES AGREEMENT (SOFA)

In principle the Status of Forces Agreement is one of the most important documents relating to a mission. The status of Forces Agreement is an agreement between the United Nations and the host country, clarifying and documenting the exact status of a mission vis-à-vis the host country in relation to all matters pertaining to the operation of the mission.

The areas covered by the Status of Forces Agreement may include, but not necessarily be limited to, the following:

- a. definition of the mission;
- b. international status of the mission;
- c. identity cards for the military and civilian personnel of the mission;
- d. jurisdiction (civil and criminal); notification and certification;
- e. mutual assistance;
- f. mission premises;
- g. use of the United Nations flag;
- h. uniforms;
- i. vehicles, vessels and aircraft: markings, registration and operating permits;
- j. arms;
- k. privileges and immunities of the mission;
- l. privileges and immunities of officials and members of the mission;
- m. taxation, customs and fiscal regulations relating to officials of the mission;
- n. communication and postal services;
- o. freedom of movement;
- p. use of roads, waterways, port facilities, airfields and railways;
- q. water, electricity and other public utilities;
- r. currency;
- s. equipment, provisions, supplies and services;
- t. locally-recruited staff;
- u. settlement of disputes and claims;
- v. liaison;
- w. disposal of the remains of a deceased member of the mission and of his/her property;
- x. supplemental arrangements;
- y. effective date of the Agreement.

A Status of Forces Agreement as described above may well take the form of an exchange of letters between the Secretary-General of the United Nations and the responsible ministry of the government of the host country.

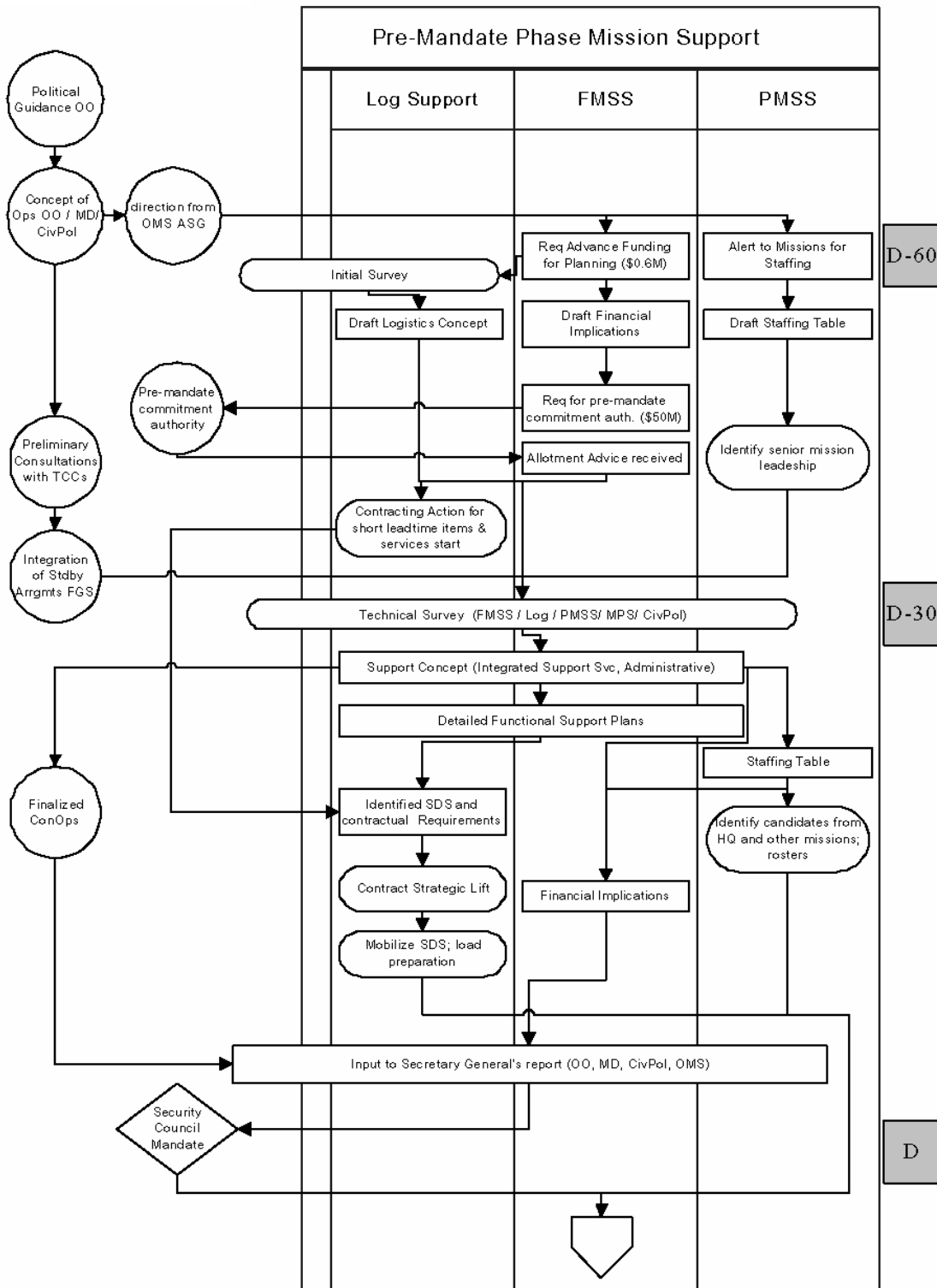
Any privileges and immunities accorded under the Status of Forces Agreement are granted in the interest of the United Nations and not for the personal benefit of the members of the mission. Such privileges correspondingly impose on members the duty of

scrupulously avoiding any action inconsistent with the standards of conduct required of them by their international status.

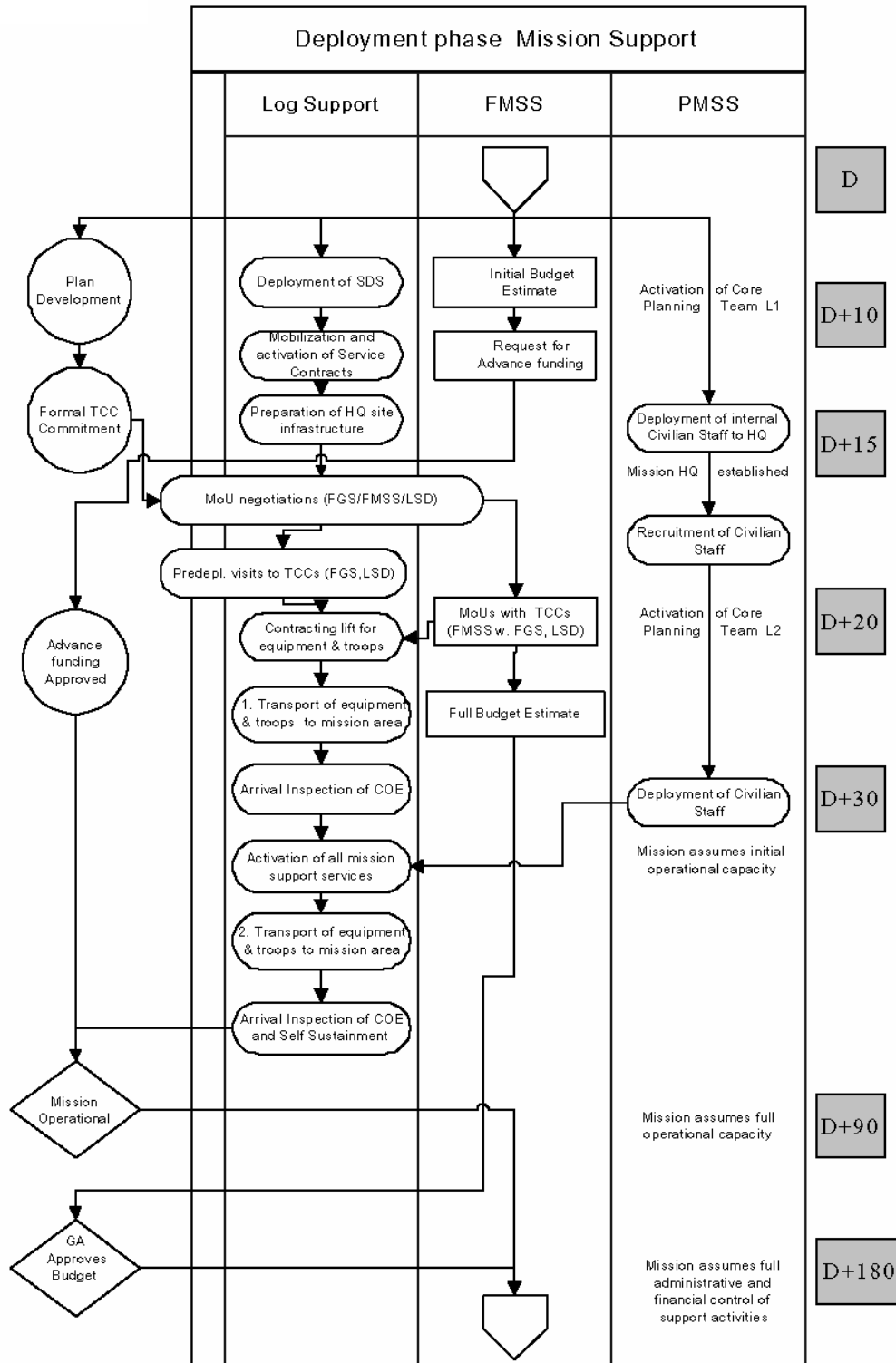
Summary

Most support problems encountered in UN operations are the direct result of incomplete or superficial logistic planning. Thus, it is critical that all logistic planners, whether assigned by the contributing nation or by the UN, ensure that adequate mission analysis and surveys are performed before deployment. Once a mission is approved, the logistic planning requirement intensifies and must be constantly revised and managed until redeployment is complete. Although every UN mission is different, the steps in the planning process do not change and must be carried out properly, if the mission is to be successful.

Annex A



Annex B



LESSON 4**END-OF-LESSON QUIZ**

1. There are preliminary considerations common to all missions, namely:
 - a. Overall mission analysis and determination of mission requirements, logistic planning formulas, and determination of logistic shortfalls;
 - b. Learning the customs of the intended site;
 - c. Determining sources of local economy;
 - d. a and c.

 2. Logistic Planning Formulas are used to determine the specific resources and the amounts of each required to accomplish a mission. Which of these general points regarding logistic planning formulas are true?
 - a. In national planning, general requirements such as water, fuel and rations is commonly defined as kg or lbs per man, per day;
 - b. At present, there is no UN logistic publication that contains planning formulas to determine gross logistic requirements;
 - c. Inputs from logistics experts from member states as well as previous UN experience provide the basis for determining support requirements;
 - d. All of the above.

 3. In handling logistic shortfalls, the logistics planner:
 - a. Determines the contributions of the host nation;
 - b. If shortfalls are identified, the planner first attempts to resolve them through additional member nation solicitations or increased host nation or contractor support;
 - c. The planner then recommends that the mission be abandoned;
 - d. a and b.
-

4. The preparations of Military Units to be deployed on a UN mission is the responsibility of the country contributing the troops. Requirements for deployed troops are:
 - a. Ensuring that food and water contracts issued by the UN cater to a contributing nation's food tastes and religious dietary customs;
 - b. Each unit should be fully equipped in accordance with the national scales of issue appropriate for the geographic location of the mission area;
 - c. Weapons and ammunition requirements are determined on a case by case basis;
 - d. b and c.

 5. The UN draws logistic support for its field missions from the following:
 - a. Contributing countries;
 - b. Private sector resources contracted by the UN;
 - c. Resources contracted directly by the contributing nation;
 - d. All of the above.

 6. A cohesive Logistics Plans prepared for a mission should indicate all of the following except:
 - a. Logistics base locations;
 - b. Equipment requirements;
 - c. Housing requirements for staff;
 - d. Deployment timeline.

 7. During the Deployment phase, the key requirements to deploy basic infrastructure include:
 - a. Approval of Mission budget;
 - b. Recruitment of UN International Staff to meet staffing requirements;
 - c. Establishment of Mission UN HQ;
 - d. All of the above.
-

8. A SOFA may include:
 - a. ID cards for the personnel of the mission;
 - b. Use of roads, waterways, port facilities, and airfields;
 - c. Disposal of the remains of a deceased member of the mission and of his/her property;
 - d. All of the above.

 9. The sustainment phase of a UN mission:
 - a. The responsibility of the Chief Sustainment Officer who is responsible for coordinating all actions necessary to ensure that the required support is available at the appropriate place and time;
 - b. Involves only military components;
 - c. Defined as arrangements which provide all that is needed to sustain the mission for the entire period of its mandate;
 - d. All of the above.

 10. The planning phase for a UN mission:
 - a. Requires planning and constructing a scaled-down model of what the mission would actually look like and require;
 - b. Encompasses preparations to deploy logistic support;
 - c. Begins with the approval of the budget by the Office of Mission Support;
 - d. b and c.
-

LESSON 4

ANSWER KEY TO END-OF-LESSON QUIZ

1. a
 2. d
 3. b
 4. d
 5. d
 6. c
 7. d
 8. d
 9. c
 10. b
-

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LESSON 5

RAPID DEPLOYMENT

Introduction

5.1 Material Management

Storage and Service Contracts

Strategic Deployment Stocks

Contractual Services

Pre-mandate Commitment Authority

5.2 UNLB

5.3 Pre-arranged Services

COE

UNOE

UNSAS

5.4 Mission Headquarters Staff

Start up Personnel

Surge Capacity

Civilian Specialists

LESSON 5

LESSON OBJECTIVES

Lesson 5 defines and discusses how the concept of Rapid Deployment works, what are the planning assumptions and envisioned sequence. As part of Rapid Deployment material management is discussed, which includes strategic reserves, contractual services and pre-mandate commitment authority. UNLB is playing an ever-increasing role in all mission deployments. To make rapid deployment successful, a number of pre-arranged services are addressed. Finally, the staff required for establishing a Mission HQ is discussed.

By the end of Lesson 5, the student should be able to meet the following objectives:

- Describe what Rapid Deployment is and the planning assumptions in Rapid deployment.
 - Understand the concept of material management.
 - Understand the use of contractual services and pre-mandate commitment authority.
 - Describe prearranged services including UN stand-by arrangement services.
 - Understand and describe the requirements for Mission HQ Staff.
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Introduction

The challenge of deploying a peacekeeping operation within 30 to 90 days of the adoption of a Security Council resolution is considerable. Few Member States maintain such a capability, and it is a very expensive undertaking to sustain. Furthermore, specialized support units for a peacekeeping operation, such as communications, engineering, transport, maintenance and medical units, are difficult to assemble and organize on short notice. Experience has shown that although some units can come with a complete support package in a relatively timely manner (such as the Standby High Readiness Brigade (SHIRBRIG)), most national contingents now require the majority of their support from the United Nations directly or through a letter of assist (LOA) with other Member States.

Rapid deployment strategies are developed under the assumption that most of the military forces provided for a peacekeeping operation require all their strategic lift and most of their service support from the United Nations. Civilian and police components would require all their support from the United Nations.

“Effective deployment” is defined as the minimum operational capability required for a mission to begin implementing its mandate.

Rapid and effective deployment of a peacekeeping mission requires the capability to deliver military troops and civilian police, service support and key civilian staff to the theatre of operations in a timely manner.

Rapid deployment and a strategic reserve

The objective of a strategic reserve is to provide the Organization with the capability to deploy peacekeeping missions within the rapid deployment time frames. In this regard, the main components of peacekeeping operations have been established as follows:

- Standby arrangements with Member States for military and civilian police personnel;
- A standby roster of key civilian personnel;
- A material reserve (involving such items as vehicles, communications equipment and accommodation) called strategic deployment stocks, stored at UNLB;
- A financial commitment authority (pre-mandate commitment authority) for new missions to initiate contracts to provide services (such as strategic lift and port operations) and critical items (such as rations, fuel and water) prior to the approval of a mission mandate by the Security Council.

The Secretariat procures key items, such as vehicles, communications and engineering equipment, accommodation and ablution units, and stores them at UNLB as strategic deployment stocks. Other critical items and services, such as strategic lift, fuel,

rations and water, are procured through contractual arrangements before the adoption of a Security Council resolution establishing a new mission.

Planning assumptions

Mission profiles are established for traditional and complex missions, as follows, in order to develop planning assumptions for strategic deployment stocks:

	Traditional mission	Complex mission
Troop strength ^a	5 000	10 000
International staff	175	375
Military observers	200	500
Civilian police	100	500
Local staff	300	575

^a With 50 per cent self-sustaining capability.

The following planning parameters are used as a guideline to develop the strategic deployment stocks requirements:

- Military contingents provide 100 per cent of contingent owned equipment (including weapons, combat vehicles and spare parts, and communications equipment) under wet lease arrangements;
- The Secretariat provides communications, transport and engineering equipment;
- Combat support elements are mission-dependent and provided under wet lease arrangements;
- Contingents are self-sustaining for at least 50 per cent of equipment/materiel;
- Strategic deployment stock expendables (such as office, cleaning and medical supplies) sustain operations for the first 60 days;
- Levels of strategic deployment stocks are determined by requirement date and lead time for procurement and delivery (including in-theatre).

Strategic deployment stocks provide the minimum operational capability whereby, within 30 or 90 days, the force configuration can perform its basic core tasks in the principal theatre of the mission area for a limited period of time. It will take a full budget and full deployment of the mission to ensure an effective deployment whereby the mission will have in place an overall command and control capability and a comprehensive logistics system.

Mission support requirements for effective deployment

Types of support include Materials/Services and Personnel.

Materials and Services

The requirements for materials and services can include: strategic air/sea lift; vehicles, tracked and wheeled; communications, IT services; power generators; general engineering services; office equipment; water, fuel, rations.

Means of delivery for materials and services can include: strategic reserve (UNLB Brindisi); LOAs; service contracts; fast track acquisition/procurement; pre-mission commitment authority; post-mission financial authorities.

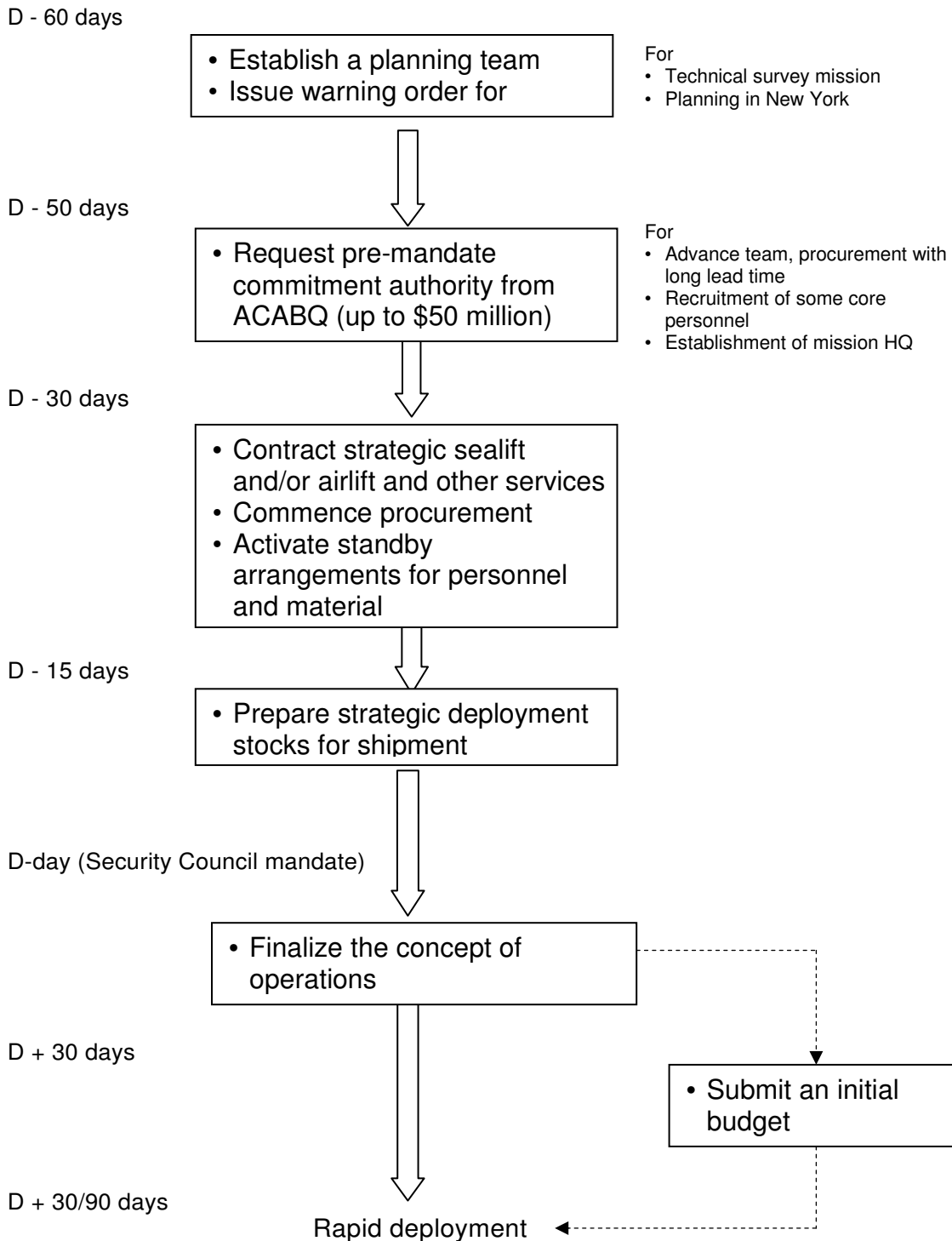
Personnel

The requirements for personnel can include: formed units (infantry, support); military observers; police contingents; political and related “substantive” staff; administrative staff (logistics, communications, procurement, contract management, recruitment, personnel, administration).

Means of delivery in this case can include: stand-by arrangements for troops and support units; stand-by arrangements for police; core surge for staff (DPKO, field missions); expanded surge rosters (agencies); Member States and other sources.

Envisioned sequence

The envisioned sequence of Rapid Deployment is as follows:



5.1 MATERIAL MANAGEMENT

Developing requirements for strategic deployment stocks

A material reserve has been identified as a key feature for ensuring operational readiness for rapid deployment of peacekeeping operations. The components of strategic deployment stocks were determined through an analysis of criticality and time lines for procuring equipment and materials. The components that were deemed critical and were not readily available within the rapid deployment time lines make up the strategic deployment stocks.

Strategic deployment stocks are intended to meet operational requirements for supporting the deployment of new peacekeeping missions. In general, strategic deployment stocks should consist of equipment that is new and has its full service-life expectancy, except for long-life equipment that is considered as good as new after reconditioning.

Commodities in the Office of Mission Support reserve must be assessed for use in strategic deployment stocks, which could help defray costs or reduce procurement time. The reserve consists of items that have become available because of changes in an existing mission or the liquidation of a mission. The reserve is not a controlled stock, however, and could include items that have no applicability to the strategic deployment stocks. Hence, there is no guarantee that the reserve can be counted upon as a means to reduce the overall costs of strategic deployment stocks to the full extent of its value.

Equipment from the reserve considered suitable for strategic deployment stocks could be distributed to peacekeeping missions in accordance with their approved budgets. Missions that receive commodities from the reserve or from mission start-up stocks will be required to defray the investment cost of strategic deployment stocks by financing the replacement of such equipment.

Strategic Reserves

Strategic reserves are envisioned to:

- Enhance capability for rapid deployment,
- Large materials in stock or ready for deployment,
- Solid capability to support complex missions, including for troops.

Storage of a material reserve and service contracts

In order to deploy a peacekeeping operation in 30 to 90 days, the United Nations has chosen a number of options to deliver the key materials and support services for the establishment of a new mission. The Organization will pre-store mission materials in its warehouses in UNLB, Brindisi, Italy, and ship them through prearranged contracts. Or it will enter into extensive prearranged service agreements for materials, such as vehicles and generators; services, such as fuel, water and food; and strategic lift. When entering

into contractual arrangements, the United Nations pays “retainer fees” to vendors in order to ensure that they maintain the items in stock and are able to deliver them on demand. Retainer arrangements entail costs involving storage, depreciation and other associated expenses incurred by the vendor. These retainer arrangements do not include procurement costs. The United Nations enters into “no fee” service arrangements that accelerate procurement processes but reduce the reliability of rapid delivery. The material reserve is funded from a one-time expenditure budget, which is established for the United Nations Logistics Base (UNLB). This would ultimately be replenished by mission budgets. In addition, maintenance of the material reserve and service contracts is funded from the UNLB budget.

Operation and management of strategic deployment stocks

Responsibilities for the implementation and management of the strategic deployment stocks are distributed as follows:

- The Assistant Secretary-General for Mission Support provides strategic guidance on the operation and management of strategic deployment stocks and authorize general policies;
- The Director of the Logistics Support Division directs overall management of strategic deployment stocks, including planning, policy development, procedures and monitoring. The Director also directs the establishment, replenishment and rotation of strategic deployment stocks;
- The Logistics Support Division Service Chiefs implements the establishment, replenishment and rotation of strategic deployment stocks;
- The UNLB Chief Administrative Officer directs day-to-day management activities and serves as the custodian of strategic deployment stocks. In this respect he maintains the operational readiness of the stocks; receives, inspects, stores and maintains commodities; replaces commodities as directed by the Director of the Logistics Support Division; prepares stocks for shipment, as directed by the Director of the Logistics Support Division; maintains inventory records and life data history for commodities; and manages the UNLB strategic deployment stocks maintenance budget allocation.

The Secretariat procures and stores materials at UNLB and ensures that strategic deployment stocks are kept current and serviceable. To this end, the Secretariat rotates certain items – for example, vehicles and electronic data-processing equipment – to other missions so that the items do not become obsolete. Once items have been deployed or rotated, the Secretariat replenishes them by charging the replacement cost to the budget of the mission that receives them.

Strategic Deployment Stocks at the United Nations Logistics Base

Material readiness is key to rapid deployment of peacekeeping operations. The SDS budget is a one-time expenditure to finance SDS stocks. With an annual peacekeeping budget in excess of \$3 billion, the level of SDS represents a relatively modest investment that could be essential in the success or failure of the Organization's future endeavours in peacekeeping.

Strategic Deployment Stocks (SDS)

Critical items requiring a long procurement lead time are pre-purchased and maintained in Brindisi. The remainder is procured only when required, through pre-arranged services (no-fee).

Main features of the key considerations of rapid deployment Strategic Reserve are:

- Combination of in-sourcing and outsourcing,
- Up-front investment,
- Pre-mandate commitment authority,
- Mix of no-fee service arrangements and minimum of retainer contracts.
- Key requirements of rapid deployment Strategic Reserve are:
 - Amount of equipment required,
 - Prearranged contracts,
 - Assurance of rapid deployment,
 - Inventory management at UNLB, Brindisi,
 - Financing mechanisms and General Assembly authority.
- Strategic Deployment Stocks can include:
 - Surface Transport Assets –light, medium & heavy vehicles,
 - Communications Equipment,
 - Office Automation Equipment,
 - Common supplies (e.g. stationary, sanitation, medical, canned rations, bottled water, etc.),
 - Troop and COE self-sustainment equipment and supplies (e.g. washers, dryers, beds, mosquito nets, tents, TV, VCR, etc.),
 - Accommodations (e.g. containers, tents, ablution units, generators, storage tanks, etc.).

The SDS entails an up-front procurement of strategic reserve materials for Brindisi, which require funding from one-time expenditure budget, and a mix of no-fee and retainer contracts. It does not rely heavily on contractors for the delivery of critical

items, and enables the delivery of most critical items within 30/90 days from the up-front investment. The remaining items, which are purchased using the pre-mandate commitment authority and retainer and no-fee contracts, may entail a slightly longer period to deploy. This provides a reasonable guarantee of timeliness, with less long-term costs.

Baseline of activities and strategic reserve

SDS requires a one-time acquisition of a baseline of strategic reserve and more robust service contracts with a range of providers. This entails the following baseline requirements:

- Enhancement of the strategic deployment stocks at UNLB, Brindisi, and increased capability at UNLB;
- Entry into prearranged contracts and LOAs for key services;
- Increased reliability of standby arrangements, especially for support units;
- Improved personnel surge capacity, particularly for staff in areas of administrative support.

Although SDS enhances the Organization's rapid and effective deployment capacities, it does not assure deployment within the 30/90-day deployment time frame. This can only be achieved by the provision of fully self-sustaining and completely self-sufficient troops provided by Member States.

Use of contractual services

The procurement-related lead-time involves acquisition, production, delivery, shipping and other associated tasks. While strategic deployment stocks include many of the key items, the Secretariat will procure other mission-critical items and services, using pre-commitment authority through the following arrangements:

- Under-fee service arrangements (systems contracts) bidding procedures are conducted and vendors agree to deliver the required goods at an agreed price for a determined period. Based on a requisition by individual managers, the Procurement Division issues a purchase order, and a vendor then delivers the goods. With more than 100 systems contracts in place, the Secretariat now has reduced lead-time for internal procurement processes.
- Letters of Assist are contracts with Governments, usually for military items. They are currently used for standby arrangements for strategic lift and have proved to be very useful.

Pre-mandate commitment authority

Financial authority is required for the Secretary-General to commit funds for procurement purposes before the adoption of a mission mandate, in order to ensure readiness for rapid deployment.

Pre-mandate commitment authority is the reliable capacity for rapid deployment and to store key mission equipment with long procurement and delivery times, while supplying the remaining needs through the use of system contracts. The critical items and services that are not part of SDS need to be purchased long before the adoption of a mandate. Flexible, early commitment authority further reduces deployment timelines and requirements for stocks held in UNLB, Brindisi.

Support from Member States in the form of partnership can come in the following forms:

- Troops,
- COEs,
- Self-sustainment Capacity,
- LOAs,
- Personnel,
- SOFA.

Service Contracts

Service Contracts are used to procure goods and services, which the UN does not have or cannot store, for example:

- Strategic lift – air and sea,
- Critical skills – engineering, communication and IT,
- Expendables – fuel, rations, water, medical supplies, cleaning materials, etc.

Pre-arranged Contract Options can be:

- “No-fee” pre-arranged contracts
 - Systems contracts
 - No storage
 - LOAs
- “Retainer” service contracts
 - Costs for retention fees; contracts are activated as operational needs arise.
 - Storage by contractors.

5.2 UNITED NATIONS LOGISTICS BASE AT BRINDISI (UNLB)

The Peacekeeping Missions have more recently been characterized by relatively short mandates, with the respective missions lasting only a few years. The material purchased to support these missions has involved investments of millions of dollars and has given rise to the question of reusing the equipment left over from one mission to support another. In view of the above it became necessary to create a storage facility to hold temporary surpluses resulting from the downsizing and closure of missions and to constitute a standard supply of essential equipment required in the initial phase of future mission's.

A Committee of Experts examined the different proposals and chose Brindisi in Italy as a logistics base, based on its geographical position, the communications network

(port, airport, railway and highways) and the available services (including telecommunications, couriers etc.). On 23 November 1994 the United Nations and the Italian Government signed a Memorandum of Understanding. On 23 December 1994 the Secretary-General announced the decision to open in Brindisi the first permanent logistics base of the United Nations (UNLB).

This arrangement has resulted in increased efficiency and considerable savings. In addition, the depot's strategic location has helped to achieve lower costs of shipping to newly created missions and redistributing equipment. The Brindisi Logistics Base also provides a satellite communications relay system supporting operations at United Nations Headquarters, peacekeeping missions and a number of other field offices.

On 1 June 2000 the World Food Program, answering an invitation from the Secretary-General to create a Logistics Base, moved to the base in Brindisi with its humanitarian aid for populations in need.

Today the role of UNLB is based on the following activities in support of UN Operations worldwide:

- Receipt, storage, rebuild and shipment of material to and from UN operations worldwide.
- Operational hub as the United Nations relay centre for satellite telecommunications connecting 23 peacekeeping missions, several UN agencies and UN Headquarters.
- Training programmes conducted at UNLB proving a valuable bridge for developing and maintaining technical skills for UN staff who are stationed in missions worldwide.
- Maintenance of supplies and equipment (strategic deployment stocks) which can be issued at very short notice and are sufficient to support the opening of a new mission anywhere in the world.

Strategic Deployment Stocks at UNLB include the following:

- Surface Transport (light, medium and heavy) – Vehicles in serviceable condition before being dispatched to missions
 - Communications (global and intra-mission)
 - Electronic Data Processing Equipment
 - Common Supplies (office furniture, stationary, sanitation material, hard rotations, etc.)
 - Troop self-sustainment material (field defensive stores, tents, generators, etc.)
 - Engineering equipment (Accommodations, tents, ablution units, generators, storage tanks).
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Future role of UNLB as logistics hub is to:

- Procure, store, and maintain Strategic Deployment Stocks
- Expand storage, maintenance and administrative facilities
- Improve trans-shipment capability commensurate with increased stockpile rotation
- Enhancement of personnel resources to include mission start-up capacity
- Coordination with other UN agencies operating from Brindisi.

5.3 PREARRANGED SERVICES

DPKO/OMS continues to improve its capability to support rapid deployment through global readiness contracts where OMS has an arrangement with a company(ies) to provide services on very short notice. Examples include rations and transportation, refueling of aircraft and engineering services. The agreement is not a financial commitment until actually required. The contracting process is being streamlined so that DPKO can get the support on the ground instead of spending a lot of time tendering each occasion.

Contingent Owned Equipment / Movement of Troops

Contingent Owned Equipment (COE) is equipment provided by a contributing Member State. The quantity and types of Contingent Owned Equipment provided to the UN are set out in agreements between the UN and the contributing Member State. Ownership of Contingent Owned Equipment is retained by Member States.

Mission specific guidelines to troop-contributing countries include all stores and equipment required to be brought by each contingent and the period for which contingents are required to be self-sufficient.

The mission logistics infrastructure is set up as soon as possible to ensure smooth induction of troops and personnel and the early establishment of all components of the mission. This requires early budgetary allocation, selection, recruitment and positioning of essential logistics staff, finalization of service and supply contracts, and early procurement. Standard operating procedures to minimize delays are adopted.

Transportation of the TCC personnel and equipment is part of the MOU process. Some countries will use their own resources to deploy at least the advance parties. In most cases OMS/LSD arranges flights and sea shipments. OMS has in place agreements for strategic airlift for rapid deployment and agreements with sea shipment companies. COE is discussed in further detail in Lesson 7.

United Nations Owned Equipment

UN Owned Equipment (UNOE) is all equipment, supplies and property purchased and maintained by the UN.

Property in United Nations terminology consists of supplies, equipment, buildings and land belonging to, or entrusted to the charge of, the Organization, whether acquired by purchase, rental, loan, donation or other means.

In the United Nations nomenclature, there are three categories of property:

1. Non-expendable property comprises all items valued at US\$1,500 or more per unit at the time of purchase and with a serviceable life of five years or more.
2. Expendable property comprises all items with:
 - a. an original purchase cost of less than US\$1,500;
 - b. an original purchase cost of US\$1,500 or more, but with a serviceable life of less than five years, except special items as described below.

Certain items of property or equipment are considered special items. They include property considered to be “of an attractive nature” and having a minimum value of US\$500 (cameras, computers, calculators, facsimile machines, television sets, etc.).

3. Real property consists of land, buildings and built-in fixtures. Normally, in accordance with the documentation establishing a peacekeeping mission, the host government provides land and premises to accommodate the military personnel of the mission, alternatively the Organization may lease land and premises for that purpose. By definition the United Nations becomes responsible for maintaining property records covering such loans and/or leases, so as to ensure proper accounting and eventual payments for the property.

Policy

Policy on accountability for United Nations owned equipment (UNOE) dictates that accountability must be maintained at all times. This means that assets (non-expendable property and special attractive items) being utilized in field missions must always have someone responsible for the property, from the moment the United Nations accepts consignments from a vendor until property is officially written off and disposed of.

Responsibility

The chain of responsibility starts with those in charge of the mission, who are responsible for insuring that proper policies and procedures are in place to effect accountability, safe usage, maintenance and reporting of loss of UN owned property. Ultimately, the Head of mission is responsible for the protection and use of UN owned

property. This responsibility devolves, through the CAO/DOA through the CISS/CTS, to the Chief SAU.

Accountability

Accountability means that personnel utilizing United Nations property provided to peacekeeping operations through assessed or voluntary contributions by Member States, are expected to exercise reasonable care of UNOE in their charge and are responsible for the safekeeping, proper handling/usage, and reporting changes of inventory (loss, theft and damage). However, individuals are not personally accountable for the security protection of the assets in case of looting, fire, hostile action etc. unless gross negligence with purposeful intent is proved, directly causing the loss of property.

Individual user accountability

This refers to assets that are issued by the Self-Accounting Unit (SAU) to individual users. To establish accountability, end users are required to take on the responsibility and sign a receipt for assets issued to them. UNOE normally included in this category are hand-held radios, pagers, cell phones, computer systems, laptops, vehicles, VHF/HF/UHF radios, among others. Although vehicles commonly have numerous drivers, in view of their special nature, they are assigned to particular individuals who are to ensure that only personnel duly-authorized to drive UN vehicles drive the vehicle. Drivers of vehicles are responsible for complying with mission directives on safe driving, maintenance, fuel consumption and overall usage. If the vehicle is damaged, and is involved in a moving violation or in misappropriated (unauthorized) use, the responsible driver must report this to the Chief SAU. Individuals who damage or misappropriate vehicles are ultimately responsible for the incident.

Procedural Work Flow

When consignments are delivered to a mission, they are received by the Receiving and Inspection Unit, once accepted by the Self-accounting Unit (SAU) (e.g.: Communications, EDP, Engineering, Supply, Transport). Accountability rests with the SAU. When assets are issued from SAU to end-users in the mission, the end-users become accountable for the property until such time as the assets are returned to the control of the SAU. UN property that is lost, damaged or destroyed while in use must be immediately reported to the Chief SAU, who determines which action – “write-off”, “maintenance” – should be taken. The Security Section of the mission is also advised of the incident. The Chief SAU is responsible for the timely submission to the Local Property Survey Board of the write-off cases.

Food

The UN through a contractor, delivers rations to the troops to meet their dietary, national and/or religious preferences. Reserves of rations are stored in menu types requested by the contingents, e.g., Western style, Halal, beef-free or pork-free menus.

Water

It is the responsibility of the Engineering Section LSD/OMS/DPKO to provide support to the UN Peacekeeping Field Missions for water supply. In order to achieve that, it has to:

- Conduct water surveys and determine appropriate equipment and personnel to establish water programs in the missions
- Provide UN Missions with water supply equipment through global contracts in an effective, economical and timely manner
- Obtain and Manage Reserve Water Supply Equipment for expansion and for new missions as a part of the Strategic Deployment Stock (SDS)
- Travel to missions and provide direct water supply support.

Water Provision to Field Missions

One of the most critical provisions is the supply of water, as it directly affects efficiency, morale, general health and welfare. Wherever possible, UN missions use existing water sources and distribution systems. If these systems are non-existing or destroyed, water supply systems are established for the deployment phase of the mission whenever possible by the mission's engineering elements.

Scales of water supply and water storage are as follows:

- Safe drinking water (World Health Organisation-WHO)/Bottled water (5.0 litres/ person)
- Treated bulk water for cleaning, shower, ablutions and other uses (80.0 litres/person)
- Storage facility (2-day consumption) (160.0 litres/person).

Water Supply Surveys

Water supply surveys can include:

- Research water situation in region of deployment
 - Investigate water resources in locations of deployment (current water supply sources and infrastructures in location, water quality and quantity by source)
 - Mission water demands (current demand, future expansion)
 - Proposed projects (development of water sources, water purification, water supply/storage/distribution).
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Water Program Global System Contracts

Following are some established Water Program Global System Contracts:

- Reverse osmosis water treatment system and bottling assembly
- Advanced filtration Water Treatment system and bottling assembly
- Floating water intake system.

System Characteristics

System characteristics should be as follows:

- Complete water production and bottling system (including water tanks, treatment system, bottling assembly, shrink wrapping, all chemicals and bottling consumables)
- Reliability because life depends upon it (Production of safe drinking water according to the WHO guidelines)
- Mobile and deployable (compact, lightweight and containerized for ease of transportation on ground, sea or air)
- Automated system (minimum operation and maintenance requirements).

POL Contracts

POL (Petrol, Oil and Lubricants) Contracts are contracts for all petroleum and associated products used by the missions. These can include gasoline and diesel, heating oils, various types of brake and motor oil and grease.

The bidding process can be done at the Mission level, depending on the availability, or at the UN HQ level, where global contracting may be necessary.

UN Standby Arrangements System

The United Nations Stand-by Arrangements System (UNSAS) is based on conditional commitments by Member States of specified resources within the agreed response time for UN peacekeeping operations. These resources can be military formations, specialized personnel (civilian and military) services, as well as material and equipment. The resources agreed-upon remain on “stand-by” in their home country, where necessary arrangements, including training, are conducted to prepare them to fulfill specified tasks or functions in accordance with United Nations guidelines. Stand-by resources are used exclusively for peacekeeping operations mandated by the Security Council. When specific needs arise, stand-by resources are requested by the Secretary-General and, if approved by participating Member States, are rapidly deployed to set up new peacekeeping missions or to reinforce existing ones.

Background

The time available to organize and deploy peacekeeping operations, along with the complexity of missions, has made it increasingly difficult to implement Security Council peacekeeping mandates in a timely manner.

As a result, Member States have endorsed the need for a system of "Standby Arrangements" with the capability of deploying on short notice to facilitate the planning for, and the establishment of peacekeeping operations mandated by the Security Council.

The General Assembly has endorsed this requirement to enable the Organisation to establish a traditional peacekeeping mission within 30 days and a complex mission within 90 days of a Security Council Mandate.

System Outline

UNSAS is based upon conditional commitments by Member States to contribute specified resources within agreed response time for United Nations peacekeeping operations.

The system consists of arrangements negotiated between the United Nations and individual Member States. The resources agreed upon remain on "standby" in their home country, where necessary arrangements, including training, are conducted to fulfil specified tasks or functions in accordance with United Nations guidelines. When necessary, the resources are requested by the Secretary-General, and, if approved by the Member States, are rapidly deployed.

The military resources required are:

- a. Military units/sub-units/elements (personnel and equipment organized and trained to fulfil a task or mission).
- b. Individual military personnel, to fill military staff officer, observer or liaison officer positions. This includes a Mission HQ On-Call List to fill staff posts in the military component of mission headquarters rapidly when a mission is established.
- c. Material and equipment, including the required support organisation.
- d. Services.

Structures for the military and civilian police components of a peacekeeping mission have been developed with the view to ensure that all Member States can participate, regardless of their size, capabilities, or situation. The structural responsibilities are the following:

- a. Assist in normalizing the process of mounting future operations;
- b. Assist planners in defining the actual organizational requirements and costs of missions;
- c. Guide Member States in structuring their contributions.

The Military aspects of UNSAS are managed by the Standby Arrangements Unit in the Military Division of DPKO. The Standby Arrangements Unit actively liaises with

Member States to ensure that data kept are current. The unit also manages training of staff from Member States on the Mission HQ On Call List. It also acts as a facilitator to match equipment from one Member State with troops from another.

Response Time

Response Time is defined as the time that elapses between the moment a formal request from the Secretariat is forwarded to the Permanent Mission of the Member State concerned, and the time when the resources are ready to be picked up for deployment at specified points of embarkation. To meet the target timetable (30 and 90 days) for mission establishment, the following response periods are required from Member States contributing to UNSAS for mission establishment:

- a. Seven days for key staff planners for the mission headquarters (these are Level One of the Mission HQ On Call List);
- b. Seven days for elements involved in providing strategic sea-lift support (in this case Response Time is defined as the time that elapses between the moment a formal request from the Secretariat is forwarded to the Permanent Mission of the Member State concerned, and the time when the ship(s) are ready to set sail to deploy the said elements of the mission);
- c. Fourteen days for other staff officers involved in the establishment of the mission headquarters (these are Level Two of the Mission HQ On Call List);
- d. Twenty-one days for elements involved in providing air strategic lift support and in the reception phase of the mission establishment, e.g., movement control and terminal elements;
- e. Twenty-eight days for other units/sub-units/elements/individuals, including other staff for the Mission HQ.

These times are likely to be required for the 90-day target for a complex mission establishment. The additional time after 28 days is used for any possible collective training, information gathering and logistics preparation. The military component may also deploy into the mission area prior to arrival of other components.

Member States can contribute to UNSAS at longer response times. These contributions are mainly used as replacement of current mission contributors, should appropriate warning be given by a Member State that it wishes to withdraw from an established mission.

Employment Period

Once deployed the period of employment of military personnel is six months for formed units and staff officers, and one year for individual observers and liaison officers. Those called out from the Mission HQ On call List and units and individuals deployed to enable movements, are normally employed for shorter periods until more permanent staff can fill these functions. An indicative timeframe for employment of staff called out from the Mission HQ On Call List is between 90 and 180 days.

Training

The primary responsibility for the training of personnel in the performance of peacekeeping duties remains with Member States. To facilitate standardization, training guidelines for specific United Nations tasks and objectives are published by the Secretariat.

Due to the nature of the tasks and the short timeframe involved, the United Nations conducts training in UN staff procedures for individuals on the Mission HQ On Call List. Most of this training is by correspondence.

Training support can also be provided as part of the UN Standby Arrangement System Assistance Team (UNSAAT) tasking. Further information is provided on this concept below.

Command and Control

Member States retain the responsibility for standby resources until they physically leave the home country. During their period of assignment to a United Nations peacekeeping operation, personnel made available by Member States remain in their national service but under Operational Command of the United Nations.

Finance

The Member States assume all costs as long as resources remain on standby in their country, with the exception of correspondence training for all on the Mission HQ On Call List, and for UNSAAT support (see below).

The United Nations pays for the deployed elements that meet the requirements as soon as they embark for the mission area or if they are required for briefings at UN HQ prior to deployment. Reimbursement is carried out according to current United Nations rules and regulations.

Logistics

Logistic support for peacekeeping operations is normally the responsibility of the United Nations. However, standby forces being rapidly deployed must be self-sufficient until the United Nations support system is established. All formed contingents are to bring the following levels of stock holdings to the mission area:

- a. Rations: 90 days supply.
 - b. Field defence stores: as stated in the MOU.
 - c. Ammunition: 270 days supply, at operational and training rates of consumption.
 - d. Canteen: suggested 60 days supply.
 - e. Medical supplies: as stated in the MOU.
 - f. Repair parts: 60 days supply.
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Levels of Commitment and Agreements

There are four Levels of Commitment by Member States to UNSAS:

- a. Level 1. Provision of a list of capabilities describing what kind of resources that may be made available. This includes capabilities (tasks that can be performed), number of personnel, response time and restrictions, if any.
- b. Level 2. Provision of more detailed information on contributions by completing Planning Data Sheet(s). The Planning Data Sheet is a detailed list describing the contribution, including a list of Major Equipment, level of self-sufficiency, transportation data, the organization of the units and data on individuals. Provision of the Planning Data Sheet is a key point in the Secretariat's planning.
- c. Level 3. A general Memorandum of Understanding on Standby Arrangements with the United Nations. MOUs are the formal documents agreed by the United Nations. A MOU specifies resources provided, response times, and conditions for employment. Also attached to the MOU's are technical data or requirements regarding contributions.
- d. Level 4. A specific MOU that contains agreement on contingent owned equipment. This level can only be completed after detailed negotiations with the Member State, including visits, are reached.

Reporting

Information held regarding contributions to UNSAS is used by military and civilian police planners to propose the most appropriate capability to meet the operational requirements of the United Nations and to plan deployment. To do this effectively, information must be current. A system of quarterly reporting is used to ensure that the information kept by the Secretariat is up-to-date.

United Nations Standby Arrangements Assistance Teams (UNSAAT)

The United Nations deploy teams of experienced staff to assist Member States in all the steps of contributing to UNSAS, including pre-deployment activity once called out. These are called United Nations Standby Arrangements Assistance Teams (UNSAAT). Prior to callout for a specific mission, their activity is funded by DPKO from funds available to assist rapid deployment. After callout for a specific mission their activities are be funded by that mission's budget.

5.4 MISSION HEADQUARTERS STAFF

Rapid deployment Start-up Personnel

Today's peacekeeping operations are often involved in the settlement of conflicts in areas where the structures of government administration have been severely weakened or destroyed. For this reason, key mission staff – political, military, civilian police and civil administration personnel – must be deployed quickly to begin the immediate implementation of core tasks and thus avoid a security and administrative vacuum.

To meet this need, the United Nations Secretariat is developing a mechanism to ensure rapid deployment of key personnel. This mechanism will utilize the expertise of the Secretariat, the UN system of agencies and programmes, Member States and non-governmental organizations including political, military, civilian police and a broad range of civilian experts. Arrangements will be concluded with Member States and relevant organisations for the immediate deployment of pre-selected personnel in the start-up phase of a new operation for a period of 60 to 90 days, pending their replacement by more permanent personnel.

Personnel surge capacity

The Secretariat has established a surge roster of key administrative staff that is essential for the rapid and effective start-up of new missions.

The attached parameters will give an idea of personnel planned for a Traditional or a Complex mission:

<i>Category of personnel</i>	<i>Traditional mission</i>	<i>Complex mission</i>
Mission headquarters	600	1 000
Special Representative's office and substantive staff	75	150
Force headquarters military staff	75	100
Integrated support services — military staff	50	100
Integrated support services — administration	100	150
Local staff	300	500
Sector headquarters (3)	-	300
Within each sector headquarters	-	100
Military staff	-	50
Integrated support services — administration	-	25
Local staff	-	25

Stand-by arrangements for troops and civilian police

Rapid response to a crisis requires specialized support at the early stages of deployment. The Department of Peacekeeping Operations has created the structure of a generic mission headquarters requiring approximately 100 military officers, deployable on seven-days' notice.

The Civilian Police Division has designed a model civilian police headquarters and has produced generic job descriptions for 100 posts in the initial field deployment component.

The Mine Action Service has developed an Emergency Response Plan to enable the rapid deployment of mine action reconnaissance, coordination and implementation of assets worldwide. To support these tasks, standing arrangements with mine action organizations providing clearance, survey, risk reduction education, mechanical equipment and detection dog capacities are in place to enable the rapid commencement of emergency mine action operations when required. Stocks of mine action related equipment are established within the United Nations Humanitarian Response Depot in Brindisi, Italy, while a database of mine action experts for deployment on short notice is also maintained.

Civilian specialists

Any logistics strategy for rapid deployment needs to be supported by the requisite number of administrative and technical support staff, ready and available to be deployed

to the field, within the time frames stated. The rapid deployment of pre-screened and pre-cleared staff members already within the United Nations system is essential, in each of the following capacities:

- (a) Standby teams available on 72 hours' notice to deploy as part of an initial mission survey team, for periods of up to two weeks;
- (b) Mission start-up teams, available on one week's notice for assignments of up to 60 days in order to help establish a mission headquarters;
- (c) Longer-term deployment teams, available on 30 days' notice for deployment for periods of 12 to 24 months.

The Secretary General may appoint a Chief of Mission for a particular UN mission. Depending on the mandate and make-up of a particular operation, the Secretary-General may appoint a Special Representative to the Secretary-General to exercise overall command of a specific UN operation.

Headed by the DOA/CAO, the core Logistics Operations Staff include the Chief of Integrated Support Services, which in some missions may also be called the Chief Technical Services. The Chief Administrative Services usually oversees Finance, Personnel, Procurement, General Services and Security.

The Chief Integrated Support Services (or a Chief Technical Services in some missions) reports to the DOA/CAO and is assisted by a Deputy Chief ISS. The Chief ISS liaises closely with Chief Administrative Services (CAS) and the Force Commander.

The Chief ISS is responsible for the Supply Section, Information Technology Section, Communications Section, Transport Section, Medical, Engineering, Aviation and the Joint Logistics Centre.

Each section is headed by a Chief, with appropriate staff, e.g., Transport may include a Chief Transport Officer, a Motor Transport Unit Chief, a Vehicle Maintenance Unit Chief, a FACS/Reality Officer, or a Repair Parts Specialist.

LESSON 5**END-OF-LESSON QUIZ**

1. Effective deployment is defined as:
 - a. Minimum operational capability for a mission to begin implementing its mandate,
 - b. Maximum operational capability for a mission to begin implementing its mandate,
 - c. Minimum operational capability for UNHQ to deploy its resources,
 - d. Maximum operational capability for UNHQ to deploy its resources.

 2. For effective deployment, mission support includes:
 - a. Materials/services and personnel,
 - b. Personnel only,
 - c. Materials and services,
 - d. Services only.

 3. The guidance on the operation and management of SDS is given by:
 - a. DOA/CAO,
 - b. SRSG,
 - c. ASG/OMS,
 - d. SG.

 4. Pre-mandate commitment authority requires support from member states in the following:
 - a. Troops, COE, transportation,
 - b. LOAs, SOFA, UNOE,
 - c. Troops, COE, SOMA,
 - d. Troop, LOAs, SOFA.
-

5. UNLB includes surface transport, communications, engineering, equipment and:
 - a. Houses troops,
 - b. Houses COE,
 - c. Stores food supplies,
 - d. None of the above.

 6. The employment period for military personnel in a mission initially is:
 - a. Six months,
 - b. One year,
 - c. Eighteen months,
 - d. Two years.

 7. COE equipment is owned by contributing member state and maintained by:
 - a. Member state,
 - b. Host nation,
 - c. UN,
 - d. Other contingents.

 8. In a mission, ultimately the responsibility of protection and use of UN owned property is on:
 - a. CISS,
 - b. CAS,
 - c. Head of Mission,
 - d. CGS.

 9. For rapid deployment, mission start up teams should be ready for deployment in:
 - a. 48 hour notice,
 - b. 72 hour notice,
 - c. 1 week notice,
 - d. 30 day notice.
-

10. SDS includes:
 - a. Transport assets,
 - b. Communications equipment,
 - c. Accommodations,
 - d. All of the above.

 11. In the envisioned sequence of rapid deployment, all contracts for strategic sea lift or air lift should be made upon:
 - a. Deployment of mission,
 - b. D - 30 days to deployment,
 - c. Before planning team is established,
 - d. None of the above.

 12. Once items are deployed from UNLB to missions, the Secretariat charges the replacement cost to the budget of:
 - a. UNLB,
 - b. Security Council,
 - c. To the Mission,
 - d. Procurement.
-

LESSON 5

ANSWER KEY TO END-OF-LESSON QUIZ

1. a
 2. a
 3. c
 4. d
 5. d
 6. a
 7. c
 8. c
 9. c
 10. d
 11. b
 12. c
-



LESSON 6

FINANCING LOGISTICAL SUPPORT

Introduction

6.1 Finance

Preparation of Budget

6.2 The Budget Approval Process

6.3 Financial Responsibilities within a Mission Area

6.4 Procurement Activities

6.5 Reimbursement Procedures

6.6 Property Control and Inventory

6.7 In and Out Survey

6.8 Write-Off of Equipment

6.9 Letters of Assist

Summary

LESSON 6

FINANCING LOGISTICAL SUPPORT

LESSON OBJECTIVES

No mission can begin, or proceed, without first obtaining financial backing. Lesson 6 discusses these steps from beginning to end, namely: how logistics experts arrive at financial estimates for a mission, how and where financial backing is obtained, how a budget is prepared, and how financial upkeep is maintained throughout the mission. Because political realities encompass financial requirements at a very fundamental level, understanding the financial demands and processes of a UN mission is critical.

In providing details regarding logistical financial requirements, Lesson 6 describes the UN financial system for a mission and defines financial principles and procedures that support operations. By the end of lesson 6, the student should be able to meet the following objectives:

- Discuss the funding of UN operations
 - Discuss the preparation of budget
 - List the financial responsibilities within mission areas
 - State procedures for handling reimbursements
 - Discuss UN procedures regarding property and inventory control
 - List and discuss In and Out survey
 - Discuss SOFA
-

Introduction

In broad terms, this lesson describes the UN financial system and the principles and procedures needed to secure reimbursement for eligible expenses. The student is given an overview of how a mission is funded, steps in setting up a budget and steps in getting it approved.

The methods of financing United Nation's peacekeeping operations vary, depending on the type of operation and on the decisions taken by the Security Council in respect to each. All budgets of peacekeeping operations must be approved by the General Assembly, taking into account the advice of the Advisory Committee on Administrative and Budgetary questions, and the Assembly's Fifth Committee, as another level of expertise consulted before approval.

The Security Council gives direction to the Secretary-General (SG) on the scope, scale and duration of a peacekeeping operation. The SG delegates the responsibility for executing the Security Council's Mandate to the Under Secretary-General (USG) DPKO, who in turn delegates the task to the DPKO Office of Operations (OO). This latter Office, with the assistance of the Military Planning Service (MPS), turns the policy directives of the SC into specific operational requirements for, among other things, the logistics support of the required peacekeeping operation. The logistics support requirements are mainly influenced by the tasks and capabilities required of the mission, the geographic and climatic conditions in the mission area, and the level of Member State participation. Within DPKO, the Office of Mission Support (OMS) as it is known, is responsible for providing all logistic support; this is the key to ensuring that the UN Secretariat presents a plan that is both militarily sensible and logistically supportable.

6.1 FINANCE

Finance for the direct support of a peacekeeping mission is provided through assessed contributions, levied on Member States in accordance with the relevant Security Council Mandate. In addition, Headquarters-level backup is financed partly from the Regular Budget, and partly from the Support Account. In all of these cases, both the proposed budgets and the actual expenditures are scrutinized by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and approved by the Fifth Committee of the General Assembly. Sometimes these funds will be augmented, or even replaced, by mission (or task) specific Trust Funds. These are usually scrutinized and controlled by the relevant donor Member States.

Missions may be financed in one of three different ways, or by some combination of the three ways. Some missions are financed from the regular United Nations budget. However, because military observers on such missions are provided at no cost to the UN by contributing countries, it can be said that such missions are partly financed by such voluntary contributions of contributing countries. A mission may be financed by contributions assessed in accordance with a formula determined by the General Assembly. This system of financing is applied to a large number of current operations. Missions may also be financed entirely from voluntary contributions.

The Regular Budget covers the routine running costs of the United Nations (excluding the specialized agencies and UN programmes such as the United Nations Development Programme and the World Food Programme) It is reviewed by ACABQ and approved by the General Assembly. In 1999, the regular budget amounted to some \$1.26 bn; this pays for UN activities, staff and basic infrastructure but not peacekeeping. All member states are obliged to contribute to the regular budget on a scale that is calculated on the basis of their individual share in the world economy; the maximum amount payable under these assessed contributions is 25% and the minimum 0.001%.

The peacekeeping operations budget is assessed separately from the regular budget; a similar process of assessment is used but in this case it is weighted in that the permanent members of the Security Council pay more. Until recently member states are divided into 4 categories: those in Group D pay 10% of their assessed contribution, those in Group C 20%, those in Group B 100%, and those in Group A pay the amounts not otherwise apportioned in order to offset the lower contributions in Groups C & D; this amounts to just under 50% of the total. Recently a revised version of this assessment was instituted. It is very similar to the original categories but the number of groups has been increased to ten with each receiving a discount based on their relative economic strength. The cost of peacekeeping has become a contentious issue, particularly in view of the increased number of operations that have taken place. From 1948 to 1988 there were 15; since 1988 the total has risen to 54. It has resulted in some member states accumulating substantial arrears which has a significant impact upon the UN's ability to reimburse troop contributors. The actual cost of peacekeeping has gone through a series of peaks and troughs; in 1994, at the height of operations in the Former Yugoslavia the bill was in the region of \$3.5 billion, dropping to \$1.4 billion in 1996 and around \$1 billion in 1998;

this reflected troop numbers that dropped from nearly 80,000 to 14,000 over the same period. With the increased deployments since mid 1999 inevitably the costs have risen again.

Unlike a national government, the United Nations has no armed forces apart from what its Members provide it specifically for each peacekeeping operation. Therefore, throughout this process the Secretariat is in contact with potential troop-contributing countries in order to identify those which are prepared to provide the necessary personnel and equipment.

Once a peacekeeping operation is underway, troop-contributing countries are reimbursed at fixed rates for the personnel they provide, and are also compensated for the depreciation of their equipment. When Member States do not pay their assessed contributions for peace keeping in full and on time, one consequence is a delay in these reimbursements to troop-contributing countries.

Voluntary Contributions are also a regular feature of UN finance but they do not relate to peacekeeping other than in the context of specific services or equipment for which reimbursement is not anticipated. As the name implies these are contributions made by Member States on a voluntary basis and they are generally associated with activities related to humanitarian aid and development, although this is not always the case. It should be noted that voluntary contributions are not confined to states; a number of large corporations have made donations. Time-Warner \$1 billion to UN development programmes, \$400 million from the World's Rotary Clubs to help eradicate polio, not to mention joint ventures such as the 20 year, \$1.5 billion project between the WHO and SmithKline Beecham to eradicate elephantiasis.

Preparation of Budget

(a) The terms of reference, general considerations, a plan of action and the method of financing a peacekeeping operation are found in the resolution of the Security Council establishing the operation and/or in the related implementation report of the Secretary-General submitted to the Council at its request and approved by it. The report also contains the Secretary-General's submission regarding the size of the force, the duration of the period that the force would initially be stationed in the area and an estimate of the costs involved.

(b) A peacekeeping force continues in operation after the initial period, if required, provided the Security Council so decides. The specific mandate period(s) decided by the Security Council determine the budget period and the financial authorizations.

(c) A force is composed of a number of contingents provided by selected countries upon the request of the Secretary-General. The contingents are selected in consultation with the Security Council and with the parties concerned, bearing in mind the, accepted principle of equitable geographic distribution. The type and amounts of

budget provisions for equipping a force with the resources it requires to carry out its task depend upon the extent to which participating contingents are self-sufficient and capable of supporting themselves administratively, logistically and operationally. The Secretary-General informs prospective troop-contributors of the operational capability required for a contingent.

(d) In cases of peacekeeping operations financed by assessed contributions, the provisions for reimbursing troop-contributing governments are in accordance with the applicable rates and practices as approved by the General Assembly.

In respect of pay and allowances of troops – a standard rate is approved per troop-month for all ranks plus a supplementary rate per troop-month for a limited number of specialists.

In respect of a usage factor for personal clothing, gear and equipment issued by governments to their troops – a standard rate per troop-month for all ranks for clothing and personal gear and equipment and a supplementary rate per troop-month for all ranks for personal weaponry and ammunition.

In respect of contingent owned equipment and supplies – provision is made for reimbursing troop-contributing governments for the cost of depreciation of contingent-owned equipment based on general guidelines agreed upon with troop contributors. After the amount for depreciation has been fully reimbursed the ownership of the item vests in the United Nations unless otherwise agreed upon for specific items.

Death and disability awards – provision is made for the reimbursement of payments made by troop-contributing governments based upon national legislation and/or regulations for death, injuries, disability, or illness of contingent members attributable to their service in a force.

(e) In the case of peacekeeping operations financed by voluntary contributions, provisions for reimbursing troop-contributing governments are in accordance with agreements between them individually or as a group and the United Nations.

(f) National pay and allowances of the troops are the responsibility of the troop-contributing governments concerned. However, the budget may provide for payment by the United Nations of a daily allowance for incidental personal expenses, payable in local currency, to all members of contingents serving with a force and for recreational leave.

(g) Unless troop-contributors agree to absorb any of the following costs, the United Nations assumes financial responsibility for logistic and local support costs of a force, including food and accommodation as well as medical and welfare services for the troops, the provision of equipment and supplies for the operation and maintenance of transport and communication systems, including vehicles, aircraft and radio equipment. Similarly, the United Nations is responsible for the cost of rotating contingents upon completion of their respective tours of duty with a force, including the cost of repatriating individual members of the force for medical, compassionate or other reasons.

Timetable

The timetable for the preparation of the budget of a peacekeeping operation is as follows:

Initial budget

In all cases:

Submission within 24 hours of the decision of the Security Council establishing a force of preliminary cost estimates by the Field Operations Division, OGS, to the Unit for Peacekeeping Matters and Special Assignments (for inclusion in the Secretary-General's report to the Security council).

Subsequently for operations financed by assessed contributions:

Submission within one to two weeks of the establishment of a force of budget estimates by the Field Operations Division to the Unit for Peacekeeping Matters and Special Assignments (for inclusion in the Secretary-General's report to the General Assembly on the financing of the operation).

Budget for extension periods

For operations financed by voluntary contributions:

Submission by a force and by the Field Operations Division to the Unit for Peacekeeping Matters and Special Assignments, of budget estimates for the period of a future extension one month ahead of the beginning date of the new extension.

For operations financed by assessed contributions:

Submission by a force and by the Field Operations Division to the Unit for Peacekeeping Matters and Special Assignments of budget estimates for the relevant financial period eight weeks before the beginning date of the General Assembly's regular session that will be considering the Secretary-General's report on the financing of the operation, assuming continuance of the force by the Security Council.

6.2 THE BUDGET APPROVAL PROCESS

Early approval of the budget for a peacekeeping operation is an important factor in minimizing delays in deployment as most contractual and procurement actions can only be initiated only after budgetary approval. Therefore, preparation of a budget should begin simultaneously with the operational plan for the proposed mission.

Requirements for each planned activity of the mission should be provided for in the budget. Budgets for peacekeeping operations should be as comprehensive as possible,

with all substantive components providing input, especially when a peacekeeping mandate is being renewed or modified.

The steps to establish a budget and to get it approved are sequential and are the same steps for all missions. First, political departments recommend an operation to the Secretary General, who approves that a survey mission be sent to the targeted area to evaluate mission requirements in terms of resources. The Secretary General then submits a report to the Security Council which is prepared by the political departments. This report indicates the participation level required by contributing member states.

Based on this preliminary information, the Office of Mission Support prepares estimates for an overall future budget; the Office of the Controller of Office of Mission Support reviews these. Once these estimates meet approval, the Secretary General presents them to the Security Council. His report includes a detailed estimate of required resources. Next, the Security Council approves an operation for an initial period of time (often six months).

Given such approval, as the final stage of setting a budget, the Office of Mission Support prepares the final budget. It is reviewed by the UN Budget Unit and submitted as the Secretary General's proposed budget. This final budget is reviewed by the ACABQ, Fifth Committee, and is re-submitted to the General Assembly. When the General Assembly approves the budget, the mission can be begun.

Finally, it is the Secretariat that has the ultimate authority to disperse funds for the approved operation, and thereby, it begins disbursements, as required.

6.3 FINANCIAL RESPONSIBILITIES WITHIN A MISSION AREA

Once funds are allocated for a mission, a Director of Administration (DOA) or Chief Administrative Officer (CAO) is appointed, whereby the Secretary General provides him with a document entitled "Delegation of Authority" outlining what is expected as the proper functioning of the mission and his role thereof. The document specifies the financial limits of the mission. This includes purchases of non-expendable property and includes the authority to enter into support contracts plus limits on Property Survey and Claims Review.

The DOA/CAO is the principal adviser to the Head of Mission on all matters relating to its administration and actions. In budgetary terms, he is responsible for forecasting and planning financial requirements, supervising the financial management systems, exercising budgetary control, and preparing and submitting budget estimates for the mission. In essence, he is responsible for reconciling all financial requirements of the mission with all that is carried out on the mission.

To carry out and supervise the day-to-day reconciliation of financial details, the DOA/CAO appoints a Chief Finance Officer as his main financial assistant. The Chief Finance Officer has a number of responsibilities. He approves mission payments and

maintains mission accounts. He coordinates and supervises the preparation and production of budget estimates and program budgets for the mission. Finally, he is the one to ensure full implementation of, and compliance with, all existing United Nations financial rules, regulations, instructions and procedures laid down in the United Nations Financial Manual.

6.4 PROCUREMENT ACTIVITIES

All procurement activities (contracts for purchase, rental or sale of services, supplies, equipment or other requirements) entered into by the UN are governed by the Financial Regulations and Rules. Procurement policies and procedures for the purchase, receipt, management and disposal of equipment are contained in the Procurement Manual. The Mission engages in this method of acquisition either through UN Headquarters in New York, or locally.

Only officials duly authorized by the UN can enter into acquisition activities. This includes contracts, the invitation of proposals or tenders, and negotiation with potential suppliers or purchasers on the basis of detailed specifications. The duly authorized individuals on a UN mission are the DOA/CAO or Head of Mission. A Mission Committee on Contracts, also known as Local Committee on Contracts, is formed to assist the DOA/CAO or the Head of Mission.

The contingents of member states participating in a mission are not allowed to enter into procurement activities in the name of the UN unless authorization in a written form or as a "Note Verbale" agreed to between UN Headquarters in New York and the respective government. If a contingent enters into procurement activities without such prior approval, the Mission is not liable to refund the Member State or contract source.

Types of Acquisitions

The following types of acquisitions are available to the Mission through the authority of the DOA/CAO and Head of Mission:

- A Purchase Order may be processed locally within pre-agreed financial limits for an authorized local vendor.
 - A Direct Provisioning document (Blanket Purchase Order on an Open-ended Contract) may be issued as a requisition against an existing approved local or pre-approved Contract.
 - A local Contract may be issued for supplies or services that are within the mission financial limitations.
 - An Accelerated Procurement may be generated for needs that are urgent, in which local funds are used to buy materials off-the-shelf.
-

- When a required item exceeds the Mission financial limits, a Draft Requisition is drawn up, approved, and sent to UN Headquarters in New York for processing.
- When required, a Letter of Assist (LOA) may be requested through UN Headquarters. This is a contracting document that is entered into with a member state's military or government as a source of supply, to satisfy the original demand.
- The type and method of procurement used depends on the mission budget, financial limitations, sources of supply and/or its urgency. Guidance for choosing the method of acquisition is provided in the Procurement Regulations and Rules of the United Nations, and in the Field Administration Manual.

6.5 REIMBURSEMENT PROCEDURES

Financial agreements with the UN are normally included as part of the agreement negotiated between respective contributing states and the UN, an agreement known as the Model Agreement. Among other matters, the agreement details the financial responsibilities of each party. Since the UN covers major costs of a mission, when calculating costs to be charged to the UN, recovery is generally sought only for the additional expenses that fell to the contributing Member State. In some cases, this may equal the full cost of providing a service. Where capital purchase was involved, the full cost is appropriate for reimbursement. Full accounting of all expenses to be reimbursed by the UN will be required before payment can be authorized; lack of supporting documentation results in delay or non-reimbursement of the expense.

There are exceptions to the reimbursement process. For example, there are rare occasions when a member state decides not to seek recovery of legitimate expenses from the UN. Or, as an alternative to direct reimbursement, the UN may at times agree that costs incurred be credited against a member nation's assessed contributions. More commonly, a member state can decide to deploy more assets than the UN has requested; both parties understand that the additional resources will be funded by the nation concerned, and remain under the direct control of the nation concerned. Or at times, deployments contain costs that the UN did not agree to reimburse. Thus, before introducing new equipment or implementing improvements for deployed troops, participating nations are advised to enquire from UN Headquarters whether the expense would be reimbursed.

The practice of the UN is that most reimbursement is authorized through UN Headquarters in New York after the presentation of the necessary documentation by the contributing nation. The prime document used to support claims for the reimbursement of costs associated with equipment is the In/Out Survey.

6.6 PROPERTY CONTROL AND INVENTORY

In UN terminology, property is defined as all of the supplies, equipment, buildings and land belonging to, or entrusted into the charge of the mission or elements of the mission, whether acquired by purchase, rental, loan, donation or by some other means.

Categories of equipment/property

Equipment/property deployed in support of UN contingents are categorized as follows:

First, there is UN Owned Equipment (UNOE), which is all equipment, supplies and property purchased and maintained by the UN.

Second, there is Contingent Owned Equipment (COE), which is equipment provided by a contributing member state, but maintained by the UN. The quantity and types of Contingent Owned Equipment provided to the UN are set out in agreements between the UN and the contributing Member State. Ownership of Contingent Owned Equipment is retained by member states.

Next, there is National Owned Equipment (NOE), which is equipment not approved by the UN, but which the Member State considers essential for its own security, communications, medical or welfare purposes. Support and financial responsibility for such equipment remains the Member State's responsibility.

Finally, there is Host Nation Owned Equipment (HNOE), which is provided by the host government. Whether such equipment is owned, leased, or otherwise acquired by the host nation for the use of the UN mission, the UN is responsible for maintaining it.

6.7 IN AND OUT SURVEY

In Survey

To determine its liability for reimbursement for Contingent Owned Equipment, the UN requires an inventory which shows, among other details, the value of each item deployed to a mission site by a contributing nation. Known as an In Survey, this inventory, which is prepared prior to deployment, provides details of all vehicles, stores and equipment deployed. Upon arrival to the Mission site, all Contingent Owned Equipment is checked against that listed in the In Survey document. Once this check is completed, the In Survey becomes the prime accounting document and is used to assess UN liability for reimbursement.

Out Survey

The In Survey is maintained for the duration of a contingent's deployment, with adjustments being progressively made as Contingent Operating Equipment issues and receipts are posted. It is also adjusted to reflect progressive write-offs of stores and equipment, as they occur. At the time a contingent is ready to redeploy, a final inspection of all Contingent Owned Equipment is conducted by a representative of the DOA/CAO Office. At this time, the Out Survey columns of the In/Out Survey document are completed and the condition of the equipment is recorded. This document, now showing the status of the equipment and stores upon arrival in and departure from the mission site, forms the basis for contingents' consumption and depreciation claims to be reimbursed by the UN.

Steps for completing the Out Survey is as follows: contingents first complete the Out Survey; then the Field Operation Division's Property Control and Inventory Unit conducts the Out inspection and provides assistance in compiling the final In/Out Survey document, as required. Next, contingents forward the completed, certified In/Out Survey document to their respective governments, who forward the original copy to UN Headquarters in NY.

6.8 WRITE-OFF OF EQUIPMENT

The DOA/CAO will normally be given authority to write-off property on a mission to the value of US \$1,500. The Local Property Survey Board, which is established by the DOA/CAO, normally has the authority to write-off property to the value of US \$25,000.00. Losses greater than this amount are referred to UN Headquarters in NY for consideration by Headquarters Property Survey Board.

Military units are responsible for initiating write-off procedures and forwarding the necessary paperwork. In a larger mission, these papers are forwarded to the Chief Logistics Officer, while for smaller missions, this is forwarded to the DOA/CAO. Civilian units and personnel must submit write-off proposals directly to the DOA/CAO. Depending on the amounts involved, the Chief Logistics Officer, or the DAO/CAO in turn forwards the write-off documentation to the secretary of the Local Property Survey Board, or to Headquarters Property Survey Board.

6.9 LETTERS OF ASSIST (LOA)

When essential items or services are not available through commercial sources within a Mission Area, a requisition, known as a Letter of Assistance (LOA), is drawn up to obtain it from the most appropriate source of supply, which is usually the Government of the contingent which requires the item.

A Letter of Assist (LOA) is a contracting document issued by the United Nations to a government to provide goods or services to a United Nations peacekeeping operations. The UN may agree in the Letter of Assist:

- To purchase goods or services from a government, or
- To authorize a government to supply goods or services to its own military contingent in a United Nations Peacekeeping Operation subject to the United Nations reimbursing the government for the cost of goods or services.

Reimbursement for an item provided is always processed through UN Headquarters. The authority to approve a Letter of Assistance remains with OMS/DPKO, UN HQ NY.

Summary

The prime financial concerns of member states contributing to a UN mission are first, determining sources of funding and second, the reimbursement of expenses incurred. A contributing nation first needs to know whether funds allocated to a mission will be sufficient to provide the required logistic support in the field, and secondly, whether the UN will be capable of reimbursing costs incurred in deploying their contingents. With adequate planning and careful financial management at all levels, the UN is normally capable of meeting its commitments both to sustain forces and to reimburse member nations. Because member nations wish to receive reimbursement in a timely fashion, they generally agree to carry out the financial management procedures as outlined in this lesson.

LESSON 6**END OF LESSON QUIZ**

1. The steps to establish a budget and to get it approved are sequential and are the same for every mission. Which of the following steps is NOT true:
 - a) Political departments recommend an operation to the Secretary General, who approves a survey mission to be sent to the targeted area to evaluate mission requirements.
 - b) The Secretary General submits a report to the Security Council.
 - c) The initial report is prepared by the political departments and indicates the participation level required by contributing member states.
 - d) The heads of state of the proposed mission area are interviewed to obtain their input regarding mission requirements.

 2. Once funds are allocated for a mission, the following staff are appointed:
 - a) Chief Administrative Officer
 - b) The UN agency staff
 - c) The NATO force commander
 - d) The special envoy to SG.

 3. The Secretary-General provides the Chief Administrative Officer with a document entitled "Delegation of Authority". It outlines:
 - a) What is expected of the mission and its financial limits;
 - b) CAO's personal entitlements;
 - c) Status of the mission;
 - d) The budget of the mission.

 4. The Delegation of Authority contract outlines:
 - a) What purchases of non-expendable property can be made;
 - b) What needs to be specified via contracts for purchase, rental and disposal of property;
 - c) What authority is delegated by the UN to the contributing nation in terms of peacekeeping functions;
 - d) a and b.
-

5. In budgetary terms, the Chief administrative Officer is responsible for:
 - a) Forecasting and planning financial requirements and reconciling financial requirements of the mission;
 - b) Supervising the financial management systems and exercising budgetary control;
 - c) Preparing and submitting budget-estimates for the mission.
 - d) All of the above.

 6. The Chief Administrative Officer appoints a Chief Finance Officer as his main financial assistant whose responsibilities include:
 - a) Carrying out and supervising the day-to-day reconciliation of financial details;
 - b) Approve mission payments and maintain mission accounts and coordinate and supervise the preparation and production of budget estimates and program budgets for the mission;
 - c) Ensure full implementation of and compliance with all existing United Nations financial rules, regulations, instructions and procedures;
 - d) All of the above.

 7. Which of the following exceptions to the reimbursement process are true:
 - 1) There are rare occasions when a Member State decides not to seek recovery of legitimate expenses from the UN.
 - 2) As an alternative to direct reimbursement, the UN may at time agree that cost incurred be credited against a Member Nation's assessed contributions.
 - 3) A Member State can decide to deploy more assets than the UN has requested and approved.
 - 4) Deployments contain costs, which the UN did not agree to reimburse.
 - 5) Field equipment weighing 10 tons is non-reimbursable.
 - a) 1 and 2;
 - b) 1, 2, 3 and 4;
 - c) 4 and 5;
 - d) 5.
-

8. Contingent Owned Equipment is equipment provided by a contributing Member State:
- a) maintained by Member State;
 - b) maintained by the UN;
 - c) maintained by the host nation;
 - d) maintained by another nation.
9. The In/Out Survey is an inventory which shows the value of each item deployed to a mission site by a contributing nation. Which of the following statement(s) are true regarding the In/Out Survey:
- 1) The Out Survey columns of the In/Out Survey are completed at the time a contingent is ready to redeploy.
 - 2) At redeployment, a final inspection of all COE is conducted by a representative of the DPKO.
 - 3) In the final survey, the condition of all equipment and materials is recorded.
 - 4) Using the In/Out Survey, contributing nations calculate consumption and depreciation claims to be reimbursed by the UN.
- a) 1 and 2;
 - b) 1, 2 and 3;
 - c) 2, 3 and 4;
 - d) All of the above.
10. A feature of inventory taking of equipment is an amount that can be written off, called Write-Off of Equipment. The Chief Administrative Officer is normally given authority to write-off property on a mission up to a pre-agreed value from:
- a) USD \$1,500 to \$25,000;
 - b) USD \$25,000 to \$50,000;
 - c) USD \$50,000 to \$60,000;
 - d) No limit.
-

LESSON 6

ANSWER KEY TO END-OF-LESSON QUIZ

1. d
 2. a
 3. a
 4. d
 5. d
 6. d
 7. b
 8. b
 9. d
 10. a
-

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LESSON 7

CONTINGENT OWNED EQUIPMENT

Introduction

7.1 Country Perspective

- Binding Arrangement
- Reimbursement
- Transportation
- Loss and Damage
- Mission Factors
- Verification and Control
- Major Equipment
- Self Sustainment
- Reimbursement during drawdown
- Dispute Resolution

7.2 Responsibilities for COE

- Headquarters' Responsibilities
- Mission's Responsibilities

7.3 Verification by UN Personnel

LESSON 7

CONTINGENT OWNED EQUIPMENT

LESSON OBJECTIVES

Lesson 7 defines and discusses the concept of Contingent Owned Equipment. This lesson reviews the elements from the Member State perspective that would be supplying the equipment, the responsibilities of UN in relation to COE and the verification done by the UN personnel at various stages of the COE.

By the end of Lesson 7, the student should be able to meet the following objectives:

Describe what Contingent Owned Equipment is.

- Understand the Country perspective and the standard elements of the system.
 - Be able to explain the responsibilities of UN personnel in relation to COE.
 - Describe the verifications carried out by UN personnel at different stages.
-

Introduction

Contingent Owned Equipment (COE) is equipment provided by a contributing Member State. Maintenance of the equipment depends on the Wet Lease or Dry Lease arrangement with the Member State. The quantity and types of Contingent Owned Equipment provided to the UN are set out in agreements between the UN and the contributing Member State. Ownership of Contingent Owned Equipment is retained by Member States.

7.1 COUNTRY PERSPECTIVE

The standard elements of the system on Contingent Owned Equipment are as follows:

- Binding arrangement
- Reimbursement
- Transportation
- Loss and damage
- Mission factors
- Verification and control
- Major equipment (wet and dry lease)
- Self-sustainment
- Reimbursement during draw-down
- Dispute resolution
- Special case equipment

Binding arrangement

One of the goals of the Contingent Owned Equipment system is to have troop-contributor and the United Nations sign a Memorandum of Understanding (MOU) prior to deployment, stipulating the obligations of each party, related to personnel, major equipment and self-sustainment. A sample MOU is attached as an Annex to this lesson.

Reimbursement

The troop-contributors are reimbursed under wet or dry lease as per rates adopted by the General Assembly (GA). Reimbursement is limited to those items of major equipment specifically agreed by the UN. Rates of reimbursement for special equipment are negotiated separately between troop-contributor and United Nations. Reimbursement rates are adjusted for any period for which troop-contributors are not meeting the standards.

Transportation

The United Nations is responsible for transportation upon deployment and repatriation but may request troop contributor to provide this service via Letter of Assist (LOA). Actual cost of inland transportation of major equipment from its normal operating

location to an agreed port of embarkation is reimbursed, subject to the presentation of validated claims. Troop contributors are responsible for re-supply of contingent for spare parts and minor equipment related to major equipment, and to rotate equipment and to meet national requirement. Troop contributors are responsible for transportation related to re-supply of contingent for consumable and minor equipment necessary for the provision of self-sustainment.

Loss and damage

When deciding reimbursement for loss and damage a distinction is made between:

- no-fault incidents, and
- hostile action/forced abandonment.

Troop-contributors cannot file claim against the United Nations for loss or damage to spare-parts, minor equipment and consumables. These are covered either by the mission-approved hostile action/abandonment factor, and/or the no-fault incident factor. In case of loss or damage during transportation, the party making transportation arrangements is responsible for loss or damage incurred during transportation. The United Nations has no responsibility for reimbursement where loss and damage is due to willful misconduct or negligence by members of the troop-contributor as determined by a board of inquiry convened by a duly authorized personnel of the United Nations. Where equipment is provided under wet lease arrangement, the method of calculation for damage is the reasonable cost of repair. Equipment, which has suffered damage, is to be considered a total loss when the cost of repair exceeds 75 per cent of the generic fair market value.

Mission factors

Mission factors are intended to compensate troop-contributors for extreme operating conditions in the mission area. The Mission factors are:

- An Extreme Environmental Condition Factor
- An Intensified Operational Conditions Factor
- A Hostile Action/Force Abandonment Factor.

Extreme Environmental Condition Factors include elements, such as:

- a. Terrain Profile (mountainous, desert conditions, swampy conditions)
- b. Climatic Conditions
 - Extreme: Tropical equatorial climate, Tundra Climate
 - Substantial: Tropical monsoon Climate
 - Moderate: Tropical Dry climate
- c. Road Conditions (main road conditions, secondary road conditions).

An Intensified Operational Conditions Factor include elements, such as:

- a. Size of area of responsibility (AOR)
 - b. Length of Logistics Chains
 - c. Infrastructure.
-

A Hostile Action/Force Abandonment Factor include elements, such as:

- a. Criminal Activities, such as Theft & Robbery
- b. Potential of Hostile Engagement of UN Forces
- c. Distribution of Uncontrolled or Unmapped Minefields.

Verification and control

The United Nations, in conjunction with the respective contingents or delegated authority designated by the troop-contributor, is responsible to ensure that the equipment and services provided by troop-contributors meets the requirements of the peacekeeping operation and is provided in accordance with the MOU entered into by the United Nations with the troop-contributor. In order to do so, the United Nations verifies the status, condition and quantity of the equipment and services provided.

The verification process provides for inspection at three separate stages:

- Arrival Inspection
- Operational Readiness Inspection
- Repatriation Inspection.

Arrival Inspection includes the following:

- Major equipment is counted/inspected in order to ensure categories and groups and the number delivered corresponds with the MOU and that they are in serviceable condition, including painting in United Nations colours;
- In the case of dry lease, the equipment is inspected to determine whether the equipment condition is acceptable in accordance with established standards.
- Areas where the unit has a "self-sustainment" responsibility is inspected within six months with a view to an assessment of the operational performance of the equipment and services.

Operational Readiness Inspection includes:

- Major equipment is counted/inspected in order to classify the equipment into categories and groups and to ensure that the agreed number are present and used appropriately;
 - Major equipment is inspected to ensure that it is operational to the extent agreed to in the MOU;
 - In the case of a dry lease, a determination is made as to whether the condition of the equipment i.e. its maintenance status, is acceptable;
 - Areas where the unit has a "self-sustainment" responsibility is inspected with a view to an assessment of whether the sustainment capability is sufficient and satisfactory.
-

Repatriation Inspection:

- The United Nations carries out Repatriation Inspection at the time of repatriation of the contingent or component thereof from the mission area. This inspection:
- Accounts for all major equipment of the troop-contributor to be repatriated; and
- Verifies the condition of major equipment provided under the dry lease arrangement to ensure that only equipment of the troop-contributor is being repatriated.

Major equipment

Major equipment under COE can include:

- Communications Equipment (network)
- Electrical (generating power for base camps)
- Engineering
- Medical and Dental (equipment provided as per UN standards and authorized in the MOU)
- Observation Equipment (observation posts)
- Accommodation (semi-rigid and or hard frame structures that can be moved)
- Aircraft
- Armaments
- Naval Vessels
- Vehicles.
- Equipment arrangements can be made under:
 - **Wet lease** arrangements
 - **Dry lease** arrangements.(as discussed earlier in Lesson 4).

Self-sustainment

The United Nations is normally required to provide self-sustainment services to troop-contributors. Should the United Nations not be able or wish not to provide the services, it can request a troop-contributor to provide those services. This can include:

Catering

Communications (telephone, VHF/UHF-FM communications, etc.)

Offices

Electrical (for sub-units)

Minor Engineering (permanent rigid structure)

Explosive Ordnance Disposal (EOD)

Laundry and Dry-cleaning

Tentage

Accommodation

Medical
Observations (Binoculars, etc)
Nuclear, biological & chemical (NBC) protection
Field Defense Stores
Miscellaneous General Stores (Bedding, Furniture, Welfare)
Unique Equipment.

Reimbursement during draw-down

A plan is developed to coordinate the timely departure of troop contingents and equipment following the termination of a mission.

Dispute resolution

A mechanism is established within the mission to discuss and resolve by negotiations differences arising from the application of the MOU. This mechanism should comprise of 2 levels:

1. Level - CAO and Contingent Commander
2. Level - A Representative of the Permanent Mission of the Member State and the Under-Secretary-General, DPKO.

Special case equipment

Special case equipment is that major equipment for which, because of the uniqueness of the item, its high value, or the lack of a generic group, a standard rate of reimbursement has not been defined in the tables of reimbursement.

7.2 RESPONSIBILITIES FOR COE

This section describes MOU Management responsibilities.

Headquarters responsibilities

Responsibilities of Under-Secretary General, DPKO

The USG/DPKO reviews and approves the concept of operations prepared by the Military Adviser or Civilian Police in consultation with the Assistant Secretary-General (ASG) for the Office of Mission Support.

Responsibilities of the Assistant Secretary General, OMS

The ASG/OMS reviews the concept of operations prepared by the Military Adviser or Civilian Police Adviser.

Responsibilities of the Military Advisor or Civilian Police Advisor

- Reviews and approves the concept of operations, and the operational requirements of a peacekeeping mission, in terms of units/contingents, personnel, major equipment, and logistical support.
- Military Adviser reviews and approves the Mission Factors developed by the Technical Survey Team.
- Issue formal requests to troop-contributors for specific units/contingents contributions.

Responsibilities of Mission Planning Service

- Liaise with troop-contributors to explore and discuss specific contributions.
- Based on the approved concept of operations, identify the operational requirements of a peacekeeping mission, in terms of units/contingents, personnel, major equipment and logistical support and prepare draft positions for personnel and major equipment for consolidation by FMSS for negotiation with troop-contributors.
- Lead the Technical Survey Team using the guidelines contained in the COE Manual, develop a recommendation for mission factors for review and approval by the MILAD and OMS.
- Review troop-contributors submissions for “special case” equipment.
- Review, where applicable, shortfalls in major equipment identified by the Verification Reports and follow-up with discussions and corrective actions where required.
- Review the final draft of the MOU and provide recommendation for clearance by MILAD.

Responsibilities of the OMS

- Ensure effective and efficient management and control of Memorandum of Understanding at Secretariat and Peacekeeping missions level.
 - Review and approve the Mission Factors developed by the Technical Survey Team.
 - Review and approve the submission by troop-contributors for “special case” rates.
 - Approve and sign the Memorandum of Understanding with troop-contributors on behalf of the United Nations.
-

Responsibilities of Logistics Support Division

- Identify requirements of a peacekeeping Mission, in consultation with MPS where required, for major equipment necessary for logistics support e.g. engineering, communications, medical and provide this information to FMSS;
- Provide a position for self-sustainment requirements;
- Focal point for the implementation, administration and management of the Memorandum of Understanding in the Mission area:
 - I. Ensure that procedures and guidelines are in place to ensure that effective and efficient mechanisms are in place
 - II. Establish procedures to implement effective and consistent verification reports;
- Ensure that the United Nations provides the requisite self-sustainment services as stated in the Memorandum of Understanding.

Responsibilities of Personnel Management Support Service (PMSS)

Based on the approved concept of operations, determine the civilian personnel requirement of Missions. Administer the training program for field mission personnel, in coordination with the Training unit.

Responsibilities of Finance Management Support Service (FMSS)

- Based on the positions and comments provided by MILAD, Civilian Police Adviser, Military Planning Service, LSD, Mine Action Division, Civilian Police Unit and other services involved in a specific mission, prepare a draft Memorandum of Understanding (MOU) to negotiate with troop-contributors;
 - Coordinate/convene troop-contributors for negotiation with all relevant service/sections/units;
 - Ensure the completeness and accuracy of calculations of estimated costs for major equipment and self-sustainment for inclusion in budget proposals;
 - Collect and register/login the verification reports received from the Missions and compare the verifications reports with the signed MOU. Identify discrepancies/shortfalls between the Memorandum of Understanding and the verification reports;
 - Notify LSD, MPS, CivPol and other units as applicable where shortfalls are identified for follow-up and corrective action, as required, are taken from an operational and logistics perspective;
-

Peacekeeping Missions' responsibilities

Responsibilities of the Force Commander

- Ensure that a mechanism and procedures are in place for efficient and effective administration and management of the Memorandum of Understanding.
- Ensure that inspection and verification reports are conducted in accordance with schedules and procedures established by the Secretariat.
- In consultation with the DOA/CAO and Contingent Commanders, attempt to resolve disputes locally.
- Advise the Secretariat when changes in operational conditions may warrant a review of the mission factors;
- Ensure that an investigation is conducted where loss or damage to COE could lead to reimbursement by the United Nations;
- Ensure that the United Nations (Mission) provides services as required in the MOU.

Responsibilities of the Director of Administration or the Chief Administrative Officer

- Establish appropriate structure for the management of the Memorandum of Understanding and implement the MOU on behalf of the Secretariat;
- Ensure that the United Nations (Mission) provide services as required in the MOU;
- Conduct inspection and verification reports and send the verifications reports to FMSS;
- Ensure that shortfalls identified during inspections are the subject of follow-up with the Contingent Commander and corrective actions taken;
- Investigate and report in consultation with Contingent Commanders any loss or damage of COE that could be subject to reimbursement by the United Nations;
- Attempt to have disputes resolved at the lowest possible level locally.

Responsibilities of the Contingent Commander

- Ensure the contingent meets its obligations under the Memorandum of Understanding.
 - Provide assistance during inspections.
 - Report loss or damage resulting from hostile action or forced abandonment.
-

7.3 VERIFICATION BY UN PERSONNEL

United Nations has a detailed method of checks and balances, which applies to COE as well. This section highlights some of the main verification aspects.

Preliminary reports

In the event that a contingent is deployed without an MOU being signed/finalized, the contingent deployed is still subject to inspections that will result in 'preliminary reports'.

Major equipment – arrival inspection report

Arrival verification reports (VRs) are completed on arrival of a contingent's initial deployment and submitted to OMS within one month.

Periodic/monthly major equipment inspection report

The CAO submits monthly VRs to OMS on the condition of contingent major equipment and its availability.

Self-sustainment – arrival verification report

Arrival VRs are completed on arrival of a contingent's initial deployment and submitted to OMS within one month.

Periodic/monthly self-sustainment verification report

The CAO submits monthly VRs to UNHQ on the satisfactory or otherwise provision of self-sustainment.

Operational readiness inspection report

Operational Readiness Inspections are conducted at least once during each mandate for the contingent in the mission area, or at least once every six months.

Departure verification report – major equipment

Departure VRs are raised whenever major equipment is repatriated. The Departure VR verifies and accounts for all the contingent's major equipment being repatriated and determines the last day of reimbursement.

Departure verification report – self-sustainment

This verification report (VR) verifies and determines the last day of reimbursement for self-sustainment. Hence the VR covers the last period of deployment of the contingent, and serves as the last periodic VR. A sample of a departure VR is below.

SELF-SUSTAINMENT DEPARTURE VERIFICATION REPORT

MISSION: MOU: DPKO/MOU/Y/# Unit: COUNTRY Y1-Infantry Period: 1 Jun 2000 to 30 Jun 2000	Date of Verification or last inspection: 20 Jun 2000 Date of Report: 6 July 2000 Type of Report: Departure	Verified by: COE Program Manager Team Leader: CLO Contingent Representative:
---	--	--

CATEGORY	SUB-CATEGORY	RESPONSIBILITY UN/CONTINGENT ACCEPTABLE YES/NO Applicable Troop Strength REMARKS
Catering		For the period 1 Jun to 25 June – 300 men departed 25 June, remainder moved to the (UN provided) transit camp on the same date.
Communication	VHF-UHF-FM	Rear party has used VHF Communications last minute
	Telephone	
Office		
Electrical		
Minor engineering		

Annex

**MEMORANDUM OF UNDERSTANDING BETWEEN
THE UNITED NATIONS AND [PARTICIPATING STATE] CONTRIBUTING
RESOURCES TO [THE UN PEACEKEEPING OPERATION]**

Whereas, [the UN peacekeeping operation] was established pursuant to the United Nations Security Council resolution _____.

Whereas, at the request of the United Nations, the Government of _____ (hereinafter referred to as the Government) has agreed to contribute personnel, equipment and services for a [type of contingent/unit] to assist [UN peacekeeping mission] to carry out its mandate,

Whereas, the United Nations and the Government wish to establish the terms and conditions of the contribution.

Now therefore, the United Nations and the Government (hereinafter collectively referred to as the Parties) agree as follows:

Article 1

Definitions

1. For the purpose of this Memorandum of Understanding, the definitions listed in Annex F shall apply.

Article 2

Documents constituting the Memorandum of Understanding

2.1 This document, including all of its Annexes, constitutes the entire Memorandum of Understanding (hereinafter referred to as the "MOU") between the Parties for the provision of personnel, equipment and services in support of [UN peacekeeping mission].

2.2 Annexes:

Annex A: Personnel
1 - Requirements

- 2 - Reimbursement
- 3 - General conditions for personnel
- Appendix 1 to Annex A: Soldier's Kit – Mission Specific Recommended Requirement

Annex B: Major Equipment provided by the Government.

- 1 - Requirements and reimbursement rates
- 2 - General conditions for major equipment.
- 3 - Verification and control procedures
- 4 - Transportation
- 5 - Mission usage factors
- 6- Loss and damage
- 7 - Special case equipment

Annex C: Self-sustainment provided by the Government

- 1 - Requirements and reimbursement rates
- 2 - General conditions for self-sustainment
- 3 - Verification and control procedures
- 4 - Transportation
- 5 - Mission usage factors
- 6- Loss and damage

Annex D: Performance Standards for Major Equipment

Annex E: Performance Standards for Self-Sustainment

Annex F: Definitions

Annex G: Guidelines (Aide-Mémoire) for Troop-Contributors Annex G is mission specific and is not included in the present document. It is distributed separately in advance of the deployment.

Article 3

Purpose

3. The purpose of this MOU is to establish the administrative, logistics and financial terms and conditions to govern the contribution of personnel, equipment and services provided by the Government in support of [UN peacekeeping mission].

Article 4Application

4. The present MOU shall be applied in conjunction with the Guidelines (Aide-Mémoire) for troop-contributors.

Article 5Contribution of the Government

5.1 The Government shall contribute to [UN peacekeeping mission] the personnel listed at Annex A. Any personnel above the level indicated in this MOU shall be a national responsibility and thus not subject to reimbursement or other kind of support by the United Nations.

5.2 The Government shall contribute to [UN peacekeeping mission] the major equipment listed in Annex B. The Government shall ensure that the major equipment and related minor equipment meet the performance standards set out in Annex D for the duration of the deployment of such equipment to [UN peacekeeping mission]. Any equipment above the level indicated in this MOU shall be a national responsibility and thus not subject to reimbursement or other kind of support by the United Nations.

5.3 The Government shall contribute to [UN peacekeeping mission] the minor equipment and consumables related to self-sustainment as listed in Annex C. The Government shall ensure that the minor equipment and consumables meet the performance standards set out in Annex E for the duration of the deployment of such equipment to [UN peacekeeping mission]. Any equipment above the level indicated in this MOU shall be a national responsibility and thus not subject to reimbursement or other kind of support by the United Nations.

Article 6Reimbursement and support from the United Nations

6.1 The United Nations shall reimburse the Government in respect of the personnel provided under this MOU at the rates stated in Article 2 of Annex A.

6.2 The United Nations shall reimburse the Government for the major equipment provided as listed in Annex B. The reimbursement rates for the major equipment shall be reduced proportionately in the event that such equipment

does not meet the required performance standards set out in Annex D or in the event that the equipment listing is reduced.

6.3 The United Nations shall reimburse the Government for the provision of self-sustainment goods and services at the rates and levels stated at Annex C. The reimbursement rates for self-sustainment shall be reduced proportionately in the event that the contingent does not meet the required performance standards set out in Annex E, or in the event that the level of self-sustainment is reduced.

6.4 Reimbursement for troop costs will continue at full rates until departure of the personnel.

6.5 Reimbursement for major equipment will be in effect at full rates until the date of cessation of operations by a troop-contributor or termination of the mission and thereafter be calculated at 50 per cent of the rates agreed in this MOU until the equipment departure date.

6.6 Reimbursement for self-sustainment will be in effect at full rates until the date of cessation of operations by a troop-contributor or termination of the mission and thereafter be reduced to 50 per cent of the rates agreed in this MOU calculated upon the remaining actual deployed troop strengths until all contingent personnel have departed the mission area.

6.7 When the United Nations negotiates a contract for the repatriation of equipment and the carrier exceeds a 14-day grace period after the expected arrival date, the troop-contributor will be reimbursed by the United Nations at the dry-lease rate from the expected arrival date until the actual arrival date.

Article 7

General conditions

7. The parties agree that the contribution of the Government as well as the support from the United Nations shall be governed by the General Conditions set out in the relevant Annexes.

Article 8

Specific conditions

8.1 Environmental Condition Factor: _____

8.2 Intensity of Operations Factor: _____

8.3 Hostile action/forced abandonment Factor: _____

8.4 Incremental Transportation Factor: The distance between the port of embarkation in the home country and the port of entry in the mission area is estimated at _____ miles (_____ Kms). The factor is set at% of the reimbursement rates.

8.5 The following locations are the agreed originating locations and ports of entry and exit for the purpose of transportation arrangements for the movement of troops and equipment:

Troops:

Airport/Port of Entry/Exit: _____
(in the troop-contributing country)

Airport/Port of Entry/Exit _____
(in the area of operations)

Note: The troops may be returned to another location nominated by the troop-contributor, however, the maximum cost to the United Nations will be the cost to the agreed originating location. Where a rotation uplifts troops from a different port of exit this port shall become the agreed port of entry for these troops.

Equipment:

Originating Location: _____

Port of Embarkation/Disembarkation: _____
(in the contributing country)

or

Border Crossing at Embarkation/Disembarkation: _____
(in the contributing country when landlocked or moving by road/rail)

Port of Embarkation/Disembarkation: _____
(in the mission area)

Article 9Claims by third parties

9. The United Nations will be responsible for dealing with any claims by third parties where the loss of or damage to their property, or death or personal injury, was caused by the personnel or equipment provided by the Government in the performance of services or any other activity or operation under this MOU. However, if the loss, damage, death or injury arose from gross negligence or willful misconduct of the personnel provided by the Government, the Government will be liable for such claims.

Article 10Recovery

10. The Government will reimburse the United Nations for loss of or damage to United Nations-owned equipment and property caused by the personnel or

equipment provided by the Government if such loss or damage (a) occurred outside the performance of services or any other activity or operation under this MOU, or (b) arose or resulted from gross negligence or willful misconduct of the personnel provided by the Government.

Article 11

Supplementary arrangements

11. The parties may conclude written supplementary arrangements to the present MOU.

Article 12

Amendments

12 Either of the Parties may initiate a review of the level of contribution subject to reimbursement by the United Nations or to the level of national support to ensure compatibility with the operational requirements of the mission and of the Government. The present MOU may only be amended by written agreement of the Government and the United Nations.

Article 13

Settlement of disputes

13.1 The [UN peacekeeping operation] shall establish a mechanism within the mission to discuss and resolve amicably by negotiation in a spirit of cooperation differences arising from the application of this MOU. This mechanism shall be comprised of two levels of dispute resolution:

- (a) First level: The Chief Administrative Officer (CAO) and the contingent Commander will attempt to reach a negotiated settlement of the dispute; and
 - (b) Second level: Should negotiations at the first level not resolve the dispute [within 45 days The time period is a recommended guideline from Office of Legal Affairs. It should be discussed at the time of MOU negotiation. This part of the sentence can be deleted if an agreement is not reached since this is only a recommendation and was not part of the text approved by the GA after the receipt by one Party of the Party's request for such settlement,] a representative of the Permanent Mission of the Member State and the Under-Secretary-General,
-

Department of Peacekeeping Operations, or his representative shall, at the request of either Party, attempt to reach a negotiated settlement of the dispute.

13.2 Disputes that have not been resolved as provided in paragraph 13.1 above [within 90 days after the receipt by one Party of the other Party's request for first level settlement] may be submitted to a mutually agreed conciliator or mediator appointed by the President of the International Court of Justice, failing which the dispute may be submitted to arbitration at the request of either party. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third, who shall be the Chairman. If within thirty days of the request for arbitration either Party has not appointed an arbitrator or if within thirty days of the appointment of two arbitrators the third arbitrator has not been appointed, either Party may request the President of the International Court of Justice to appoint an arbitrator. The procedures for the arbitration shall be fixed by the arbitrators, and each Party shall bear its own expenses. The arbitral award shall contain a statement of reasons on which it is based and shall be accepted by the Parties as the final adjudication of the dispute.

Article 14

Entry into force

14. The present MOU shall become effective on (date). The financial obligations of the United Nations with respect to reimbursement of personnel, major equipment and self-sustainment rates start from the date of arrival of personnel or equipment in the mission area, and will remain in effect until the date personnel, serviceable equipment depart the mission area as per the agreed drawdown plan or the date of effective departure where the delay is attributable to the United Nations.

Article 15

Termination

15. The modalities for termination shall be as agreed to by the Parties following consultations between the Parties.

IN WITNESS WHEREOF, the United Nations and the Government of _____ have signed this MOU.

Signed in New York, on _____ in two originals in the English language.

For the United Nations

For the Government of [troop-contributor]

[name and function]

[name and function]

LESSON 7**END-OF-LESSON QUIZ**

1. The standard elements of the system on COE include Reimbursement, Transportation and:
 - a. UNOE,
 - b. Dispute Resolution,
 - c. Involvement of Security Council,
 - d. All of the above.

 2. Mission factors to compensate for extreme operating conditions are:
 - a. Extreme environmental,
 - b. Intensified operational,
 - c. Hostile action/force abandonment,
 - d. All of the above.

 3. Extreme environmental condition factors include:
 - a. Terrain profile,
 - b. Climatic conditions,
 - c. Distances,
 - d. a and b only.

 4. Arrival inspection includes equipment to be painted in:
 - a. Contingent colours,
 - b. Host nation's colours,
 - c. UN colours,
 - d. None of the above.
 - e.

 5. Major equipment includes:
 - a. Communication equipment,
 - b. Naval vessels,
 - c. Aircraft,
 - d. All of the above.
-

6. UN is normally required to provide self-sustainment to troop-contributors for the following:
 - a. Catering,
 - b. Postal services,
 - c. Duty free shopping,
 - d. Aircraft.

 7. Responsibilities of USG, DPKO include:
 - a. Propose a mission,
 - b. Review and approve concept of operations,
 - c. Approve all COE,
 - d. Approve all member states participation in a mission.

 8. A Force Commander's responsibilities include:
 - a. Visiting all troop contributor member states,
 - b. Meeting with heads of troop contributing member states,
 - c. Ensure an investigation is conducted when loss or damage to COE could lead to reimbursement by UN,
 - d. None of the above.

 9. Verification by UN personnel will include the following report:
 - a. Preliminary report,
 - b. Arrival inspection report,
 - c. Arrival verification report,
 - d. All of the above.

 10. Periodic/monthly self-sustainment verification reports to UNHQ are submitted by:
 - a. Force Commander,
 - b. CAO,
 - c. SRSG,
 - d. CISS.
-

LESSON 7

ANSWER KEY TO END-OF-LESSON QUIZ

1. b
 2. d
 3. d
 4. c
 5. d
 6. a
 7. b
 8. c
 9. d
 10. b
-



LESSON 8

LIQUIDATION

- 8.1 Definition
 - Limiting Factors
 - Liquidation Plan
- 8.2 Procedures
 - Planning
 - Security
 - Termination of ongoing projects
 - Residual mission workload
 - Final mission reports
 - Liaison with the Host Government
- 8.3 Scaling down and withdrawal of Mission personnel and equipment
 - Administrative Closure Activities
- 8.4 Material Disposal / Depreciation
 - Disposal Policy
 - General Retention Guidelines
 - Disposal and movement of hazardous material
- 8.5 Archives and Records Management Procedures

LESSON 8

LIQUIDATION

LESSON OBJECTIVES

Lesson 8 defines and discusses the Liquidation phase in detail. This lesson defines liquidation, reviews the liquidation plan, the responsibilities of the different players, the personnel requirements and schedules. In this lesson, the student will also be explained the procedure involved, scaling down and withdrawal of Mission personnel and equipment from a mission.

By the end of the Lesson 8, the student should be able to meet the following objectives:

- Define Liquidation and describe its limiting factors.
 - Understand the liquidation plan.
 - Define the procedures involved during liquidation.
 - Understand what personnel and equipment are withdrawn from a mission during this phase and administrative activities.
 - Define Material disposal and depreciation.
 - Understand Archiving and records management procedures.
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8.1 DEFINITION

The term "liquidation" or "liquidation process" refers to all activities involved in the closure of a field mission. The liquidation process generally comprises two distinct groups of activities:

- (a) The physical closure, and the withdrawal of equipment, supplies and personnel from the mission's area of operation.
- (b) The activities related to the completion of all residual administrative and support tasks such as the closure of accounts, finalization of property records and survey cases, settlement of claims, etc.

Limiting factors

During the early stages of liquidation there is usually a requirement for a number of substantive components of a field mission to continue to function concurrently. Therefore, liquidation planning incorporates support requirements to carry out ongoing substantive or other operational activities.

The existence of a liquidation team necessitates the continued provision of certain administrative and other support functions, usually during the entire liquidation period. Every effort is made to establish, to the extent possible, alternative contractual or other suitable arrangements with a view to minimizing support staff requirements. Nevertheless, the overall size of the liquidation team has always to be carefully weighed in light of the resulting administrative support requirements. The size of the liquidation team decreases rapidly during the initial wind-down phase. Thereafter and until the closure process is completed, the team size should remain comparatively small with a very limited intrinsic support capacity.

It is essential that projects which were started as a result of a mission's mandate will only be continued if they are of direct relevance to the liquidation process. All other projects are either terminated or handed over to other entities (UN agencies, IGOs Inter-Governmental Organisation or NGOs Non-Governmental Organisation).

Liquidation plan

The liquidation of a mission is carried out in accordance with UN Financial Rules and Regulations, the Staff Rules, the Personnel, Finance, and Procurement Manuals, the Field Administration Manual and other applicable UN directives and reference documents. Generally, the following sequential steps and associated typical tasks need to be performed:

- (a) Identify all tasks associated with the liquidation of a field mission and establish a comprehensive list of all liquidation activities. In this connection particular attention has to be paid to outstanding administrative and logistic support tasks. These must be identified and completed as a matter of priority in order not to delay the execution of related or subsequent liquidation tasks;
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- (b) Analyze identified liquidation tasks to define their scope and magnitude, to determine inter-dependencies between the various identified tasks, and to highlight critical path and other essential activities;
- (c) Assess the relevant resource requirements, in terms of personnel, time frame, support services and financial implications;
- (d) Prepare a comprehensive liquidation plan keeping the liquidation period and the size of the liquidation team to the necessary minimum, thus, containing costs. This must include the development of an overall liquidation schedule, incorporating a detailed time table for the phased withdrawal of equipment, military and civilian personnel of all mission components;
- (e) Prepare a detailed budget for the entire liquidation process in accordance with the liquidation plan;
- (f) Designate members for the liquidation team, both in the field mission and at UN Headquarters. As they will be responsible for the effective and efficient implementation of the liquidation plan, all the team members must be suitably experienced, and they must have an appropriate level of executive authority.
- (g) Execute the liquidation plan and monitor all related activities, performed initially in the mission area and later at a remote site, usually UN Headquarters in New York, although in certain cases facilities at the UN Logistics Base at Brindisi, Italy, may be used.

Responsibilities

Clear lines of responsibility must be established during the development of a liquidation plan. It is most important that all liquidation activities are properly coordinated among all components of the field mission, as well as between the field mission and UN HQ/OMS. The prime responsibility for the conduct of the liquidation processes rests with the field mission, whilst UNHQ provides overall guidance and advice on policy and administrative procedures, as and when requested. Responsibility focal points must be established for the various liquidation tasks. Their composition and responsibilities are:

(a) **In Field Missions**

1. The Head of Mission, who has overall responsibility for developing and implementing the liquidation plan, creates a Mission Liquidation Task Force, wherein each component of a mission is represented at the policy making level. The Task Force function as a steering committee for all policy matters relating to the withdrawal of personnel and equipment.
 2. Due to the far-reaching administrative and support related implications of the liquidation process and the financial authority vested in him/her, the DOA/CAO is appointed by the Head of Mission to formulate, in conjunction
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with other components, the overall liquidation plan and to oversee all ensuing activities, including routine progress reporting.

3. A Mission Liquidation Team set up by the DOA/CAO to perform the planning and coordination of the liquidation tasks assist the task force. A designated senior official from the civilian administration heads the mission liquidation team. In field missions comprising military contingents, the mission liquidation team should include a coordinator from the military logistic element. In all circumstances, a medical representative must be on the team.

(b) **In UN HQ**

1. All administrative and logistical support issues are coordinated by staff of LSD/OMS/DPKO, while the desk officer(s), Office of Operations/DPKO responsible for the substantive tasks of a mission provide guidance in political and military issues relating to the closure of a mission.
2. The LSD/OMS Future Operations Logistics Unit designates a Logistics Planning Officer to work with the mission to develop the Liquidation Master Plan. This officer is also tasked with developing a Mission Liquidation Directive, which provides coordinating instructions for the UN Headquarters staff to support the requirements of the DOA/CAO. This directive must be based on the field mission's plan and developed in concert with all components within, and as required, outside of LSD/OMS. This officer coordinates all meetings to review progress, and identify and resolve problems that develop, and is the principal contact point in UNHQ for the Mission Liquidation Team.
3. The LSD/OMS Current Operations Logistics Officer assigned to the mission desk assists in monitoring and coordinating the efforts of all components of OMS to implement the Liquidation Plan.

OMS/NY must notify the Office of Internal Oversight Services (OIOS) of the liquidation timetable for the mission. The OIOS ensures an audit is conducted within the mission prior to the final closure of the mission. This will facilitate both the audit team's access to complete records and the mission's execution of its liquidation plan.

Personnel resource requirements

It is essential to retain sufficient experienced support personnel who are adequately trained and familiar with the missions administrative work, to deal efficiently with all liquidation tasks. The qualifications of the staff remaining on the liquidation team and their knowledge of the mission are of even greater importance once the mission personnel have been completely withdrawn from the mission area to operate at a remote site (usually the UN HQ/NY) as a small liquidation team.

To ensure that staff from the appropriate administrative and support areas will indeed be retained for the liquidation tasks, an organisational structure for the whole liquidation team (including support elements), and job-descriptions for the team members are to be prepared by the CAO, in conjunction with the Mission Liquidation Team.

It is important to designate, at an early stage, those persons who possess the necessary expertise and an overall knowledge of pertinent aspects of an operation so that they may be retained for the liquidation process. Once established, every reasonable effort should be made to ensure that the liquidation team remains intact until its assignments are duly accomplished.

Particularly for large, multi-component field missions, the deployment of a UNHQ dispatched "roving" liquidation team should be considered seriously. Such a team would comprise an experienced cadre of personnel specialized in the areas of property control, claims, movement control, engineering/buildings management, finance and security. This team would augment the staff of a mission in the aforementioned areas which are usually crucial for a timely and effective conduct of the liquidation process.

Timings / schedules

Mission liquidation planning must begin as soon as the mission deployment phase is completed. Ideally, a fully elaborated plan should be available not less than six months prior to the envisaged start of the liquidation phase. This should allow not only a reasonable amount of lead time to prepare a comprehensive mission liquidation plan inclusive of critical path activities, but also time to obtain legislative approval for the liquidation budget and related resource allocations. The existing Mission Security Plan must also be kept in mind when developing the liquidation plan and timings.

8.2 PROCEDURES

Planning

Planning the liquidation process includes the following:

- (a) Developing a Liquidation Master Plan for the mission. Key elements of this Plan are a Withdrawal Timetable showing the timing and dependencies of the liquidation activities, and an Asset Disposal Plan.
- (b) Developing policies, sub-plans, and instructions/directives for the liquidation process and related activities.
- (c) Developing an operations (military, humanitarian, electoral, etc), scaling down plan.
- (d) Preparing a detailed budget for the entire liquidation process, from completion of mandate until departure of last elements of the mission.

Security

- (a) Conducting a security assessment for the period of the liquidation phase.
 - (b) Determining to what extent security responsibilities can be continued or assumed by the military contingents.
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- (c) Developing a security plan, which protects personnel and property during the liquidation process, with particular focus on material both during transit to and storage at the out-loading point. (The security plan describes the physical security requirement and indicate if it will be fulfilled by the military contingent, the Host Government, or a contracted security company.)

Termination of ongoing projects

Those projects started on the basis of a mandated objective, but which cannot be completed within the 'active' operational period of a field mission are to be identified. As a general rule, these projects should only be continued if they are of direct relevance to the liquidation process. All other projects are either terminated or if appropriate and authorized by UNHQ handed over to other entities (UN agencies, IGOs or NGOs). If the project is contracted, an analysis of the cost of termination in relation to the remaining life of the mission should be conducted prior to taking a decision on how to proceed.

Residual mission workload

- (a) Identify all outstanding or unfinished tasks. Qualify and quantify those tasks, schedule their completion as a matter of priority and monitor the progress of the execution.
- (b) Conduct investigations in connection with Board of Inquiry (BOI) and Property Survey Board (PSB) third party claims, commercial claims, UN personnel claims, and submit reports to the appropriate mission section handling the same.
- (c) Ensure adequate procedures exist to resolve grievances against the mission by host-country nationals, prior to the liquidation of the mission.
- (d) Request a higher level or broader scope of delegated authority facilitating the disposition of pending cases.

Final mission reports

Field missions are responsible for producing several consolidated "final" reports at the end of the mission mandate:

- (a) A final report for presentation to the Security Council on the fulfillment and completion of its mandate;
 - (b) A report to be submitted to DPKO's Military Adviser's Office by a mission's Force Commander (where applicable);
 - (c) An "End of Mission Report" prepared by the mission's Division of Administration, is submitted directly to OMS prior to the end of the liquidation period. This is essentially the administrative final report:
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- (i) It describes the structural components of the mission's administrative services, their main tasks and activities and their composition/staffing;
- (ii) It records administrative problems encountered and lessons learned.

This "End of Mission Report" preparation entails inter-component coordination. This report serves as a readily accessible summary record of the administrative component of the mission for future reference.

- (d) The medical representative on the liquidation team submits a special final report on the medical support operations, to the Medical Support Unit/NY. This report detail problems and deficiencies in planning, logistics, and administration of the medical support operations (including the liquidation process).

Liaison with the Host Government

The mission is to undertake to inform the Host Government on the following issues:

- (a) Continuing activities;
- (b) Missing, lost or stolen property;
- (c) Property sold in country, which was imported duty free;
- (d) Other outstanding local issues of importance;
- (e) The mission address during the liquidation phase and after completion of the operation in the host country;
- (f) UN agency handling issues that may arise once the mission closed out;
- (g) Coordination arrangements with the Host Government for Security during the liquidation process.

Boards of Inquiry (BOI)/Property Survey Boards (PSB)

The DOA/CAO's office establishes a schedule to complete all BOI's and PSB's within the liquidation period.

8.3 SCALING DOWN AND WITHDRAWAL OF MISSION PERSONNEL AND EQUIPMENT

Disposition of Mission Property

Under the leadership of the DOA/CAO, disposition of Mission property should be addressed as follows:

- (a) Develop an asset disposal management plan, establishing a timetable for the recovery, collection and out shipment of assets, establishing collection points and transportation procedures to those points, and the method of packaging and marking of the boxes or pallets. In cases where contractors are used for packaging and transportation of assets, there should be a detailed description of the contractors' tasks.
- (b) Identify and purchase the necessary packing materials.
- (c) Undertake a physical count of all assets and complete the inventory of UN-owned assets, indicating each item's working condition and inventory listing number.
- (d) Submit a preliminary Asset Disposal Plan to OMS at least three months prior to the end of the mission's mandate.
- (e) Return all UN-leased equipment to the provider and terminate the lease.
- (f) Establish a Withdrawal Schedule based on the movement plan and commence with the implementation.
- (g) Maintain a consolidated Listing of Assets Transferred from the Mission and submit listing to OMS/NY every two weeks.

Repatriation of Contingent-Owned Equipment

Repatriation of COE, in coordination with the Force Commander should take place as follows:

- (a) Conduct out-surveys of contingent-owned equipment (COE) and consumables scheduled for repatriation based on in-survey records, Letters of Assist (COE) and earlier write-off requests/action.
- (b) Establish a list of COE items lost or damaged and initiate property survey action.
- (c) Establish a COE withdrawal schedule based on the movement plan and commence with the implementation.

Phase-out of personnel

For the phase-out of personnel a detailed scaling-down plan needs to be established and travel arrangements for all mission personnel, in conjunction with OMS, are required.

Preparation of an overall phase-out plan for all mission personnel (international staff, locally recruited SSA contract holders, international SSA holders, military staff, observers, etc.) which highlights the reduction per section is necessary. This should incorporate an orderly staff checkout system.

Phase-out of medical support

The Mission medical Office should develop a phase-out and liquidation plan that ensures provision of continuous, vital medical support within the mission area, including staging and embarkation areas. Planning should define the necessary medical resources for each of the stages of the liquidation process, ensuring vital support at each of the stages, continuing until the last of the UN personnel have left the area.

The downscaling of the medical support usually goes in the reverse order of a mission deployment, by phasing-out medical units of a higher level first and lower-level facilities at a later stage. Every effort is made to utilize any suitable host country facilities, private clinics, or NGO facilities throughout the liquidation phase. During the draw-down, mutual medical support between contingents is important. A transportable "Draw-down" Medical Unit currently held in the UN Medical Depot in Oslo, Norway could be deployed for the final phase of the mission closeout, but only if local and/or mission facilities cannot provide the coverage required.

Any remaining reusable medical equipment and consumables which OMS/HQ instructs the mission to either transfer directly to another UN mission or else to ship to the Central Medical Depot in Oslo, Norway (for repairs, cleaning and packing for future UN mission use) must be properly registered, packed and marked, taking into account the sensitivity of certain types of medical equipment and drugs to excess temperatures.

All claims from host country medical or intra-theater medical facilities must be approved and settled before the termination of the mission. Compensation claims and disability claims presented by UN personnel have to be properly recorded and forwarded without delay to Medical Services, UN/HQ, according to established procedures. Medical records are returned to all UN troops and personnel before their leaving the mission. All unclaimed medical records are destroyed, observing rules of medical confidentiality. Special provision is made for preserving records of personnel who may claim compensation in the future.

Movement control

A detailed master movement plan needs to be developed for all mission personnel and assets designating staging, holding and warehousing areas, ports of embarkation and airheads in accordance with the scaling down plan of the mission components.

- (a) The size and volume of shipments needs to be determined (COE, UN assets, and leased items) (The value and utility of items shipped by airfreight must justify the additional costs incurred).
 - (b) The transportation requirements should be determined (air, land, and sea) within the area of operation from staging areas to ports of departure from mission area, arrange appropriate transportation contracts, and coordinate the movements.
 - (c) OMS/NY should be provided with detailed schedule and load details for movements from points of departure out of the mission area. Liaise and
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coordinate with OMS, all UN and contingent personnel and assets movements from the mission area.

- (d) The requirement for staging areas needs to be assessed to provide interim accommodation for personnel and warehousing space for goods awaiting onward transportation.
- (e) Suitable staging areas need to be identified and, in conjunction with procurement, necessary contractual arrangements should be initiated to establish and sustain the operation of these staging areas.
- (f) Actual through-put capacity of the staging areas is to be determined and refine the master plan accordingly.
- (g) The requirements for packing, crating, and shipping of UN and Contingent Owned Equipment should be assessed and procurement action initiated.
- (h) A container and contents tracking system is to be developed and maintained.
- (i) A tasking order is prepared for each contingent move.
- (j) In the overall planning of movement of assets, freight charges are closely monitored and controlled, and contractual arrangements negotiated with freight forwarding companies to ensure cost savings resulting from bulk shipments and charters are passed on to the UN. Appropriate insurance is obtained.

Administrative closure activities

Termination of procurement activities

Requisitions that at the time of review have not resulted in a purchase order should be cancelled. The only exception is a justifiable, continued requirement for the requested goods or services during the liquidation period.

All purchase orders for which no deliveries were made should be analyzed, with a view to cancellation if still possible, unless the requestor justifies a continued requirement for the requested goods or services during the liquidation period. Should the items no longer be required and it is uneconomical to cancel the purchase, arrangements should be made, in liaison with OMS, to re-route the deliverables either to other field missions or to UNLB Brindisi. This refers to local and international procurement cases.

Unliquidated obligations relating to procurement transactions should be analyzed. In cases of incomplete delivery determine, jointly with requesting mission component, if the outstanding balance of the order and the remaining obligation can be cancelled.

Formal termination notice needs to be given, as applicable, to the contractors involved in long-term supply arrangements (POL, rations, utilities, support services, contractual personnel, aircraft, etc.), to landlords of rented facilities and owners of rented equipment. The ceiling amounts are to be reduced as appropriate for open ended supply contracts and direct provisioning contracts (commercial as well as with member states) and eventually cancelled.

Financial Phase-out tasks

For the financial phase-out tasks outstanding obligations should be identified and reviewed in allotment report:

- (a) Obligations no longer required liquidated;
- (b) Itemized report for OMS/FMSS on remaining outstanding obligations to be prepared;
- (c) All outstanding invoices for payment to be prepared;
- (d) Bank reconciliation finalized;
- (e) All accounts receivable and payable to be reviewed;
- (f) All Imprest Accounts reconciled and closed;
- (g) Value Added Tax (VAT) accounts finalized;
- (h) Deposits made locally in respect of rentals, propane gas bottles, containers, etc. to be recovered;
- (i) The withholding of final MSA disbursement or final salary payment for all staff members with pending property survey board cases or incomplete clearances to be arranged;
- (j) Receipt of final telephone bills to be ensured and costs for private telephone calls recovered from staff members prior to their departure from the mission area;
- (k) Funds in respect of pending claims to be obligated;
- (l) All vouchers to be filed and ensure that no vouchers are missing from the files;
- (m) Final accounts to be forwarded to Accounts Division in Headquarters;
- (n) The Accounts Division should be advised of outstanding credits in local bank accounts and requested approval to close local bank accounts.

Turn-over of premises

The office space requirement should be assessed in consideration of phase-out plan of personnel and ensure retention of suitable office premises for the liquidation team.

- (a) Staff should be consolidated in a few strategically located premises;
 - (b) Landlords should be advised, in writing, of termination of contract, in accordance with contract's termination clause. Joint pre-handover inspections with landlords of leased premises should be arranged, necessary corrective action and final cleaning to be contracted out, and the hand-over to be conducted in a manner to avoid possible claims. Payment in lieu of contractual repair should be considered.
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- (d) UN accommodation should be handed over to recipient entities (UN agencies, IGOs, NGOs or host authorities), as authorized by UN Headquarters;
- (e) Either the movement of furniture and equipment should be arranged to consolidation or temporary storage sites, or dispose of furniture and equipment in situ, whichever is the most cost-effective;
- (f) The supply of utility services to be terminated and arrange joint final reading of meters;
- (g) The collection of mission signs and related paraphernalia should be ensured.

Property Survey Action

All property records of the mission need to be reconciled, a tracking system and supporting procedures are to be established to keep accurate records on the method of disposal for the residual property, and an up-to-date data bank is to be maintained on all assets transferred or written off.

- (a) A timetable is to be developed for processing of all outstanding property survey board cases; the cases need to be classified according to category; case report and recommendation forms to be prepared for submission to the local property survey board; review and process the cases.
- (b) Ensure that arrangements relating to any assessments made against mission personnel, pending final recommendation of the HQ's PSB and approval by the Controller, are made in consultation with the Chief Finance Officer and the Chief Civilian Personnel Officer. Separate summary listings of these cases should be forwarded to OMS together with contact addresses of mission personnel whose pay or emoluments have been withheld.

Claims

A schedule for processing outstanding claims is to be established by the local Claims Review Board (including commercial claims and claims for loss or damage to personal effects). The necessary case files should be prepared (ensuring that all relevant documentation is included as well as contact addresses for the claimants); a legal review of each case is to be carried out, and a summary listing of all pending claims for submission to OMS is to be prepared.

Audit

Final (liquidation) audit by resident auditor is to be arranged.

Closure of Mail Operations

The use of postal boxes is to be discontinued both within the mission area and UN HQ. All staff members should be requested to inform the relevant parties of their new address and finally, and in coordination with UNHQ, the pouch service discontinued.

Terminate the operation of duty-free shop

The operations are to be closed and prepare a detailed activity report to be submitted to the host authorities should the need arise.

Phase-out communications services

A phased closing down plan of the mission's internal and external communications network needs to be established:

- (a) communications infrastructure is to be dismantled and all communications equipment collected;
- (b) leased means of communications such as telephone connections to be cancelled;
- (c) all outstanding telephone billing issues to be finalized ensuring that all private callers are charged;
- (d) a revised telephone list for the mission liquidation team should be established and finalized.

Withdrawal of vehicles

Vehicles should be phased out in accordance with the disposal plan and support the remaining operation:

- (a) vehicles should be transferred to other missions or to UNLB Brindisi, complete with the communications systems installed unless advised differently by UN Headquarters/OMS;
- (b) all communications equipment to be removed; other installations, UN markings, decals, and license plates from all vehicles are to be sold or donated.

Termination of office automation processes

The EDP Withdrawal Management Plan should be developed and a focal point to be designated to manage the EDP liquidation. This plan must list (by decal/serial number) the EDP assets held by each organization unit and indicate clearly the responsibility of each organization unit in the collection of EDP assets, the Collection Points for Recovery of EDP assets should be established, the transportation procedures to the Collection Points indicated, and the method of packaging and marking of the boxes or pallets. Each box/pallet is to be clearly marked with the decal serial numbers of the EDP assets it

contains. Where contractors are used for packaging and transportation of the EDP assets, there should be a detailed description of the contractors' tasks.

A withdrawal timetable should be established to allow for an appropriate element of the office automation staff to remain with the liquidation team throughout the closure of the mission, in order to provide continued support to other organizational units such as military, civilian police, humanitarian, etc. This timetable should also indicate the recovery, collection and out-shipment dates for the EDP equipment. Identify and purchase the necessary packaging materials.

A physical count of all the EDP assets is to be taken, the EDP inventory updated, all the defective and obsolete items written off, and that all UN-leased EDP equipment is returned to the provider and the lease terminated ensured.

Complete system backups must be taken from the servers and forwarded to UNHQ on bi-weekly basis until the final withdrawal. The equipment is to be collected and forwarded according to the Withdrawal Timetable. All equipment should be maintained and clearly marked regarding working condition, destination, and inventory listing number.

- (a) All workstations should be maintained and reconfigured before shipment (i.e. password-free, all hard disks reformatted and loaded with DOS only, all network interface cards removed and packed separately);
 - (b) All servers must be shipped in full production condition (i.e. Network Operating System, applications and databases preserved and all necessary passwords clearly provided);
 - (c) All software accessories such as Identification Systems, Portable Documentation Imaging Systems, etc., must be packed with all relevant components, documentation, spare parts and supplies;
 - (d) All printers should be shipped with no cartridges or paper inside. Power supplies and printer cables should be included;
 - (e) All networking components must be packed clearly identifying the contents. If applicable, documentation and configuration should be included;
 - (f) All software packages must be forwarded complete (documentation and media) in a clearly-marked manner, with version numbers;
 - (g) All UPSs must be switched off and fully discharged before packing and clearly marked with model number and voltage;
 - (h) All equipment being shipped must be adequately insured;
 - (i) Copies of all the shipping documentation must be forwarded to UNHQ and to the destination of the shipment;
 - (j) A final shipping report must be prepared and forwarded to UNHQ and UNLB.
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Phase-out of resupply process and closure of warehouses

- (a) a physical inventory of the warehouses is to be conducted and the results with receipt and issue records reconciled;
- (b) a plan for the systematic depletion of stock for consumable items in warehouses is to be developed and implemented;
- (c) the transfer, sale, or donation of residual holdings in conjunction with OMS is to be arranged;
- (d) the books are to be closed and handed over to the Office of the DOA/CAO.

8.4 MATERIAL DISPOSAL/DEPRECIATION**General**

Decisions regarding disposition of UN-owned property must follow UN policies set forth below and require coordinated planning by both the liquidating mission and OMS/UN HQ.

With the number of field missions world wide, transfer of assets to other missions for their use or for storage in anticipation of upcoming missions is the preferred mode of disposition of equipment, since such transfers result in reduced cost for receiving missions and facilitate a speedy establishment of new operations.

When liquidating a mission, OMS determines the requirements of other field missions and instruct the liquidating mission on the transfer of its assets according to the established priorities.

Preparation

It is absolutely essential that a 100% inventory check of the quantity, condition and location of all mission assets should be carried out in good time to facilitate the liquidation decision making process. This is a time-consuming and labour intensive process, requiring careful planning and management by the mission.

Disposal policy

The disposition of peacekeeping operations' assets is guided by the proposals of the Secretary-General. The principles are as follows:

- (a) Group I. Equipment in good condition that conforms to established standardization or is considered compatible with existing equipment is re-deployed to other United Nations operations elsewhere in the world or is placed in reserve for use by future missions;
 - (b) Group II. Equipment not required by other peace-keeping missions but which may be useful for operations of other United Nations agencies,
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international organizations or non-governmental organizations and which is not feasible to keep in reserve, is sold to relevant agencies or organizations;

- (c) Group III. Any equipment or property not required or which is not feasible to dispose of in the above manner or which is in poor condition is subject to commercial disposal within the country, following standard United Nations regulations and procedures;
- (d) Group IV. Any surplus mission assets remaining after disposition under the terms referred to under paragraphs (a) to (c) above, and/or any assets which, if dismantled, would in fact set back the rehabilitation process of the country, is contributed to the duly recognized of the respective country. This refers in particular to airfield installations and equipment, bridges, and mine-clearing equipment.

Surplus used equipment sold to United Nations agencies, international organizations, or non-governmental organizations is done so at depreciated costs. Any assets contributed to the duly recognized government of the respective country are valued at depreciated rates, with an indication of the original inventory value.

When reviewing the above options, an economic analysis must be made as to the viability of shipping to UNLB. The CAO of each field mission, in cooperation with OMS, must consider shipping costs, bulk shipping discounts, exigency, scarcity or expense of items involved and serviceability prior to making a final decision on salvage, sale, or shipment.

Re-usability problems

- (a) Accommodation/vehicles/equipment damaged or beyond viable economic repair;
- (b) Low-cost items with no further use;
- (c) Spare parts forwarded with lack of description and/or applicability to major end items;
- (d) Shipments of items with no further use due to age, expiry date, change in technology, etc.

Supplies that are no longer useful, material from the above categories are not shipped to Brindisi. Rather, field missions should dispose of unusable items locally through the established procedures of property survey boards.

General retention guidelines

UN-owned material is retained for re-use if this falls into one of the following categories:

- (a) Material with a residual per item value of US \$1,500 or greater;
 - (b) Attractive (sensitive) items with a value of US \$500 or greater, per item;
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- (c) Vehicles with a depreciated value of greater than 20% of original cost.

Specific disposal guidelines

General Supplies: to be retained/disposed of as follows:

- (a) Retain:
 - (i) Special, attractive items such as cameras, executive furniture, binoculars, night vision devices and unused UN accouterments;
 - (ii) Copiers, typewriters, electric office equipment;
 - (iii) Appliances that are serviceable and in good condition (stoves, refrigerators, washers);
 - (iv) Serviceable safes, filing cabinets;
 - (v) Durable fuel equipment (not bladders), floodlights/tent light sets, battery chargers, tools and tool sets;
 - (vi) Televisions, stereophonic equipment, video recorders/playback, morale/recreation equipment and supplies.
- (b) Dispose of locally:
 - (i) Normal office furnishings, unless new and encased in protective plastic (and not subjected to the elements) are disposed of locally. This includes rugs/ carpets, desks, chairs, tables, lamps, etc;
 - (ii) Mattresses, sleeping bags, uniforms and pillows.

Engineering equipment and supplies are retained as follows:

- (a) Engineering spare parts, if clearly labeled with part number and end-item application.
- (b) Serviceable or repairable engineering equipment with a depreciated value of more than 10%, provided that the cost of repair and shipping does not exceed 50% of the depreciated cost;
- (c) Portable structures that will remain serviceable and useful after dismantling and reassembly, do not exceed US \$200 per cubic meter to dismantle and ship, and where the cost of dismantling and shipping is not greater than the depreciated value;
- (d) Unused bulk defense stores and engineer supply items that do not exceed US \$200 per cubic meter volume to transport. Consumable items such as cement or used concertina wire not shipped (transit times must also be accounted for in this calculation).

Electronic Services

The mission is to assess all communications and EDP end items, components, spares and cables, radios, faxes, ancillary equipment and supporting electronic services for serviceability. Those items fit for immediate re-use after minimum repair/maintenance

are labeled, identified, manifested and shipped to UNLB. The remainder is disposed of locally.

Transport Equipment and Spares is retained as follows:

- (a) Vehicles and transport equipment, only if they are completely serviceable or if the estimated cost of repair is less than 50% of the depreciated value⁶. OMS Transport Section gives direction on the repair location (liquidating mission, gaining mission, or UNLB);

⁶ sample of Depreciation Scales used are on the next page

DEPRECIATION SCALES

1. Vehicle Equipment. The vehicular assets can be classified in 3 categories, as follows:
 - (a) Category A. Light Vehicles, such as sedans, light and medium 4WD jeeps, light trucks and minibuses.
 - (b) Category B. Medium Vehicles, such as ambulances, medium buses and trucks up to 4 Tons.
 - (c) Category C. Heavy Vehicles, such as heavy buses, and trucks over 4 Tons.

TABLE I: VEHICULAR ASSETS DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	SUBSEQUENT YEARS
Category A	25%	25%	20%	15%	15%	15%
Category B	20%	15%	15%	15%	10%	10%
Category C	15%	10%	10%	10%	10%	10%

- (b) Vehicle spares, if they are identified with part numbers, have end-item application and completely serviceable. Spare parts are retained only if related equipment they apply to remains in the UN system.
- (c) Tools, test and diagnostic equipment and equipment directly related to workshop functions, if serviceable, labeled, not obsolete, and with appropriate technical manuals.

Liquidation procedure

The liquidating mission submits a preliminary Asset Disposal Plan (a sample of various inventory listings are on the following page) to OMS at least three months prior to the end of the mission's mandate in those cases where liquidation is not proceeding as an "emergency" withdrawal. This plan consists of two parts:

- (a) *Part I* Is a total inventory listing, containing the following data:
 - (i) Identification number (from the inventory sheet);
 - (ii) Equipment description;
 - (iii) Known date of purchase, or mission acquired date where date of purchase is unknown (for transferred equipment);
 - (iv) Total quantity available in the mission area;
 - (v) Purchase cost per unit;
 - (vi) Total purchase prices (quantity multiplied by unit cost);
 - (vii) Depreciated value;
 - (viii) Method of disposal proposed by mission;
 - (ix) For material that qualifies for retention, the total cubic meterage for transshipping purposes;
 - (x) Method of shipment recommended: air or sea;
 - (xi) Anticipated month of release from the mission.
- (b) *Part II* Is a chart depicting outflow from the mission area, i.e. total cubic meterage anticipated to be shipped each month end by air and sea, showing the anticipated peak periods.

Value recording

The value of property transferred from one field mission to another is always reported in the inventory records at the acquisition cost if known.

Depreciation

Only in the following circumstances is it appropriate to establish a depreciated value of UN field mission property:

- (a) Property write-off case involving an assessment of the party held responsible for the loss;
-

ASSET DISPOSAL PLAN - INVENTORY LISTING

(A separate inventory listing for the following groups is used)

GROUP I - EQUIPMENT TO BE RETAINED FOR UN PEACEKEEPING OPERATIONS

GROUP II - EQUIPMENT AVAILABLE FOR SALE TO OTHER UN AGENCIES, OR TO NGOs

GROUP III - EQUIPMENT FOR LOCAL COMMERCIAL DISPOSAL

GROUP IV - EQUIPMENT WHICH MAY BE DONATED TO HOST NATION GOVERNMENT

ITEM	DESCRIPTION	PURCHASE DATE	QTY	VALUE ON ENTRY		VALUE AT END OF MISSION		METHOD OF DISPOSAL	VOL CUM AIR/SEA RELEASE DATE
				UNIT	TOTAL	UNIT	TOTAL		

- (b) Establishment of the residual value of property to be sold or donated at the closure of a mission;
- (c) Determinations whether repair or overhaul of equipment is economical;
- (d) Planning for the replacement of equipment at the end of its economical life.

Implementing the asset disposal plan

Upon receipt of this preliminary Asset Disposal Plan, OMS circulates it to all OMS technical units. Authority for disposal of assets rests with OMS who issues disposal instructions to the mission. Following receipt of those instructions, the mission then issues a revised approved Asset Disposal Plan for execution.

The liquidating mission maintains a consolidated listing of assets transferred from the mission area up to achievement of complete liquidation. A copy of that listing is sent to OMS Logistics every 2 weeks during the liquidation process. For tracking purposes, additional copies are also sent to missions receiving equipment from the liquidating mission. These receiving missions should confirm that they have received the items listed, by forwarding suitably endorsed copies of the listings to both OMS Logistics and the liquidating mission.

Disposal and movement of hazardous material

Disposal of hazardous material must be in accordance with the host nation's policy and must be performed by an appropriately qualified and authorized local contractor. If no national regulations exist or no qualified contractors are available, the mission must contact UNHQ.

Movement of explosives and ammunition

The transportation of explosives or ammunition requires specific identification, packaging, and processing regardless of the modal selection. United Nations peacekeeping missions that are required to make use of explosives and/or ammunition shall strictly adhere to existing international regulations for the movement of such items.

Authorities (for the purpose of consultation and/or determination) governing the movement of such items primarily include, but are not restricted to:

- (a) IATA - Dangerous Goods Regulations; and
- (b) International Maritime Dangerous Goods Code.

Identification

Specific details are required to facilitate the movement of explosives or ammunition, regardless of the mode of transport, must include:

- (a) Proper Shipping Name;
 - (b) Correct UN Identification Number;
-

- (c) Hazard Classification Code;
- (d) Net Explosive Quantity (NEQ) or Weight per item;
- (e) Total quantity of each item being shipped; and
- (f) Total combined NEQ for the overall consignment to be transported.

Processing

Processing refers to modal selection and is the method used to transport explosives or ammunition to or from a home location. The following authorities are frequently utilized in conjunction with the particular mode of transport:

- (a) Movement by air - IATA Dangerous Goods Regulations and, in the case of a military carrier, the Manual of Transportation for Dangerous Goods applicable to that particular carrier;
- (b) Movement by sea - International Maritime Dangerous Goods regulations; and
- (c) Movement by rail or road - the Manual of Transportation of Dangerous Goods by Road or Rail, as applicable to the country or countries being transited.

End of Mission report

A final report providing a comprehensive overview on the mission liquidation activities is prepared by the field mission for submission to OMS.

8.5 ARCHIVES AND RECORDS MANAGEMENT PROCEDURES

General

All records created or received by an office or staff member in connection with or as a result of, the official work of the office are official records and thus the property of the United Nations.

Offices should manage records for efficient filing and retrieval during their useful life, retaining them only as long as necessary for operational purposes and disposing the remainder in accordance with United Nations procedures.

The Mission Records Retention Schedule (MRRS) has been developed to assist field missions in organizing, maintaining and disposing their correspondence, reports and other records.

Security of records

Protection of Information

Special security arrangements for confidential files should be made and restricted access to them to authorized officials only.

Physical security of records

Care must be taken to ensure the physical security of records, particularly in areas of high risk, by such means as storing archival documents in the safest place possible, or electronically scanning documents to disk, and securing disks in a safe place.

Disposition of records at the close Mission/Office

Prior to the close of a mission or an office away from Headquarters, files are to be reviewed and all records prepared for transfer to ARMS or destruction in situ in accordance with the MRRS. Records, which are not covered by the MRRS should be proposed to the Chief, ARMS for specific transfer or disposal. This type of request should be accompanied by a file listing so that an immediate determination can be made to avoid unnecessary, costly transfer of records to ARMS at the close of the mission or office*. ARMS examine the request and advises the office of the action to be taken with regard to the files in question.

Summary

Liquidation is the final phase of a mission. The proper execution of the tasks involved in liquidating a mission can mean savings for the UN or if not properly executed, it could cost the organization huge sums of money. Advance planning, having the right staff, and keeping the guidelines at hand, liquidation tasks can be accomplished smoothly.

* sample of a form used for Archives Transfer is enclosed on the next page

ARCHIVES TRANSFER - LIST OF FILES

Mission: _____

Records of: _____

(Office and City)

Responsible Official: _____

(Name and Title)

Prepared by: _____ Date: _____

BOX	DATES	FILE No.	FILE TITLE	DISPOSE

LESSON 8**END-OF-LESSON QUIZ**

1. The term liquidation refers to all activities involved in the:
 - a. opening of a mission,
 - b. closing of a mission,
 - c. deployment of a mission,
 - d. not relevant to the status of a mission.

 2. In a Field Mission, the Head of Mission creates:
 - a. Mission Liquidation Task Force,
 - b. Contracts staff from private sector for liquidation,
 - c. Ask OMS to send liquidation team,
 - d. None of the above.

 3. Mission liquidation planning begins as soon as the following phase is completed:
 - a. planning phase,
 - b. sustainment,
 - c. deployment,
 - d. monitoring.

 4. Missions are responsible for producing several final reports including:
 - a. presentation for Security Council,
 - b. End of Mission report by Directors of Administration to OMS,
 - c. Medical Reports to Medical Support Unit, NY,
 - d. all of the above.

 5. During repatriation of COE, a list of the following should be established:
 - a. COE being donated to Host nation,
 - b. COE items lost and damaged,
 - c. COE already shipped during deployment phase,
 - d. None of the above.
-

6. The reusable medical equipment is transferred to:
 - a. other UN agencies,
 - b. central Medical Depot in Norway,
 - c. UN HQ, NY – Medical Unit,
 - d. Sold to highest bidder.

 7. All purchase orders for which deliveries were made should be cancelled or:
 - a. rerouted to other missions,
 - b. rerouted to UNLB,
 - c. if requestor justifies continued requirement, P.O. should not be cancelled,
 - d. all of the above.

 8. Final audit is arranged by:
 - a. Audit Department, NY,
 - b. Resident auditor,
 - c. Auditor from consulting firm,
 - d. Auditor from host nation.

 9. Vehicles should be withdrawn and transferred to:
 - a. UNLB and UN NY,
 - b. UNNY and other agencies,
 - c. UNLB and other missions,
 - d. missions and other agencies.

 10. Under the principles to be followed for disposition of property:
 - a. all equipment is to be donated to host nation,
 - b. all equipment is to be returned to UNLB or forwarded to other missions,
 - c. all equipment is forwarded to UN NY,
 - d. none of the above.

 11. Authorities governing the disposal and movement of hazardous material are:
 - a. IATA,
 - b. DPKO,
 - c. NATO,
 - d. OSCE.
-

12. All official records of the UN in a mission are property of UN and should be left with:
- a. Host nation,
 - b. Contingent,
 - c. International NGOs,
 - d. None of the above.
-

LESSON 8

ANSWER KEY TO END-OF-LESSON QUIZ

1. b
 2. a
 3. c
 4. d
 5. b
 6. b
 7. d
 8. b
 9. c
 10. d
 11. a
 12. d
-

APPENDIX

A DICTIONARY OF TERMS

Ablution facility

Ablution unit, ablution module, Porta Cabin. Prefabricated, relocatable units (usually 10' or 20' ISO containers) for use by up to 30 people, and equipped with showers, mirrors, WCs, wash basins, urinals, hot water tanks, fans, electrical wirings and fittings etc.; they are often made of sandwich panel construction and washable surfaces.

Ad hoc movement

A movement that may occur at any time, for which necessary or appropriate planning data is not yet available. This movement will be partially or fully planned as soon as the required information has been provided.

Advance party, advance team

Sent 1) prior to a PKO, to make a reconnaissance of the area in order to assess the availability of accommodation and logistic resources and establish a list of essential items and facilities that cannot be obtained locally.

Sent 2) to prepare the transition and contingent rotation: the incoming contingent's advance party includes logistics personnel to enable a handover of stores and equipment.

Advice of shipment

A notice sent by a purchaser advising that shipment has gone forward and usually containing details of packing, routing, etc.

Airdrop

A parachute jump or a supply delivery by parachute from an aircraft in flight; in logistics, an airdrop (for resupplying a unit) is sometimes called "vertical replenishment").

Airlift

The carrying of troops and equipment over large distances by air to bring them into crisis areas rapidly, also found: 'airlifters' (referring to personnel or planes).

Air logistics support

Support by air landing or airdrop, including air supply, movement of personnel, evacuation of casualties and prisoners of war and recovery of equipment and vehicles.

Ambulance

A ground, air or sea conveyance, manned and equipped to provide in-transit care, for the sick, injured and wounded:

Ground: To include road/off road vehicles (wheeled/tracked) and railways.

Air: Fixed and rotary wing aircraft equipped and designated for medical evacuation.

Sea: Any vessel (ship, boat, hovercraft, but not hospital ships) intended for medical evacuation to a medical treatment facility.

Anti-personnel mine

AP, Apers, bouncing betty. Mine which is used to injure or kill soldiers who are dismounted. Especially anti personnel mines means an enormous danger for the civilian population.

Anti-tank mine

AT, Atk. Mine used for anti tank measures. Often AT's are layed in addition to other mines.

Area of responsibility (AOR)

A defined area of land in which responsibility is specifically assigned to the commander of the area for the development and maintenance of installations, control of movement, and the conduct of operations.

Apron

A defined area on an airfield, intended to accommodate aircraft for purposes of loading or unloading passengers or cargo, refueling, parking, or maintenance.

Assets

General: All tangible or intangible property, which has a present or future value measurable in terms of money.

Inventory: The total serviceable or repairable quantity of any item, on hand or due in.

Attrition rate

A factor normally expressed as a percentage, reflecting the degree of losses of personnel or non-consumable supplies due to various causes within a specified period of time.

Audit

Any inspection by a third person of accounting records, involving analyses, tests, confirmation or proofs. The examination of original documents, such as orders or bills, for the purpose of substantiating individual transactions is termed pre-audit or voucher audit. Internal auditing is a management service to assess the effectiveness of cost controls and appraise procedures or operations.

Back order

The undelivered part of a previous order which the vendor agrees to ship later.

Backlog

An accumulation of work in excess of available working capacity.

Back-up supply

To plan (beyond and above the initial supply) a back-up supply to last for the duration of the mission as a shipment to be sent later.

Barrier

Any object used to stop the movement of vehicles.

Basic stocks

Stocks to support the execution of approved operational plans for an initial predetermined period.

Beyond economical repair (BER)

A condition classification assigned to an item that as a result of the financial criteria is considered uneconomical to repair.

Beyond local repair (BLR)

A term applied to an equipment or store, which although repairable, cannot for some reason be dealt with by the workshop to which it has been properly submitted.

Bladder tank

Collapsible bladder, bladder, flexible tank, flexitank (rectangular). Collapsible drum [cylindrical and towable]. They are used for transport and for storage of water, fuel and chemicals and come in various sizes and capacities (e.g. 50,000 or 20,000, or 1,00 gallons, down to jerrican-sized flexible containers). Some are rectangular and can be transported on trucks, some are drum shaped and are helitransportable (slung from a helicopter) and towable.

Border control

Full border control requires a capability to deny passage and to act where borders had already been closed, whereas border monitoring involves observing and reporting on movements only.

Border monitoring

International observers only observe and report and are not in a position to check the nature of goods crossing the border.

Bridge

Military bridges are of three main types:

1. scissor-type launched bridges (foldable and often laid by an armoured vehicle)

2. floating (or pontoon or ribbon) bridges (several flotation units are assembled together side by side to span a river, but are transported folded)
3. dry support bridges (e.g. Bailey bridges) built of standardized panels and used for lines of communication (highways and railways).

Calibration

A comparison between a standard or measuring equipment, instrument or item of equipment with a standard of higher accuracy to detect, correlate, adjust and document the accuracy of the instrument or equipment items being compared.

Call sign

A combination of letter and number used to represent certain persons, teams, operations or organisations, used in communications.

Camp

Unit that includes dormitories, ablution units, laundries, recreation halls, power supply, drainage, waste, venting and water distribution systems. Can be soft-walled or hard-walled, for 5, 50 or 150 persons.

Cannibalisation

Removing serviceable parts and assemblies from an unrepairable vehicle or item of equipment, to be used to repair others. In an extended usage: using personnel of one or more units to complete the authorised strength of another unit.

Cannibalise

To remove usable parts from an item of material as an alternate means of procurement. To remove serviceable parts from a repairable item of equipment in order to install them on another item of equipment.

Central procurement

The procurement of material, supplies, or services by an officially designated command or agency.

Chain of command

The succession of commanding officers from a superior to a subordinate through which command is exercised. Also called command channel.

Checking list

A list by which something may be checked or verified, e.g. a tool kit list, an activity list.

Checkpoint

CP, CHP. Checkpoint can be three things:

1. predetermined point along a route of march where troops or convoys on the move 'check in' in person at a manned 'control post' and are given further instructions on the route ahead (synonym of "control post" or "control point")
2. predetermined position along a route where foot, vehicle (or sometimes air patrols call in their coordinates to headquarters on the radio net, and report on their progress and fulfilment of their mission (Synonym of "report point" or "report line")
3. (the most frequent in a PKO context) a permanent or temporary, self contained post, e.g. at an entry point to a BZ, where troops or MPs stop vehicular and pedestrian traffic (including civilian) to check the documents, frisk passengers, search cars etc., in order to the smuggling of arms, ammunition and explosives.

Checkpoints can be static ('fixes') or mobile ('mobiles'). If they are closed checkpoints, they are called roadblocks.

Chief Administration Officer (CAO)

Civilian, seconded from NY UN HQ, and heads the civilian administrative component. Responsible for administrative functions (finance and personnel), general and technical services relative to the mission activities.

Chief Engineering officer (CEO)

A civilian staff member of the UN who heads engineering component of a mission, and who, working in conjunction with the force engineer officer, is responsible for field engineer support, accommodation and construction services, power supply, geographic support (map services), etc.

Chief Finance Officer (CFO)

Civilian, exercises delegated authority from the controller for approving mission payments and maintaining mission accounts, supervises the Finance Section staff and the preparation of annual cost estimates and semi-annual programme budget performance reports. The CFO is responsible for the maintenance of the mission budget, commitment accounting and all financial transaction settlements (travel expenses, per-diem payments, locally hired personnel pay and benefits, materiel and services).

Chief General Service (Section) (Officer) (CGS)

Civilian, under direction of CAO, manages the administrative services: offices (including ground maintenance), housing accommodations (including mess halls and kitchens).

Chief Integrated Support Services (CISS)

The CISS and the COS exercise joint operational control over the entire mission logistic support system.

Chief Logistics Officer (CLO)

As a military staff member of the Force Headquarters or civilian on the Force Headquarters staff, the CLO is responsible to the Force Commander for directing and implementing the logistics support for the Force and its contingents. He manages planning and liaison services between military and civilian agencies in the mission area and is the deputy to the CISS. He is not a wholly free agent because he is answerable to the Chief Administrative Officer for conforming to the financial constraints set by the United Nations. His supply, maintenance, and equipment requirements need the approval of the Chief Administrative Officer before being submitted to New York.

Chief Medical Officer (CmedO)

CmedO is responsible officer for all medical and health matters within the Force. Avoid confusion with Chief Military Observer (CMO).

Chief of Mission (COM)

Military personnel appointed by the SG as either as Force Commander or Chief Military Observer or civilian UN staff member appointed by the SG as his Special Representative.

Chief Movement Control Officer (CMCO)

Civilian or military officer, responsible for the transportation of personnel (UNMOs, CivPol and UNVs), the control of hired and chartered aircraft and ships, for bills of landing, customs documentation and freight forwarding.

Chief Operations Officer (COO)

As a military staff member of the Force Headquarters, the Chief Operations Officer is responsible to the Force Commander for directing and implementing the operations of the military force and its contingents. The COO will normally control dual role units, like aviation units, and will have to coordinate prior to tasking them for use in the transportation role.

Chief Procurement Officer (CPO)

Chief of procurement, civilian, under the CAO, plans and budgets the procurement of goods and services, both locally and regionally, in coordination with the Logistics Section, for the timely provision of rations, equipment, stores, other supplies and contractual services. Controls bidding process.

Chief Signals Officer (CSO)

Military officer, responsible for the military-patterns communications equipment, is the military counterpart to the (civilian) CCO.

Chief of Staff (COS)

Military officer, the Commander of UNTSO, alone of all PKOs, is still termed "Chief of Staff" (COS), otherwise the term is reserved for national military.

Chief Transportation Officer (CTO)

The Chief Transportation Officer (CTO) is part of the civilian component. He is the chief of the Transportation Section and as such responsible for: registration of all UN-vehicles, running a motorpool of UN owned and rental (civilian pattern) vehicles, issuing of vehicles, maintenance and repair of UN-owned vehicles, conducts driving tests, issues UN-driving licenses, and fuel accounting. He is under supervision of CISS and responsible for the allocation of vehicle transport to staff, supervises local mechanics and drivers.

Claims Administration Unit (CAU)

Claims and Information Management Section, FMSS, OMS, Office of Planning and Support, DPKO. The Unit processes claims for reimbursement from troop-contributing countries, and as of 1996, deals with COE backlog, death and disability, wet/dry leases, LOAs, third party claims and commercial disputes.

Classification

The segregation of items of supply into commodity classes according to their nature or application.

Close protection

The use of cover camouflage, obstacles, antitank weapons, sentinels and patrols for protection of a unit against attack at close range.

Code of Conduct

1. Set of principles to be followed by peacekeeping forces, such as avoidance of force, impartiality, transparency and clarity of
-

purpose, firmness, reliability, anticipation of situations leading to violence, integration of different nationalities

2. The ICRC and NGO associations have also promulgated one, to regulate the performance of organisations involved in emergency relief.

Compatibility

The capability of two or more items or components of equipment or material to exist or function in the same systems or environment without mutual interference.

Container accommodation (module)

Hard-walled prefabricated building, modular and based on 20' ISO container configuration: the base and roof of these units are completely pre-built, and walls are knocked-down and are packed between the roof and floors of each unit. Several such modules can be interconnected.

Contingency planning

It involves preparing likely courses of action dealing with a range of potential scenarios and extends into preparatory activities (preparation of maps, identification of sources of equipment and supplies, prepositioning of communications and identification of possible troop contributing states).

Contingent Commander (CCOMD)

The officer in charge who commands the contingent.

Contingent Owned Equipment (COE)

This describes any military equipment, owned by a member state, brought to the mission area by infantry or logistics contingents with the prior agreement of the UN secretariat becomes UN responsibility, and governments are reimbursed for its depreciation.

Contract amendment

A negotiated change to the terms or conditions of a contract.

Contract maintenance

The maintenance of material, performed under contract by commercial organisations.

Convoy escort

Refers both:

1. to the unit assigned to accompany and protect a convoy of vehicle from being scattered, destroyed or captured, and
 2. to the mission entrusted to the unit.
-

Cost estimate

The estimate of money required for expenditure for the following fiscal year.

Critical item

An essential item that is in short supply or expected to be in short supply for an extended period.

Decontamination

The process of making any person, object or area safe by absorbing, destroying, neutralising, making harmless, or removing, chemical or biological agents, or by removing radioactive material clinging to or around it.

Demurrage

Logistics. A charge allowed in freight tariffs or by contract, assessed against a consignor, consignee or other responsible person for delays to transportation equipment in excess of "free time" for loading, unloading, reconsigning, or stopping in transit.

Depth of repair (excluding aircraft)

Depth A: That maintenance which is directly concerned with preparing items for use and keeping them in day-to-day order. May include such operations as functional testing, replenishment, servicing and rearming. Note that the maintenance organisation is not usually responsible for Depth A. This is the responsibility of the user/operator, albeit to standards defined and monitored by the maintenance organisation.

Depth B: That maintenance, which is required on items and assemblies that are unserviceable or require preventive maintenance. May include scheduled maintenance, embodiment of prescribed modifications, maintenance of assemblies and corrective maintenance beyond Depth A.

Depth C: That maintenance which is repair, partial reconditioning and modification requiring special skills, special equipment or a relatively infrequently used facility which is not economic to provide generally, but which is short of complete strip, reconditioning and re-assembly.

Depth D: Maintenance which is full reconditioning, major conversion or major repair involving work of this depth.

Deputy Special Representative (DSRSG)

Resident Special Representative, RSRSG. Civilian, ASG or D-2, acts on behalf of the SRSRSG during his absence, is usually also the Head of Civil Affairs.

Desk officer

Military officer or civilian. Within each division of DPKO, responsibility for a PKO is assigned to a 'desk', comprising one or more political affairs officers, supported by one or more military officers. A desk can also mean responsibility for a specific region.

Director of Administration (DOA)/Chief Administrative Officer (CAO)

DOA/CAO is normally appointed by and is responsible to the FOD at Headquarters and acts as its representative at the force or mission headquarters. Under the overall authority of the head of mission, on behalf of the FOD, the CAO is responsible for all administrative functions and for providing the requisite administrative support for carrying out this substantive work of the mission efficiently and economically. Within the Director of Administration/CAO's organisation, a number of branches are involved in transportation: Transportation, General Services, Procurement, and Finance.

Disposal

The removal of material from a supply system by sale, trade-in or destruction.

Distribution point

A point at which supplies and/or ammunition are delivered for distribution to member states' contingents.

Dry lease

Arrangements or system. A COE reimbursement system whereby the troop contributing country provides equipment to a peacekeeping mission and the UN assumes responsibility for maintaining. The equipment may be operated either by the equipment owning country or by another country.

Durability

The ability of an item to perform its required function under stated conditions of use and under stated conditions of preventative or corrective maintenance until a limiting state is reached.

Duty Room

Joint Operations Centre, JOC. Part of the Situation Centre. It serves as the UNHQ point of contact for field missions and for permanent missions of Member States and prepares daily Situation Centre reports.

Economic repair limit

The maximum repair effort that may be economically expended on equipment.

Engineering

Service provided by Construction Engineers (or on behalf of construction engineers) that refers collectively to design, drafting, specification writing, estimating, studies and contract inspection.

Engineering support

The sum of those engineering activities, which take place during the life cycle of military equipment aimed at ensuring that new equipment comes into service with the maximum reliability and maintainability: with the backing of the correct scales of spares and assemblies; with adequate technical literature; accompanied by all tools, test gear and facilities needed; and that sufficient trained manpower is available for its efficient maintenance. Engineering support continues during the in-service phase with the reporting, investigation and rectification of defects, and the recording of repair and reliability data for automatic processing, as may be required effectively to manage maintenance resources.

Equipment

In the context of general engineering support, Equipment is defined as items required to provide a catering service and the appropriate standard of living for a mission. These include kitchen equipment, refrigerators, freezers, air conditioners, water heaters, ceiling fans, etc.

Estimated expenditure

The amount appearing in the estimated expenditure block on the contract form. This funding amount includes not only the total estimated payments to the supplier but may also include some additional charges such as sales tax, customs duties and transportation costs.

Evacuation (of equipment)

1. In the recovery system, evacuation is the movement of equipment casualties (in and out of theatre) within a logistic system. It is distinct from recovery.
2. The process of moving any person who is wounded, injured, or ill to and/or medical treatment facilities.

Evacuation point (EP)

Logistics. The location at which equipment is collected for evacuation.

Excess stock

That quantity of supply system stock that exceeds approved retention levels.

Expedite

To hasten or arrange delivery of goods.

Expendable item

An item of material which is expended or consumed in use or is integral to, or a structural part of, another equipment or installation.

Fielding

Acquisition, delivery and distribution of new equipment to the units who are designated to use it.

Financial limitation

The limit of expenditure allowed under a contract.

First echelon (1st line transportation)

Comprises all transportation within a contingent area and is executed by transportation assets organic or attached to a contingent/unit and controlled by the contingent/unit commander. It may include scheduled transportation (resupply runs, local shuttle runs) and ad-hoc transportation requirements.

Fixed medical treatment facility

A permanently established land-based medical facility excluding ships, field units, and air-transportable hospitals.

Force Commander (FC)

Responsible for carrying out the mandate of the mission in respect of all military operations, reports to HQ in NY through the SRSG on military personnel and operations.

Force logistic directive

That document produced by the Force Headquarters which details the required level of stock holding of the contingents, the overall logistic support plan, the requirements from contributing Member States and should include the Force Logistic.

Force Logistic Support Group (FLSG)

A group of military and civilian personnel forming the logistic support for a UN force, composed of national support element (NSE) provided by each contingent. The FLSG operates in most cases under the coordinating authority of one or more Member States. Depending on the size and geographical spread of the operation, each base area may be under a separate Member State coordinating authority. The headquarters FLSG operates under the guidance of UN Force Headquarters. It coordinates receipt of stocks and movement to forward bases, and the sustainment of the force.

Forward repair

A repair, normally at Depth A and B, carried out to equipment at or near the location where it became a casualty.

Forward repair team (FRT)

A team of tradesmen organized and equipped to carry out a forward repair.

Four Geneva Conventions (1949) and two Additional Protocols (1977)

I GC: Amelioration of the condition of wounded and sick

II GC: Shipwrecked armed forces at sea

III GC: Treatment of prisoners of war

IV GC: Treatment of civilians in war

I AP: Protection of victims of internal armed conflicts

II AP: Protection of victims of non-internal armed conflict

Free issue

The authorized issue of material for which no reimbursement is required.

Free stock

That quantity of an item of supply available for issue.

Fully operational

All systems of a complete equipment are working as they were designed to do and within the tolerances and specifications laid down in the design statement.

Functional control

The authority vested in a force functional staff officer, acting on behalf of the Force Commander, to direct the method of operation and manner of employment of the service units under their control in order to achieve a policy objective.

Functional desks

A JMCC function, each desk controls a single transportation mode. In a full JMCC the following desks will be operational:

- Road Transport Desk
 - Air Transport Desk
 - Rail Transport Desk
 - Sea Transport Desk
 - Inland Waterway Desk
-

General Agreement

These are basic agreements normally conducted at government to UN level. They are sometimes known as umbrella agreements or as Memorandum of Understanding.

General support

That support which is given to a force as a whole and not as part of a support given to a particular member state's contingent. This is frequently referred to as second and third line support.

Global positioning system (GPS)

The identification of position by means of satellite navigation.

Good offices

Procedure when for the maintenance of peace a nation intervenes in a friendly manner between two powers whose differences might well lead to armed conflict, and offers its suggestions as to possible ways and means of settling the differences; when the third power takes an actual part in the subsequent negotiations (as the channel of communication, etc.) good offices then become mediation. More generally, the disinterested use of one's official position or office in order to help others settle their differences. The term can also refer to the acts of a diplomatic relations with the state to which he is accredited.

Gratis military officer (GMO)

Officer on loan. Officer released by his Government at no cost to the UN, as opposed to officer under contract, i.e. paid by the UN. The GMO category includes both officers on loan (short-term) and officers on secondment (longer term).

Greenwich Mean Time (GMT)

Mean solar time at the meridian of Greenwich, England, used as a basis for standard time throughout the world. Normally expressed in four numerals 0001 to 2400. Also called Zulu time.

Grid bearing

Direction of an object from a point, expressed as a horizontal angle, measured clockwise with reference to grid north.

Ground handling

Those services include interior and exterior cleaning of aircraft, de-icing, catering, provision of ground power, of tow tractors, mobile lighting and passenger embarkation and control.

Handover procedure

1. Transfer of POWs, bodies, mail and property (including domestic animals) through intermediaries, across no-man's land, United Nations buffer zones or areas of separation, with supervision by peacekeeping forces
2. Transfer of UN and contingent property (rations and supplies) from outgoing (on rotation) to incoming one.

Hazardous materiel

Any materiel which because of its properties is flammable, corrosive, an oxidising agent, explosive, toxic or radioactive.

Head of Civil Affairs (HCA)

Director of Civil Affairs. Is usually the Deputy Special Representative.

Head of Mission (HOM)

Refers to the Special Representative or the Commander appointed by the Secretary-General with the consent of the Security Council.

Headquarters (HQ)

The executive and/or administrative elements of command unit.

Headquarters Committee on Contracts

A committee based in UN NY HQ which reviews all cases of procurement for over \$ 200,000.

Health services

Services intended directly or indirectly to contribute to the health and well being of patients or a population.

Helipad

A prepared area designated and used for take-off and landing of helicopters (including touch down or hover): it may be a circular or rectangular area, in or near a camp, which has been cleared of obstacles and marked for helicopter landings. The (rudimentary) equipment usually includes a wind cone, a beacon light and coloured flares.

Holding capacity

The quantitative potential of a holding facility to accommodate patients waiting for medical evacuation, usually in other fully supported hospital beds.

Host Nation

The nation or government upon whose territory the UN mission or Area of Operations is physically located.

Host Nation Support (HNS)

Civilian and military assistance rendered by the host country to UN forces deployed within or staging through that country, based upon agreements mutually concluded between the Member State and the UN. It includes medical support: resources and infrastructure of the host country that is available and accessible to peacekeeping forces.

HQ NY

United Nations Headquarters in New York.

Immediate operational requirement (IOR)

A demand submitted for urgently required parts or items which concern Mission essential or critical equipment which would impair a unit's operational effectiveness.

In-Theatre

That geographical area which contains the imminent mission. Normally within the borders of a single country.

Incident report (INCREP)

Immediate report or incident report, to inform the force or mission headquarters by the fastest means of an actual or potential breach of the peace.

In Survey

Marching-in survey. Physical verification of all contingent owned stores, equipment and vehicles and UN owned accountable items when a member nation's contingent enters the mission area. The actual amount of the reimbursement for COE is based on the marching-in survey (which is thereafter constantly updated as issues and receipts are posted and as write-offs occur), and, in the case of equipment/stores deployed for less than four years, a 'marching-out survey' is done when it leaves the mission area. These surveys are carried out by the contingent as well as by UN experts who assess the actual value of the equipment as it enters and leaves the mission area and are used by the UN as a basis for settlement of government claims for reimbursement.

Integrated logistic support

The process by which all available material, administrative and sustainment systems are combined to form the most effective and cost efficient support system.

International Air Transport Association (IATA)

IATA is a union of the majority of international air carriers, representing matters of interests to all members involved. IATA regulates the

international cooperation within the worldwide net of air carriers, covering the airlift of personnel and cargo.

International Civil Aviation Organisation (ICAO)

ICAO is an inter-governmental organisation under the umbrella of the UN of approximately 160 member states, concerning all makers of international civil aviation that need coordination and standardization for world-wide application.

International Civil Aviation Organisation –Technical Instructions (ICAO-TI)

ICAO-TI regulates the shipping of dangerous goods by air. Those regulations are as equally binding for all civil and military air carriers as the IATA-DGR.

International Dangerous Goods Code (IDGC)

IDGC regulates the international transport of dangerous goods by sea. Equivalent to ICAO-TI for handling of dangerous goods (refer to this Annex).

International logistics

In the context of this manual International Logistics encompasses the process of negotiating, planning, coordinating and implementing logistics support between the civilian and military components of member states and international organisations. It incorporates member states' facilities, technologies, material and services, and aims to achieve the intermeshing of policies, programs, procedures and other applicable components of military and national support to produce an integrated logistics system between those member states contributing to UN sponsored missions around the world.

International Maritime Organisation (IMO)

IMO is an inter-governmental organisation under the umbrella of the UN, comparable to ICAO (refer to this Annex), issuing recommendations to member states on matters needing cooperation and standardisation for world-wide sealift activities.

Interoperability

The ability of systems, units or contingents to provide services to and accept services from other systems, units or contingents and to use the services so exchanged to enable them to operate effectively together.

Inventory control

The control of material by means of established material accounting and management methods and procedures.

Items, recoverable

An item which normally is not consumed in use and is subject to return for repair or disposal.

Job

Each equipment or batch of equipment covered by one Job Number, to which the repair task of the workshop is applied.

Joint Movement Control Centre (JMCC)

The JMCC is tasked with coordinating all transport requirements within the mission area. It has control over all 2nd line transport assets allocated to the mission, either military or (local) civilian; it controls the use of air, sea, and inland waterway transport resources within the mission area; and coordinates the scheduling of personnel/materiel in and out of the mission area.

Lead time (procurement)

The period from the provisioning point to delivery point, divided into three components:

Agency Lead Time: the period involved in the gathering of usage data, the calculation of requirements and the preparation and submission of the requisitioning documents.

Purchase Lead Time: the period involved in the processing of the requisitioning document, the calling of tenders, and the awarding of contracts.

Vendor Lead Time: the period involved from the time the order is placed until the item is received.

Letter of Assist (LOA)

This is a contracting method by which the UN arranges for the provisioning of special supplies or services to a mission from a government, based on the issue of a numbered letter as authority. It is a letter (subject to reimbursement by the UN) authorized by UN to supplying nations so that these can make purchases directly through reliable national sources. Consequently, LOAs can involve both UNOE and COE.

Level of medical support

A numeric designation which identifies the functions and levels of capability a medical unit can provide.

Level I medical support

Refers to the kind and level of medical care that is given at that level: casualty collection, triage and immediate life saving measures, preventive measures against disease, non-battle injury and combat stress, routine sick calls. It is responsibility of the national contingents, corresponds to NATO classification role I. Usually provided at the following level of command:

Battalion (Army); Airbase (Air Force); frigates, destroyers and above (Navy). Apart from those measures aimed at the conservation of the force strength, the following core functions will be provided:

- (a) Medical evacuation to level 1; and
- (b) Physician managed measures for restoring and stabilising vital functions in order to achieve fitness for further evacuation.

Level II medical support

Refers to the kind and level of medical care that is give at that level: evacuation from level 1, triage resuscitation and stabilisation, sustaining treatment of those requiring further evacuation, reinforcement to level 1 organisations, centralisation of medical supplies. May be the responsibility of UN medical planning staff or of national contingents depending on the mission. Corresponds to NATO classification role II. Usually provided at the following level of command: Brigade and Division (Army); normally combined with role 1 Air Force and Naval facilities. Apart from those measures aimed at the conservation of the force strength, the following core functions will be provided:

- (a) medical evacuation to level 2;
- (b) collective facility for decontamination of Nuclear/Bacteriological/ Chemical casualties;
- (c) resuscitative capability for restoring and stabilising vital functions in order to achieve fitness for further evacuation;
- (d) resupply of level 1 units; and
- (e) medical personnel replacements.

Level III medical support

Refers to the kind and level of medical care at that level i.e. (command level): evacuation from levels I and II, triage, resuscitation and stabilisation, life and limb-saving surgery, diagnosis and treatment of serious diseases, centralisation of diagnostic resources and of specialist surgical and medical capabilities. It is responsibility of UN medical planning staff. Usually provided at the following level of command: Division/Force/Corps; local civilian or military hospital (Air Force); afloat in hospital ships or ashore in a civilian or military hospital (Navy). Apart from those measures aimed at the conservation of the force strength, the following core functions will be provided:

- (a) medical evacuation to level 3;
 - (b) life and limb saving surgery;
 - (c) hospitalisation
 - (d) resupply of level 2 units;
 - (e) Medical personnel replacement.
-

Level IV medical support

Refers to the kind and level of medical care that is give at that level: definitive care, specialist surgical and medical procedures, reconstruction, rehabilitation and convalescence. Usually provided in the country of origin (after repatriation). Army, Air Force, Navy: National logistic support command level, usually home-based; for Navy also hospital ship possible. Apart from those measures aimed at the conservation of the force strength, the following core functions will be provided:

- (a) medical evacuation to level 4;
- (b) time consuming definitive treatment and rehabilitation;
- (c) medical personnel replacement.

Lines of communication

All the routes, (land, water and air,) which connect an operating UN force with home bases of the contributing member states, and along which supplies and personnel move. Internal lines of communication are those routes within the theatre of operations along which supplies and personnel move.

Lines of repair support (excluding aircraft)

First Line: The maintenance organisation immediately responsible for the maintenance and preparation for use of complete systems and equipment. Units normally undertake Depth A maintenance. First line maintenance organisations normally undertake Depth B maintenance, but may be authorised to undertake some Depth C maintenance for specialist and unique equipment. Provided by support integral to unit, operating within parent unit organisation.

Second Line: The maintenance organisation responsible for providing support to specified first line units/organisations. Second line organisations normally undertake Depth C maintenance but may be authorised to undertake some Depth D maintenance. Normally independent workshop or repair facility. Usually operates at formation/force level.

Third Line: The maintenance organisation other than first and second line. Third line organisations, although able to undertake all depths of maintenance, normally undertake Depths C and D maintenance. Usually static, may include industrial organisations providing support to the services under contract.

Liquidation (of peacekeeping mission)

Activities executed in the closure of a field mission: includes the physical withdrawal of equipment, supplies and personnel from the AO, and the administrative closure action (closure of accounts, finalisation of property records and survey cases settlement of claims).

Local Committee on Contracts

A Committee established at the mission level to review all procurement cases between \$ 50,000 and \$ 200,000.

Logistics

Logistics is defined as the science of planning and carrying out the administration, movement and maintenance of forces and includes activities related to communications, engineering and aviation services.

M2 Bailey Bridge (sets)

An all-purpose (i.e. tactical and line communication) prefabricated steel panel bridge designed for portability and speed of erection.

Mail and Diplomatic Pouch Unit (MDPU)

In charge of mail and documents dispatched through the diplomatic pouch.

Major equipment

Items of equipment which, in themselves, fulfil prime operational functions and which do not lose their identity or become integral parts of other equipment or installations, e.g. ships, tanks, aircraft.

Medical evacuation (MEDEVAC)

Evacuation of medical cases between levels of care established in theatre (intra-theatre MEDEVAC) or to medical facilities out of theatre (inter-theatre MEDEVAC). Also found: 'to be medevaced'.

Medical logistics support

Includes all measures and actions to provide medical supply corresponding to the requirements/needs of the medical situation, to control and manage medical materiel and to maintain medical materiel.

Medical officer

A physician with officer rank.

Medical personnel

All ranks of medically trained individuals required in either a military or civilian facility to accomplish the assigned mission. Medical personnel are protected by the Geneva Conventions.

Medical team

A set of medical personnel working together for an assigned mission.

Medically isolated area

Any area, where evacuation of a patient can not be achieved within a reasonable time frame or where professional medical advice is only, if at all, available by radio.

Mission

An operation in a particular geographic area that has been sanctioned by the UN General Assembly to be undertaken by contingents from member states.

Military Adviser (MILAD)

MILAD to the SRSG, liaises with military authorities and advises on safety of mission personnel. Is a D-1 or P-5.

Military Liaison Officer

An officer responsible for the maintenance of contact or intercommunication between elements of military forces to ensure mutual understanding and unity of purpose and action.

Military Police (MP)

The PKO MP element, normally of company strength, is drawn from all contingents in the force and is organized along functional lines: provost (discipline), traffic, investigation, other areas.

Mission Subsistence Allowance (MSA)

Per diem or mission subsistence allowance is designed to cover board and lodging expenses for UN staff on mission, police monitors, and military observers.

Mission survey team

Assessment team sent to a new mission site to gather data and to prepare an assessment concerning the force size and composition required and the logistical needs of a new peacekeeping operation.

Mounting

All preparations made in home bases or areas designated for that purpose, in anticipation of an operation.

Movement control

The planning, routing, scheduling and control of personnel and freight movements over lines of communication. Also the organisation responsible for these functions.

Movement Control Unit (MCU)

The headquarters of the movement control unit will normally be co-located with the civilian component's MCC under the GSB where effective

coordination of this function can be exercised. The unit will be expected to cater for detached movements. Hence, this unit is usually formed of a number of detachments operating at airports, seaports, and railheads. Detachments normally number four to six personnel in size except in the initial and final stages of a peacekeeping operation during the reception and redeployment phases. Hence, this unit should increase in size during these critical periods.

Multinational United Nations Stand-by Forces High-Readiness Brigade

Establishment proposed by Denmark. Long name for "United Nations high-readiness brigade". It would be pre-assembled from appropriate contributions to the aUNSAS, and used for peacekeeping (Chapter VI) missions.

National Owned Equipment (NOE)

Equipment not approved by the UN, but considered essential by a troop contributing country, for security, communications, medical or welfare purposes, and which remains that country's responsibility (without reimbursement).

NATO Stock Number (NSN)

This is a 13-digit number, e.g. 5305-21-111-3333 broken down as follows:

1. Digits 1-4, "5305" is the NATO Class Code.
2. Digits 5-6, "21-" the NATO Code of the National Classification Bureau that assigned the stock number.
3. Digits 7-13, "21-111-3333" form the NATO Item Identification Number. This 9 digit number remains with the item throughout its life even though the NATO supply class may change as a result of reclassification, and consequent conversion of stock numbers, e.g. 5305-21-111-3333 converted to 2805-21-111-3333.

Observer Mission

Consists of unarmed officers, to man observation posts, to monitor cease-fires and armistices.

Operational Command

The authority delegated to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational and/or tactical control as may be deemed necessary. It does not of itself include responsibility for administration or logistics. May also be used to denote the forces assigned to a commander.

Operational Control

The authority delegated (granted) to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location by troop contributing

countries in the Security Council Resolution/mandate, to deploy units concerned and to retain or assign tactical control of those units. It is a more restrictive level of authority than operational command: a commander cannot change the mission of those forces or deploy them outside the area of responsibility previously agreed to by the troop contributing country without prior consent of this country. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control.

Operation(al) Plan

Formal directives (in the same format as operation orders) designed to meet a contingency, which is expected but not yet imminent.

Out-survey

Physical verification of all contingent owned stores, equipment and vehicles and UN owned accountable items where a contingent withdraws from the mission area.

Overhaul (recondition)

A comprehensive examination and restoration of materiel to a specified standard.

Paramedical services

Medical services that are provided by specially trained/certified medical technicians.

Patient, ambulatory

Patient, able to walk.

Patrol

In the context of peacekeeping operations, patrols, mounted and dismounted, are only carried out in an overt, high profile manner. In a military context, one traditionally distinguishes between "combat patrols", "escort patrols", "ambush patrols", "standing patrols".

Peace building

In the aftermath of conflict; It means identifying and supporting measures and structures which will solidify peace and build trust and interaction among former enemies, in order to avoid a relapse into conflict; often involves elections organised, supervised or conducted by the United Nations, the rebuilding of civil physical infrastructures and institutions such as schools and hospitals, and economic reconstruction.

Peace-keeper

Peacekeeping soldier, strictly speaking 'peace-keepers' can include civilian staff, whereas 'peacekeeping soldier' does not; in practice however, the term usually refers to the military component of a peacekeeping operation.

Peacekeeping (PK)

Politico-military activity aimed at conflict control, which involves a United Nations presence in the field, usually involving military and civilian personnel, with the consent of the parties, to implement or monitor the implementation of arrangements relating to the control of conflicts, cease-fires, separation of forces etc., and their resolution, partial or comprehensive settlement, and/or to protect the delivery of humanitarian relief.

Peacekeeping operations (PKO)

Non-combat military operations undertaken by outside forces with the consent of all major belligerent parties and designed to monitor and facilitate the implementation of an existing truce agreement in support of diplomatic efforts to reach a political settlement; 'PKOs' covers: peacekeeping forces, observer missions and mixed operations.

Peace-making

Diplomatic process of brokering an end to conflict, principally through mediation and negotiation, military activities contributing to peacemaking include military-to-military contacts, security assistance, shows of force and preventive deployments.

Peace operations

Peace support operations, includes preventive deployments, peacekeeping and peace-enforcement operations, diplomatic activities such as preventive diplomacy, peacemaking and peace building, as well as humanitarian assistance, good offices, fact-finding, electoral assistance.

Peacetime stock levels

The level at which military units in Member States maintain military material stocks in order to meet the needs of those units undertaking their normal peacetime role.

Per capita reimbursement

Process of reimbursing based on average cost per outpatient visit and average of inpatient day costs.

Personnel at risk

Those members of a civilian or military service who are exposed to a casualty generating process.

Petroleum, oil and lubricants (service), POL (service)

A broad term which includes all petroleum and associated products used by the armed forces.

Petty cash order

An authorised document or transaction to obtain material and services with petty cash funds, a form of direct purchase.

Pipeline

In Logistics, the channel of support or a specific portion thereof by means of which material or personnel flow from sources of procurement to their point of use.

Posting

The action of entering or transcribing information onto accounting documents for the purpose of keeping records.

Prefabricated accommodation

Prefabricated hut; prefabricated unit; Porta Cabin, can be hard-walled or soft-walled.

Preventive maintenance inspection

Pre-determined and scheduled inspection procedure operating on a continual basis (normally annually), designed primarily to detect maintenance requirements early and thus prolong the useful life of works and buildings at minimum cost to meet various safety regulation.

Procurement

The process of obtaining material and services for use in the supply system at all levels; generally involves purchase from commercial sources. The process of obtaining personnel, services, supplies and equipment.

Procurement document

Normally a document requisitioning an item from commercial sources. It might also be interpreted as a document demanding an item from the supply system.

Project officer

The Project Officer is responsible for the evaluation of the transportation process.

Provisioning

The process of determining requirements and initiating procurement.

Purchase description

An elementary specification to identify and describe an item of purchase. The description should include sufficient data to enable evaluation of the item, either by means of reference to a formal specification or inclusion of critical performance data in the description.

Purchase order

A purchaser's written offer to a supplier formally stating all terms and conditions of a proposed transaction.

Rapid deployment forces (RDF)

Described as a short-notice contingency forces, RDFs can be formed both unilaterally and with partners, and be deployed in situations where their military organisations, training, and equipment, such as transport and communications, enable them to cope with a totally civil situation; their activities range from disaster relief (earthquakes, floods etc), to humanitarian relief (famines), to operations to maintain the peace by separating warring sides, to actual warfare; RDF is the generic term, whereas rapid reaction force is the name given to various specific formations.

Ration scale

The list of entitlement for troops to a specified amount of food per day. Force demands (Q1s) are made out in accordance with this scale.

Re-order level (ROL)

A calculated stock level such that, action is taken to replenish system assets, if net asset fall to or below that level.

Reaction time (Supply)

That period of time measured from the receipt of a user demand by the Supply System to the hand-over of the demanded material to the transportation agency.

Recall notice

Notification to a contingent of an issue in excess of authorized holdings, including loans, temporary and other issues of material made outside the supply system, requiring the return of excess material.

Reclamation

The process whereby materiel declared worn, or scrap is restored to a condition which renders it fit for further use.

Reconditioning

A comprehensive restoration of an equipment or assembly to its original standard.

Recovery

Action taken to repossess material or to financially reimburse UN, in whole or in part, for the loss of or damage to material. Or, the extrication of an equipment casualty and, if necessary its removal to a place where it can be repaired or evacuated.

Recovery control

The arrangements set up to execute a recovery plan, to provide continuous control of recovery resources, and to collect and pass back recovery information.

Recurring demand

A demand made on the supply system that is expected to recur periodically.

Reference number

Any number used to identify an item of supply. Reference numbers include manufacturer's part, drawing, model, type, source, controlling numbers, specification controlling numbers and the manufacturer's trade name, when the manufacturer identifies the item by trade name only; other countries' NATO stock numbers as defined in cataloguing instructions; specifications or standard numbers; and specification or standard part, drawing or type numbers.

Reimbursable

A category of personnel or material made available to the UN by agreement for use in a mission and for which reimbursement is made to the Member State concerned from the UN budget.

Repair decision

This is the planning decision on the repair of equipment. The decision takes into account the operational situation, classification, condition, spares availability, repair capacity, obsolescence, surplus stock and the economics of repair. The repair decision will be taken by the planning staff at workshop or higher level or at first line where authorized.

Repatriation

Leaving the mission and returning home.

Requisition

To replenish stocks and obtain new items required by contingents.

Reserve stocks

Material held or controlled for use only for prescribed purposes; e.g. composite rations.

Restriction list

A list of items that are available for general issue, but under defined conditions.

Roadworthy

Fitness for use on the road. Braking system, steering gear, tires, lighting equipment and reflectors (and seat belts if applicable), shall comply with prescribed statutory requirements. In addition, there should be no evidence of major structural or mechanical failure of the chassis, body or hull, running gear, or turret.

Rotation

A subset of sustainment is the Rotation of personnel into and out of the Area of Operations. Normally contingent rotation will be every six (6) months.

Route clearance

The clearing of obstructions (e.g. broken down or damaged vehicles) along a route, in order to ensure an uninterrupted flow of traffic.

Routine maintenance

Small works such as the replacement of glass, repair of leaking plumbing fixtures, repair of small electrical faults.

Salvage

To strip serviceable parts from an item of equipment which is beyond repair, in order eventually to install them on other items of equipment. This can be damaged, worn, aged or specialized equipment or material that cannot economically be repaired or adapted for further use but has possible value other than the scrap or material content. It can also be the saving or rescuing of materials contained in condemned, discarded or abandoned equipment for reuse, refabrication or scrapping.

Scales of issue

Lists of authorized maximum levels of holdings of stores, equipment and vehicles as established by Mission HQ, for use by Contingent and Camp Command to meet their operational commitments.

Second line material

Stocks of material positioned in the Supply Unit (FLSG) and held as stock in immediate support of assigned contingents/units.

Self recovery

The extrication of a vehicle using its own equipment.

Second echelon (2nd line transportation)

Comprises transportation for troop carrying or supply deliveries within the rear area and forward to contingents, as well as, transportation for contingents/units, which cannot be executed with organic assets. 2nd line transportation assets are controlled by Force Command. These assets may be supplemented with locally hired commercial transportation assets or the requirement may be executed by using existing local transportation services (rail, road, barge, or air services).

Security adviser

To the SRSB, civilian or police officer.

Senior political advisor

Civilian, part of the Force Commander's personal staff, unless a SRSB is working in the same area, in which case the political adviser will be on the latter's staff; keeps the SRSB informed of local, national and regional developments, drafts communications.

Serviceable

The condition classification assigned to an item that can be used, without restriction, for its intended purpose.

Serviceable material

Material that is ready to be used for the purpose intended; in suitable condition for use.

Sideload

The process of transferring a repair load from one workshop to an equivalent workshop in the same or another formation.

Standard operating procedure (SOP)

A set of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless prescribed otherwise in a particular case. Thus the flexibility necessary in special situations is retained.

Status of (the peace-keeping) force(s) agreement (SOFA)

Agreement between the UN and the host country.

Stock control

That aspect of inventory control which includes the control of stock items through the maintenance of accounting records.

Stock level

This term is used to describe the quantity of material required for a given level of activity over a given period of time. The Force Logistic Directive will detail the stock level for any particular mission in terms of days. Member states will then translate this requirement into holdings of specific items.

Stock position

A statement identifying all inventory assets and liabilities for an item of supply.

Storage

A function of warehousing which involves the receipt of an item, putting it away for safekeeping and subsequent retrieval when required for use, sale, or disposal.

Substitute item

An item of supply possessing such functional and physical characteristics as to cause it, under certain conditions or in particular applications, to be considered acceptable for issue by Supply system and the customer in lieu of the preferred or alternate item, provided alteration of the item itself or of adjoining item is not required.

Supply

The operations normally involved in furnishing, providing, affording, or distributing items of supply to a user to satisfy stated requirement(s); the function includes all actions from the initial determination of requirements as to kind and quality through testing, standardisation, adoption, modification, procurement, acceptance, receipt, storage, issue, maintenance, distribution, evacuation, salvage, re-issue, disposal, accountability, responsibility and stock control.

Supply depot

A specialised facility designed, equipped, and manned to perform the warehousing function and conduct other supply activities, particularly those associated with the maintenance of stocks.

Surplus material

Material for which there is no known requirement. An item may become surplus because it is obsolete, uneconomical to repair, or in excess of forecast requirements.

Tactical control

The detailed and, usually, local direction and control of movements or manoeuvres necessary to accomplish missions or tasks assigned.

Technical direction

Executive powers exercised by a maintenance officer over the policy, methods, equipment, specialist training, techniques and procedures that will be employed by a unit in carrying out its technical function.

Temporary reception area

That area designated for used by member states' contingents on first deploying to a mission area, prior to moving to designated operational areas.

Troop-contributing country (TCC)

Troop contributor (UN); troop contributing nation TCN.

Trust funds

Trust Fund is a fund based on contributions from Member States to a specific mission for specific projects. The money donated is not part of the regular UN budget and thus, can not be used for any of the mission's budgetary means. The donor specifies what type of projects the funding can be used for.

Planning for activities to be partially or fully financed by extra-budgetary funds (trust funds) is provisional, and such activities are implemented only if adequate funds are made available.

Unit of issue

A statement of measure assigned as the item control unit upon which all transactions will be based.

UN Equipment

UN Owned Equipment: Equipment purchased and maintained by the UN.

Contingent Owned Equipment: Equipment whose ownership is retained by the Member State, but it is maintained by the UN.

Nationally Owned Equipment: Equipment that is required by the Member State but is not approved by the UN. This will be maintained by the Member State.

Host Nation Owned Equipment: Equipment provided by the Host Nation and maintained by the UN.

UN flights in the theatre

In the theatre, UN flights operating for Transport or Movement missions are called Scheduled Flights or Special Flights. The following aviation missions are conducted by these flights: Liaison Transport, Intra-theatre passenger flights, Intra-theatre logistics airlifts, Theatre support to

troop rotations, Intra-theatre vertical replenishment, Battalion and UNMO's support, Helicopter slinging and hoisting, and Welfare/morale support.

Scheduled Flights are defined as UN flights operating on a fixed recurring frequency and route. Coordinating with the Air Operations Section (AIR OPS) under COO, the Air Transportation Officer establishes the schedules for these flights to meet frequent demands or indispensable needs such as resupply for frontier units.

Special Flights are UN flights programmed for a specific mission. Whenever flights are necessary, they are arranged through the coordination between the Air Transportation Officer and AIR OPS. Since total available flight hours are limited for each month, these flights must be planned considering the long-term view.

UN military observers (UNMO, MILOB)

Main task: to supervise, monitor, verify and report on cease-fire agreements, separations and withdrawals of forces, cessation of outside assistance; to monitor checkpoints, ingress/egress point and sea/airports; to monitor regrouping, cantonment and disarmament or demobilisation processes; to locate and confiscate caches of weapons; to liaise with factions, NGOs, UN agencies and neighbouring countries, assist humanitarian activities (POW exchange, food distribution etc.); in some cases UNMOs serve in Military Observer Group, which consists of UNMOs and is commanded by a Chief Military Observer; in other cases they form part of a peace-keeping force.

UN Owned stores

All stores, equipment, vehicles and spare parts supplied and paid for by the United Nations in support of the Mission.

UN Stand-by arrangements system (UNSAS)

Provides the UN with a database containing military units of member states, which can in principle be made available to the UN at short notice.

Vehicle / Equipment

A self-propelled, boosted, or towed conveyance for transporting a burden on land, sea or through air or space. Those recognised on UN missions are:

A-vehicle: A tracked or wheeled armoured combat land vehicle primarily designed for offensive purposes and a specialist vehicle derived from these basic designs.

B-vehicle: A tracked or wheeled land vehicle, self propelled or towed, commercial or general service, which is not primarily designed for offensive purposes but which may in some cases be armoured for defensive purposes, and which is not otherwise specifically defined.

C-vehicle: A wheeled or tracked item of earth moving equipment, either self propelled or towed; all self mobile, self steering, purpose-made

cranes, cable laying ploughs; all industrial and agricultural tractors and rough terrain fork lift tractors excluding warehouse tractors.

E-vehicle: A truck-mounted or trailer-mounted equipment or a static generator whose registered number must be recorded for legal or management purposes.

P-vehicle: A powered mobile, materiel handling, equipment that is used in a warehouse or industrial environment, including a tractor, trailer or hand pallet truck, whose registered number must be recorded for legal or management purposes.

R-equipment: An item of engineer equipment or construction plant, or an ancillary which is neither a C nor an E vehicle and whose registered number must be recorded for legal or management purposes.

W-equipment: An unarmed weapon or an element of a weapon system which is not a personal weapon but whose registered number must be recorded for legal or management purposes.

Z-equipment: A transportable container whose registered number must be recorded for management purposes.

Commercial vehicle: A vehicle that is basically a manufacturer's standard product but incorporating the minimum of military modifications to make it suitable for its operational use.

General service vehicle: A vehicle specially built for military operational use to a military specification. Abbreviation MPV.

Specialist vehicle: A vehicle with a role that dictates that special fixtures or equipment be permanently incorporated in its structure.

Vehicle log

The Vehicle Log records performance and any defect affecting the efficient running of the vehicle. The Vehicle Log is printed on the backside of the Vehicle Trip Ticket. Drivers are responsible for filling out the form correctly with kilometres covered, fuel uplift and any defects noted.

Vehicle trip ticket

The Vehicle Trip Ticket is the document of authorisation for each journey. It also records kilometres covered and fuel uplift. Each trip is to be authorized by a person nominated to do so. Contingent/unit commanders are to include in their SOPs the officials who are authorised to sign the Vehicle Trip Ticket.

Vehicle registration card

Each vehicle is to carry the UN Vehicle Registration Card complying with the UN registration plates on the vehicle.

Wet lease arrangements or system

A contingent-owned equipment reimbursement system where the troop-contributing country assumes responsibility for maintaining and

supporting depleted major or minor items of equipment and is entitled to reimbursement.

Write-off

The deletion from records of material on charge due to shortage, loss by fire, theft, or unauthorised destruction.

Index of abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AO	Administrative Officer
AOR	Area of Responsibility
AR	Administrative Report
ARMS	Archive and Records Management Section
ASD	Administrative Support Division
ASG	Assistant Secretary General
AWACS	Airborne Warning and Control System
BCP	Border Crossing Point
BOI	Board of Inquiry
CAO	Chief Administrative Officer
CAS	Chief Administrative Services
CCPO	Chief Civilian Personnel Officer
CFO	Chief Finance Officer
CISS	Chief of Integrated Support Services
CITS	Communications and Information Technology Services
CivGov	Civilian Government
CivPol	Civilian Police
CLO	Chief Logistics Officer
COE	Contingent Owned Equipment
COS	Chief of Staff
CPO	Chief Procurement Officer
CTO	Chief Transport Officer
CTS	Chief Technical Services
D&D	Death and Disability
DCISS	Deputy Chief of Integrated Support Services
DHA	Department of Humanitarian Affairs
DOA	Director of Administration
DSA	Daily Subsistence Allowance
DP	Displaced person
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
EDP	Electronic Data Processing
EOD	Explosive Ordnance Disposal
EU	European Union
FACS	Field Assets Control System
FAO	Food and Agriculture Organization
FLSG	Force Logistic Support Group
FMSS	Finance Management and Support Service
FO	Finance Officer
GA	General Assembly
HCC	Headquarter Committee on Contracts
HNOE	Host Nation Owned Equipment
HQ	Headquarters
IATA	International Air Transport Association
IBRD	International Bank for Reconstruction and Development
ICSID	The Multilateral Investment Centre for the Settlement of Investment Disputes

IDA	International Development Association
IFC	International Finance Corporation
IGO	Inter-Governmental Organization
ILO	International Labor Organization
IMF	International Monetary Fund
IT	Information Technology
ITB	Invitation to Bid
IPTF	International Police Task Force
JIC	Joint Implementation Commission
JLOC	Joint Logistic Operations Centre
LCC	Local Committee on Contracts
LOA	Letter of Assist
LOS	Logistics Operations Section
LSD	Logistics Support Division
MAD	Mine Action Division
MEDEVAC	Medical Evacuation
MILAD	Military Advisor
MILOBS	Military Observers
MONUC	United Nations Organization Mission in Democratic Republic of the Congo
MO	Military Observer
MOU	Memorandum of Understanding
MPS	Military/Mission Planning Service
MRRS	Mission Records Retention Schedule
MSA	Monthly Subsistence Allowance
MSF	Medicins sans Frontiers (Doctors without Borders)
NATO	North Atlantic Treaty Organization
NBC protection	Nuclear, biological and chemical protection
NEQ	Net Explosive Quantity
NGO	Non-Governmental Organization
NOE	National Owned Equipment
NY	New York
OCHA	Office for Coordination of Humanitarian Affairs
OHCHR	Office of the UN High Commissioner for Human Rights
OHR	Office of the High Representative
OHRM	Office of Human Resources Management
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OMS	Office of Mission Support
OO	Office of Operations
OSCE	Organization for Security and Cooperation in Europe
OSS	Operational Support Services
PDCC	Property Disposal Coordination Committee
PKO	Peace Keeping Operation
PMSS	Personnel Management Support Service
POL	Petrol, Oil and Lubricants
PSB	Property Survey Board
RFP	Request for Proposal
R&I	Receipt and Inspection
SASG	Special Assistant to the Secretary General
SatCom	Satellite Communications
SAU	Self-Accounting Unit
SC	Security Council
SCR	Security Council Resolution
SDS	Strategic Deployment Stocks

SG	Secretary-General
SHIRBRIG	Standby High Readiness Brigade
SOFA	Status of Forces Agreement
SOMA	Status of Mission Agreement
SOP	Standard Operating Procedure
SRSG	Special Representative to the Secretary-General
SSA	Special Service Agreement
SSS	Specialist Support Services
STOL	Short Take-off and Landing
TA	Transitional Administration
TCC	Troop Contributing Country
TCN	Troop Contributing Nation
UN	United Nations
UNAMSIL	United Nations Mission in Sierra Leone
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHQ	United Nations Headquarters
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNLB	United Nations Logistics Base in Brindisi
UNMAS	United Nations Mine Action Service
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIK	United Nations Mission in Kosovo
UNOE	United Nations Owned Equipment
UNSAAT	UN Standby Arrangements System Assistance Team
UNSAS	United Nations Standby Arrangements System
UNSECOORD	Office of the United Nations Security Coordinator
UNTAES	UN Transitional Administration in Eastern Slavonia
UNV	United Nations Volunteers
UPS	Un-interruptible Power Supply
USG	Under-Secretary General
UXO	Unexploded Ordnance
VAT	Value Added Tax
VHF	Very High Frequency
VR	Verification Report
WFP	World Food Programme
WHO	World Health Organization

Sources

1. Implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations, Report of the Secretary-General, A/55/977, 1 Jun 2001
 2. Report of the Secretary-General, A/56/732 of 21 December 2001, Implementation of the recommendations of the Special Committee on PKO and the Panel on the UN Peace Operations
 3. Report of the Secretary-General, A/56/870 of 14 March 2002, The concept of strategic deployment stocks and its implementation, Comprehensive review of the whole question of peacekeeping operations in all their aspects, Administrative and budgetary aspects of the financing of the UN PKO
 4. Global Strategy for Peacekeeping Support, Michael Sheehan, Assistant Secretary-General for Mission Support, 28 Jun 2001
 5. Rapid Mission Deployment, Staffing Mission HQ's Integrated Support Services, Juha Rauhalahhti, Logistics Officer, DPKO Logistics Plans and Policy Unit, 29 November 2001
 6. Rapid Deployment and Material Readiness, presentation of 13 March 2002 Guenter Bretschneider, UN DPKO
 7. Logistics and Communications Service, LCS Service Briefing, prepared by M. Dora, UN DPKO Logistics Operations Section, 10 Dec 2001
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 9. DPKO Water Program, In Support of UN Peacekeeping Field Missions, Sami Areikat, Sanitary Engineer, Engineering Section, LSD/OMS/DPKO
 10. Logistics Support Division, LSD Induction Briefing of 11 and 13 March 2002 by Paul Johnson, UN DPKO
 11. Secretary-General's bulletin, ST/SGB/2000/8 of 19 April 2000, Regulations and Rules Governing Programme Planning, the Programme Aspects of the budget, the Monitoring of Implementation and the Methods of Evaluation
 12. Field Administration Manual, United Nations Office of General Services, Field Operations Division
 13. Operational Support Manual, DPKO
 14. Financial Regulations and Rules of the United Nations
 15. Manual on Policies and Procedures concerning reimbursement and control of Contingent Owned Equipment of Troop-Contributors participating in peacekeeping missions (COE Manual)
 16. (Provisional) Guidelines for the liquidation of the field missions, drafted by UN Department of Peacekeeping Operations, Field Administration and Logistics Division
 17. United Nations Procurement Manual
 18. Lessons Learned Library, DPKO
 19. General Guidelines for Peacekeeping Operations, DPKO
 20. United Nations Civilian Police Handbook, DPKO
 21. Basic Facts about United Nations, Department of Public Information, New York, 1998
 22. United Nations in our daily lives, United Nations, New York, 1998
 23. Year in Review – UN Peace Operations in 2001, United Nations Department of Public Information, December 2001
 24. UNMIBH/IPTF Human Rights Office
 25. UNMIBH'S Human Rights Mandate and the role of IPTF
 26. International Committee of Red Cross, Geneva Conventions
 27. <http://www.un.org/depts/dhl/resguide/specpk.htm>
 28. <http://www.un.org/Depts/dpko/dpko/intro/deploy.htm> Rapid deployment of start-up personnel
 29. The United Nations Stand-by Arrangements System, Military Handbook, Military Division, DPKO, <http://www.un.org/Depts/dpko/rapid/sba.html>
 30. <http://www.UNLB.org> United Nations Logistics Base
 31. http://www.mineaction.org/misc/dynamic_overview.cfm United Nations Mine Action
-

List of Addresses

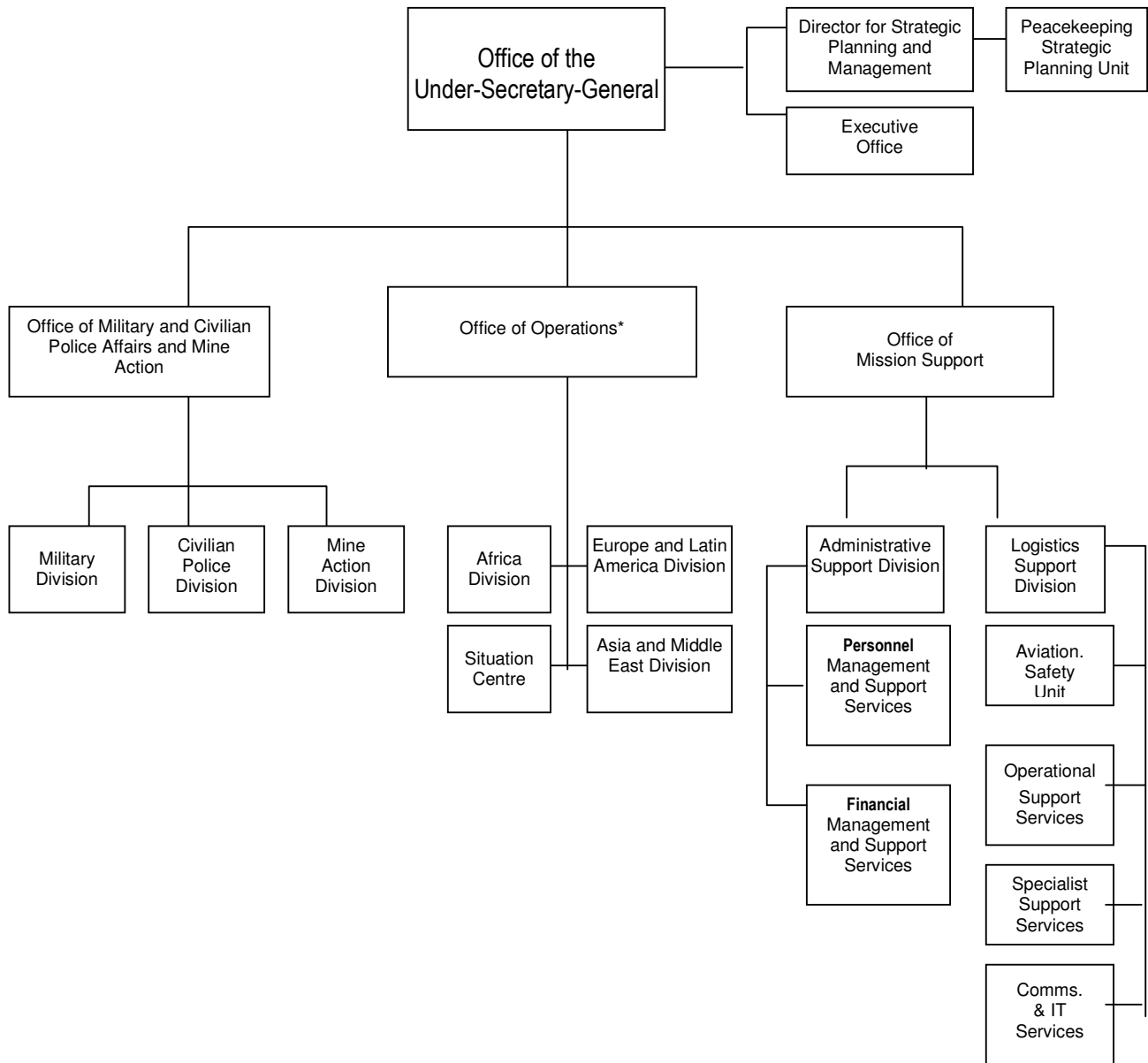
1. DEPARTMENT OF PEACE KEEPING OPERATIONS (**DPKO**)
United Nations
NY, NY 10017
 2. UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH
PROGRAM OF CORRESPONDENCE INSTRUCTION IN PEACE
KEEPING OPERATIONS (**UNITAR POCI**)
PO BOX 20475
Dag Hammarskjold Center
NY, NY 10017
 3. OFFICE OF HUMAN RESOURCES MANAGEMENT (**OHRM**)
United Nations
NY, NY 10017
 4. UNITED NATIONS DEVELOPMENT PROGRAM (**UNDP**)
1 UN Plaza,
NY, NY 10017
 5. UNITED NATIONS POPULATION FUND (**UNFPA**)
220 East 42 St.
NY, NY 10017 – 5880
 6. UNITED NATIONS OFFICE FOR PROJECT SERVICES (**UNOPS**)
The Chrysler Bldg
405 Lexington Ave, 4th fl.
NY, NY 10017
 7. OFFICE OF CENTRAL SUPPORT SERVICES
United Nations
NY, NY 10017
 8. UNITED NATIONS CHILDREN'S FUND (**UNICEF**)
UNICEF House
United Nations
NY, NY 10017
-

List of Home Pages

Following is a list of home pages, which include various UN agencies and logistics related web sites that may give further guidance:

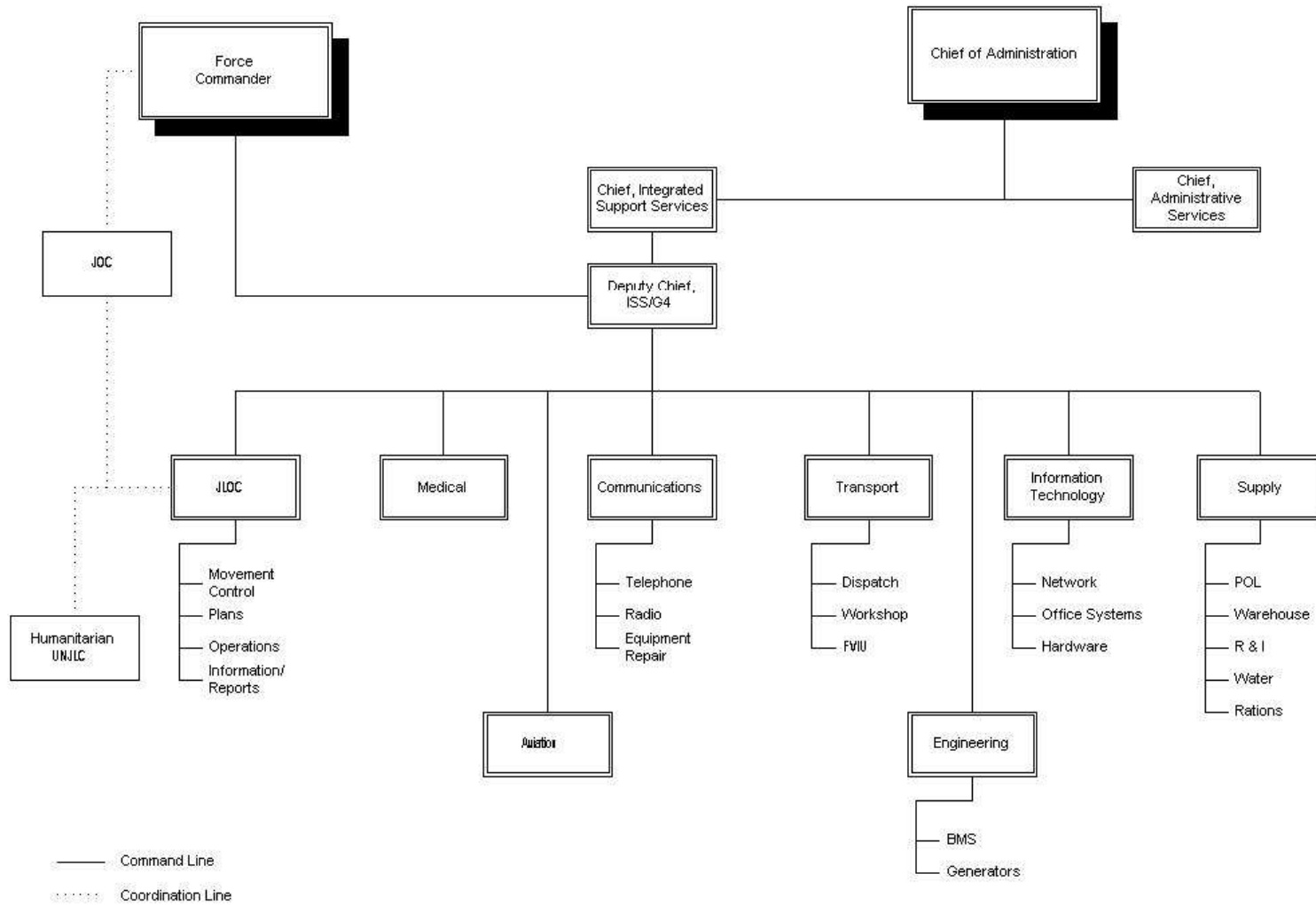
1. www.un.org (United Nations)
 2. www.un.org/depts/dpko (United Nations Department of Peace Keeping Operations)
 3. www.unitarpoci.org (United Nations Institute for Training and Research)
 4. www.unmibh.org (United Nations Mission in Bosnia and Herzegovina)
 5. www.unicef.org (United Nations Children's Fund)
 6. www.fao.org (Food and Agricultural Organization)
 7. www.wfp.org (World Food Program)
 8. www.ifad.org (International Fund for Agricultural Development)
 9. www.wipo.org (World Intellectual Property Organization)
 10. www.iaea.org (International Atomic Energy Agency)
 11. www.unfpa.org (United Nations Population fund)
 12. www.unesco.org (United Nations Educational, Scientific and Cultural Organization)
 13. www.unep.org (United Nations Environmental Program)
 14. www.unsystem.org
 15. www.unaids.org
 16. www.unhcr.ch (United Nations High Commission for Refugees)
 17. www.unhchr.ch (United Nations High Commission for Human Rights)
 18. www.wmo.ch (World Meteorological Organization)
 19. www.unido.org (United Nations Industrial Development Organization)
 20. www.unv.org (United Nations volunteers)
 21. www.unifem.undp.org (United Nations Development Fund for Women)
 22. www.undcp.org (United Nations Drug Control Program)
 23. www.unchs (United Nations Center for Human Settlement/Habitat)
 24. www.unctad (United Nations Conference on Trade and Development)
 25. www.unfccc.de (United Nations Framework Convention on Climate Change)
 26. www.unu.edu (United Nations University)
 27. www.unece.org (United Nations Economic Commission for Europe)
 28. www.un.org/unrwa (United Nations Relief and Work Agency for Palestine Refugees)
 29. www.unog.ch (United Nations Office in Geneva)
 30. www.lmi.org (Logistic Management Institute)
 31. www.sole.org (International Society of Logistic)
 32. www.clm1.org (Council of Logistic Management)
 33. www.logisticsonline.com
 34. www.eng.nus.edu.sg/tliap (Logistic Institute-Asia Pacific, research and education in logistics)
 35. www.oduport.org (International Maritime, Ports and Logistics Management Institute)
-

Annex A Structure of the Department of Peacekeeping Operations



* Support to field operations is integrated and coordinated through the ASG for Operations, as senior ASG.

Annex B Integrated Support Services Organisation



Annex C**UNITED NATIONS PEACEKEEPING OPERATIONS**

Ongoing peacekeeping missions

UNTSO (United Nations Truce Supervision Organization) since June 1948

UNMOGIP (United Nations Military Observer Group in India and Pakistan) since January 1949

UNFICYP (United Nations Peacekeeping Force in Cyprus) since March 1964

UNDOF (United Nations Disengagement Observer Force) since June 1974

UNIFIL (United Nations Interim Force in Lebanon) since March 1978

UNIKOM (United Nations Iraq-Kuwait Observation Mission) since April 1991

MINURSO (United Nations Mission for the Referendum in Western Sahara) since April 1991

UNOMIG (United Nations Observer Mission in Georgia) since August 1993

UNMIBH (United Nations Mission in Bosnia and Herzegovina) since December 1995

UNMOP (United Nations Mission of Observers in Prevlaka) since February 1996

UNMIK (United Nations Interim Administration Mission in Kosovo) since June 1999

UNAMSIL (United Nations Mission in Sierra Leone) since October 1999

UNTAET (United Nations Transitional Administration in East Timor) since October 1999

MONUC (United Nations Organisation Mission in Democratic Republic of the Congo) since December 1999

UNMEE (United Nations Mission in Ethiopia and Eritrea) since July 2000

UNITED NATIONS POLITICAL AND PEACE-BUILDING MISSIONS

Ongoing political and peace-building missions

UN SMA (United Nations Special Mission to Afghanistan) since 21 December 1993

UNOA (United Nations Office in Angola) since 15 October 1999

UNPOB (United Nations Political Office in Bougainville) since 15 June 1998

UNOB (United Nations Office in Burundi) since 25 October 1993

United Nations Assistance to the Facilitator of the Burundi Peace Process since 26 March 1996

BONUCA (United Nations Peace-building Support Office in the Central African Republic) since 15 February 2000

Office of the Special Representative of the Secretary-General for the Great Lakes Region since 19 December 1997

MINUGUA (United Nations Verification Mission in Guatemala) since 19 September 1994

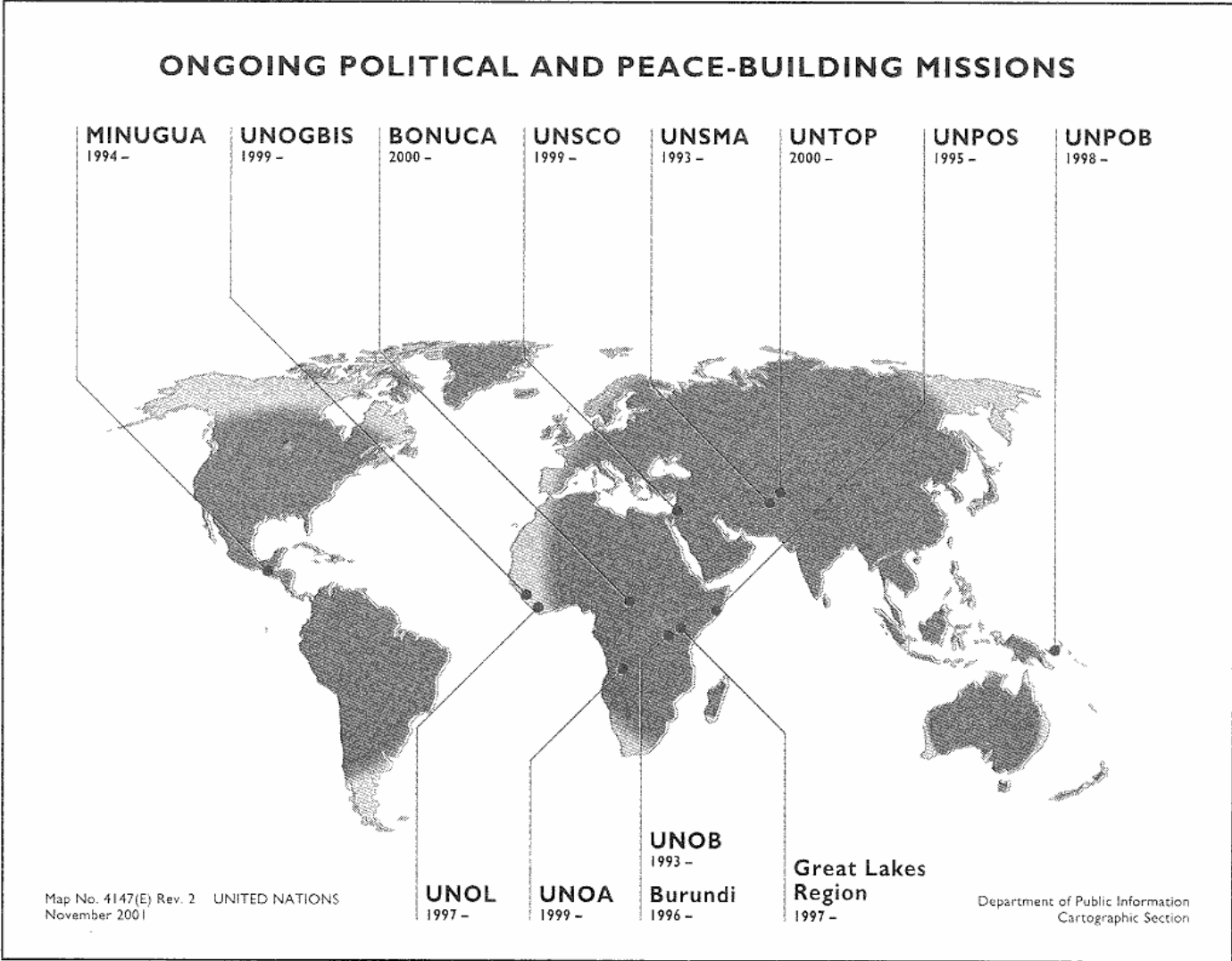
UNOGBIS (United Nations Peace-building Support Office in Guinea-Bissau) since 3 March 1999

UNOL (United Nations Peace-building Support Office in Liberia) since 1 November 1997

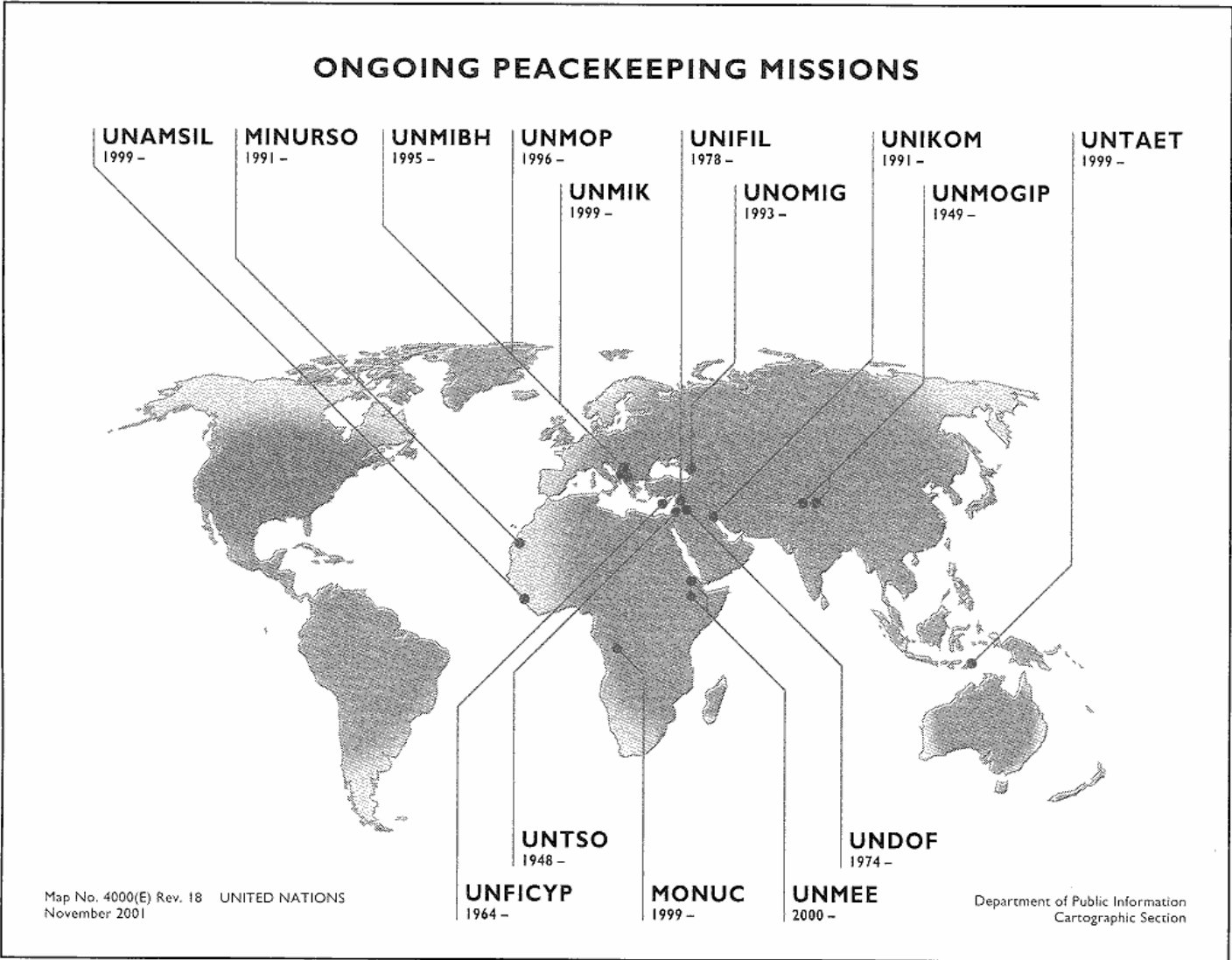
UNSCO (Office of the United Nations Special Coordinator for the Middle East Peace Process) since 1 October 1999

UNPOS (United Nations Political Office for Somalia) since 15 April 1995

UNTOP (United Nations Tajikistan Office of Peace-building) since 1 June 2000



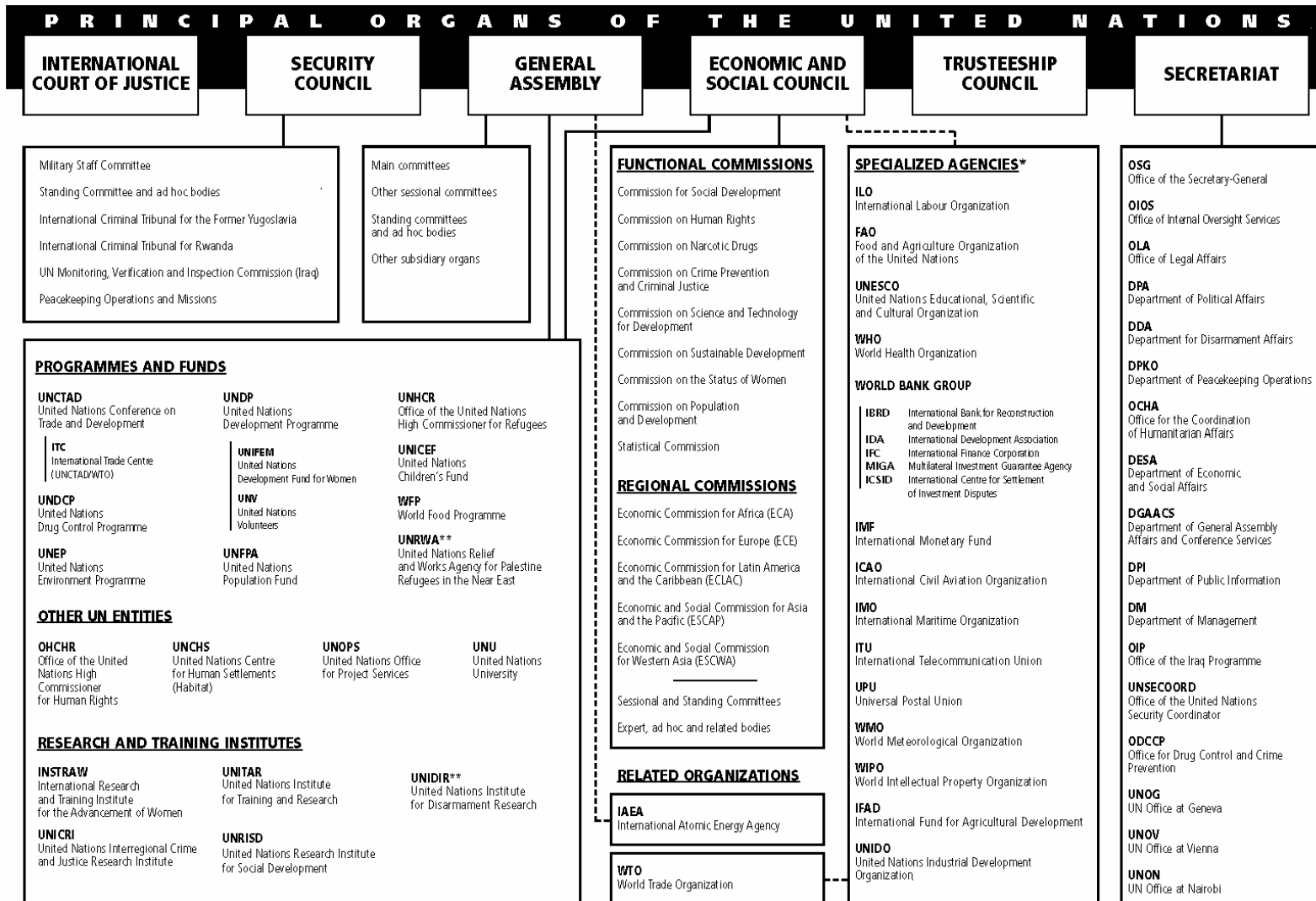
(Figures as of October 2001)



(Figures as of November 2001)



The UNITED NATIONS system



* Autonomous organizations working with the United Nations and each other through the coordinating machinery of the Economic and Social Council.
 ** Report only to the General Assembly.

End-of-Course Examination

**The End-of-Course Examination is provided as
a separate component of this course.**

**The examination questions cover the material in
all the lessons of this UNITAR course.**

**Read each question carefully
and
Follow the provided instructions to submit your exam for scoring.**

INSTRUCTIONS FOR FILLING OUT THE ANSWER SHEET

The End-of-Course Examination Answer Sheet is designed to:

- 1. Formally record your answers to the questions of the Final Examination; and**
- 2. Provide instructions for answer submission.**

Format of Questions

There are 50 questions. The answer sheet has numbered blocks, and each block corresponds to a similarly numbered question on the End-of-Course Examination. First, read a question through carefully. Then, mark your answer on the answer sheet with the number corresponding to the number of each question. Throughout the examination, check that the question number and answer sheet number is the same.

Exam questions generally give you a choice of answers, marked as A, B, C, or D. Choose only one response and mark only one choice on your answer sheet. If you mark more than one answer for a question, it will be graded as incorrect.

Use a Dark Pencil

Mark your response on the Answer Sheet using a dark lead pencil.

Time Limit to Complete the End-of-Course Examination

Because your enrolment in the course is valid for one year only, the examination must be submitted before your enrolment expires.

Passing Grade

A score of 75% is the minimum score required for a passing grade. If you pass, you will receive a letter indicating your score along with your signed Certificate-of-Completion. If your score is less than 75%, you will be sent a letter indicating that you have received a failing grade. At that time, you will be provided with an alternate version of the End-of-Course Examination, which you may complete when you feel you are ready. If you pass the second version of the examination, a grade report and a Certificate-of-Completion will be awarded to you. If you fail the second time, you will be informed and dis-enrolled from the course.

**AFTER COMPLETING THE EXAMINATION,
PLEASE IMMEDIATELY SUBMIT
YOUR ANSWER SHEET.**

ABOUT THE AUTHOR

Mr. Kamran Baig is a Senior Administrative Officer for the United Nations Mission in Burundi (ONUB). He has over 18 years of experience in administration, management, logistics, training, education, tourism, procurement, budgets, finance and marketing, and he has been responsible for the administration and management of logistical operations in the private sector and the United Nations.

His previous posts include:

- Administrative Officer, United Nations Mission in Liberia, Monrovia (UNMIL);
- Course Developer/Coordinator-United Nations Logistics Base, Brindisi, Italy (UNLB);
- Regional Administrative Officer, United Nations Mission in Bosnia and Herzegovina, (UNMIBH);
- Procurement Officer, UNMIBH;
- Director of Purchasing for Marriott Hotels in Oakland, California;
- Lecturer at the Eastern Mediterranean University in Northern Cyprus;
- Adjunct faculty at the Golden Gate University in San Francisco, California; and
- Financial Controller with the Ramada Group in California.

As incumbent of these posts he has researched, prepared and delivered courses in management, sales and marketing, tourism development, ecotourism, and computer simulation for business management (master's level). He has written training manuals for many of these subjects.

Supplementing his work experience, Mr. Baig has served on the Board of Directors of the International Diplomacy Council, International Trade Council and Overseas Development Network in San Francisco and is a member of the World Affairs Council. He has also been a volunteer for the Red Cross and for the International Rescue Committee. He holds a Bachelor of Science degree in Management from the University of Houston, Texas, and an MBA from the Golden Gate University, San Francisco, California. He is fluent in English, Urdu, Punjabi, and Hindi, and he has also studied French, Italian, Spanish and Turkish. He has travelled extensively and has visited all six continents.