



UNITED NATIONS FORCE HEADQUARTERS
HANDBOOK

November 2014

Foreword

The United Nations Force Headquarters Handbook aims at providing information that will contribute to the understanding of the functioning of the Force HQ in a United Nations field mission to include organization, management and working of Military Component activities in the field. The information contained in this Handbook will be of particular interest to the Head of Military Component / Force Commander, Deputy Force Commander and Force Chief of Staff. The information, however, would also be of value to all military staff in the Force Headquarters as well as providing greater awareness to the Mission Leadership Team on the organization, role and responsibilities of a Force Headquarters. Furthermore, it will facilitate systematic military planning and appropriate selection of the commanders and staff by the Department of Peacekeeping Operations.

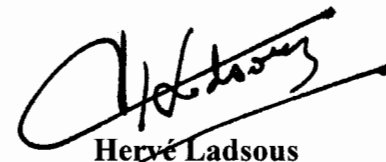
Since the launching of the first United Nations peacekeeping operations, we have collectively and systematically gained peacekeeping expertise through lessons learnt and best practices of our peacekeepers. It is important that these experiences are harnessed for the benefit of current and future generation of peacekeepers in providing appropriate and clear guidance for effective conduct of peacekeeping operations.

Peacekeeping operations have evolved to adapt and adjust to hostile environments, emergence of asymmetric threats and complex operational challenges that require a concerted multidimensional approach and credible response mechanisms to keep the peace process on track. The Military Component, as a main stay of a United Nations peacekeeping mission plays a vital and pivotal role in protecting, preserving and facilitating a safe, secure and stable environment for all other components and stakeholders to function effectively.

The Handbook encompasses the capabilities, crosscutting and overarching policies, integrated mission framework, organizational structure, commanders and staff functions, coordination aspects, in-mission training, maintenance of operational readiness and related templates. An Aide Memoire (small booklet) is also annexed to the Handbook as a ready reference.

The United Nations Force Headquarters Handbook is part of the military capability development and shall remain a living document. As such, the Office of Military Affairs, in close coordination with the relevant offices of the Departments of Peacekeeping Operations and Field Support, will continue to refine and update this Handbook regularly to ensure its relevance to the changing operational environment and to meet the aspirations of the Member States and the United Nations.


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Chapter 1 United Nations Peacekeeping Operations

1.1: *Peacekeeping Operations*

Peacekeeping operations have traditionally been considered as instrumental in consolidating confidence among conflicting parties and monitoring the effective respect of the ceasefire by those who signed it. To that end peacekeepers were usually armed only with light weapons to be used solely for self-defence in the case that they were attacked. These missions were authorized under Chapter VI of the United Nations Charter. From the 1990s to the early 2000 peacekeeping operations have been deployed in countries where security remained a critical issue. As these traditional peacekeeping operations were repeatedly confronted with major human rights violations without having the means to stop them a new generation of operations, the so called robust peacekeeping operations were launched. In these types of operations the military components are authorized to use force not only in self-defence but also when necessary to achieve the mission's mandate. In most of the UN Security Council resolutions approved in the first decade of the 21st Century, new peacekeeping operations were deployed in to less permissive environments. In addition, the Council authorized missions to use all necessary means to carry out its mandate, authorized a regional organization or a coalition of willing member states to carry out the mission, or outsourced security operations. These missions were authorized with a Chapter VII Mandate or under Chapter VIII of the Charter.

As a part of this evolution, United Nations peacekeeping operations developed in complexity and are now generally launched as multi-dimensional operations involving highly specialized civilian, military and police personnel serving in various capacities. The different deployment scenarios have had a significant impact on the activities of the missions including their management, requirement for integrated planning and public information campaigns. In recent times, new significant changes in the key characteristics of peacekeeping have been observed.

The United Nations Security Council has authorized at least one peacekeeping operation without the request from or the prior consent of the host nation, nonetheless consent was later given with qualifications. At times the Council has authorized sequential and parallel missions to meet specific challenges on the ground such as EUFOR to MINURCAT in Chad and Operation Artemis in support of MONUC in the DRC. However, when operations had to be deployed in very difficult environments and presented a high risk of failure the United Nations has often continued to be in the lead. In 2013, the UN Security Council has authorized the conduct of targeted operations in the DRC whereas in Mali counterterrorism tasks, by a parallel deployed operation, are on the agenda.

Needless to say, today's peacekeeping environment represents new challenges with Protection of Civilians a recurring theme in many mandates, which is a Host State and mission wide responsibility but which the military component is invariably called upon to play a key role in its implementation. These new challenges also include the conduct of operations in asymmetric threat environments where extremist groups and non-state actors with extremist ideologies or without clear political agendas may operate using terror tactics. The threat imposed to both peacekeepers and local populations in some of today's peacekeeping missions marks a fundamental shift from the past and may at times require careful interpretation of the traditional core principles of peacekeeping; consent of the parties, impartiality and the non-use of force except in self-defence and defence of the mandate.

As a consequence of this development the triangular cooperation between the Security Council, troop and police contributing countries and the Secretariat, with the support of the peacekeeping missions, has entered into a new era of information exchange and consultation on peacekeeping strategies.

1.2: United Nations Security Council Resolutions

A United Nations Security Council resolution is a UN resolution adopted by the fifteen members of the Security Council; the UN body charged with "primary responsibility for the maintenance of international peace and security". Article 25 of the Charter says that "The Members of the United Nations agree to accept and carry out the decisions of the Security Council in accordance with the present Charter". Draft resolutions can be introduced by any Security Council member; the member who coordinates a specific resolution is colloquially termed 'pen-holder' for this resolution. When requested, the Secretary-General will provide a report to SC with findings and recommendations that the SC will take into consideration. The pen-holder will draft a resolution and will consult with the members of the SC to seek their support. A draft resolution on non-procedural matters is adopted if nine or more of the fifteen Council members vote favourably for the resolution, and if none of the five permanent members votes against (a "veto"). Over time, a tacit agreement has developed that the abstention of one or more permanent members does not constitute a negative vote. In practice, abstentions and vetoes are not frequent. Draft resolutions on "procedural matters" can be adopted on the basis of an affirmative vote by any nine Council members. 'The pen' may consult with the Secretariat and the respective field mission in drafting resolutions; however the final arbiter of the resolution will remain with the SC. DPA missions nonetheless, may be initiated through an exchange of letters between the SG and the President of the Security Council.

1.3: Funding & Resource Procedures

With the SC resolution, the SG through the Secretariat will provide plans, including a budgetary proposal with monitoring and control mechanisms to implement the mission's mandate. The proposal will be reviewed by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and their reviewed budgetary recommendations will be taken up by the Fifth Committee. The decisions of the Fifth Committee on budgetary matters are binding, both for the Secretariat and Member States. The General Assembly's decision will be conveyed back to the SG and through the Controller's Office request for budgetary assessed contributions for a peacekeeping mission. In parallel DPKO and DFS will seek Member State support in the provision of military and/or police contributions in accordance with the approved statements of force and unit requirements¹. In addition, DPKO and DFS will redeploy and/or recruit staff and resources to support the establishment of a new mission. A simplified schematic highlighting the decision making processes for deploying a peacekeeping mission is at Annex A to this chapter.

United Nations peacekeeping is a unique global partnership in the sense that it brings together the General Assembly (GA), the Security Council (SC), the Secretariat, Troop and Police Contributors, and regional organizations as relevant, and the Host governments in a combined effort to maintain international peace and security under the mandate of the Security Council. Its

¹ Statement of Force and Statement of Unit Requirements are derived from the Technical Assessment recommendations which are the basis for the SG's Report to the Security Council. They are finalized once the Security Council Resolution is passed and formally circulated to potential Troop-Contributing-Countries for pledges to deploy to the new mission.

strength lies in the legitimacy of the UN Charter and in the wide range of contributing countries that participate and provide resources. UN peacekeepers provide security and political and early peacebuilding support to help countries make the transition from conflict to peace. Peacekeeping has proven to be one of the most effective tools available to the UN to assist host countries navigate the path from conflict to peace in the most physically and politically difficult environments.

Peacekeeping has unique strengths, including legitimacy, burden sharing, and an ability to deploy and sustain troops and police from around the globe, integrating them with civilian peacekeepers to advance multidimensional mandates. UN peacekeeping operations may use force to defend themselves, their mandate, and civilians, particularly in situations where the state is unable to provide security and maintain public order.

However, the boundaries between conflict prevention, peacemaking, peacekeeping, peacebuilding and peace enforcement have become increasingly blurred. Peacekeeping operations are rarely limited to one type of activity. While UN peacekeeping operations are, in principle, deployed to support the implementation of a ceasefire or peace agreement, they are often required to play an active role in peacemaking efforts and may also be involved in early peacebuilding activities. UN peacekeeping operations are flexible and over the past two decades have been deployed in many configurations. Today's multidimensional peacekeeping operations are called upon not only to maintain peace and security, but also to facilitate the political process, protect civilians, assist in the disarmament, demobilization and reintegration of former combatants; support the organization of elections, protect and promote human rights and assist in restoring the rule of law.

To be fully effective and successful, UN peacekeeping operations must:

- Be guided by the principles of consent of the parties, impartiality and the non-use of force except in self-defence and defence of the mandate;
- Be perceived as legitimate and credible, particularly in the eyes of the local population;
- Promote national and local ownership of the peace process in the Host State.
- Have genuine commitment to a political process by the parties in working towards peace (there must be a peace to keep);
- Have clear, credible and achievable mandates, with matching personnel, logistic and financial resources;
- Have unity of purpose within the SC, with active support to UN operations in the field;
- Have Host State commitment to unhindered UN operations and freedom of movement;
- Have supportive engagement by neighbouring countries and regional actors;
- Have an integrated UN approach, effective coordination with other actors on the ground and good communication with host country authorities and the population;
- Have utmost sensitivity towards the local population and upholding the highest standards of professionalism and good conduct (peacekeepers must avoid becoming part of the problem).

1.4: *Integrated Assessment and Planning*

The Policy on Integrated Assessment and Planning (2013) stipulates that at the minimum, when a multi-dimensional peacekeeping or field-based special political mission is considered or deployed alongside the UN country team (UNCT) composed of UN Agencies, Funds and Programmes, the UN system must meet the four following key requirements: conduct a joint assessment, develop a common vision and priorities, and establish mechanisms for coordinated planning on the ground as well as for monitoring and reporting.



Firstly, the joint conduct of Strategic Assessment is to ensure a shared understanding of a conflict or post-conflict situation, role of stakeholders and core peace consolidation priorities, and to propose options for UN engagement based on an assessment of risks and opportunities. The decision to launch a Strategic Assessment is made by the Secretary-General, the Executive Committee on Peace and Security, or an Integrated Task Force (ITF) at Director level or above.

Second, the articulation of a common UN vision, priorities and respective responsibilities in support of peace consolidation including relationship, if any, to national plans and priorities. Based upon the mandate, the strategic assessment and decisions of the SG and/or the Policy Committee a Directive for the HOM/SRSG and Resident Coordinator/Humanitarian Coordinator (RC/HC) will be drafted by the ITF that provides strategic direction and priorities, initial responsibilities, an outline of structural and coordination arrangements, and basic planning parameters, including guidance on the development of an Integrated Strategic Framework (ISF). Once deployed, the Military Component leadership should endeavour to familiarise themselves with the ISF, and through the FCOS and U5 Branch ensure that military related issues are taken into consideration as the Mission progresses. Note that the directive for the HOMC/FC is issued by the UNHQ (DPKO/DFS) and provides guidance and direction on the organizational and administrative responsibilities that a HOMC/FC is required to exercise in the performance of duties in the mission area. The HOMC/FC directive is issued together with the military strategic Concept of Operations (CONOPS) and Rules of Engagement (ROE) all signed by the USG DPKO and the Military Adviser. Except in the case of mission start-up, these strategic documents are likely to have been prepared well before an HOM or HOMC has been identified and so it is incumbent on the deployed leadership to evaluate the validity of the guidance material on a regular basis or as dictated by Mission headquarters.

Third, integrated mechanisms for joint analysis, planning, coordination, monitoring and decision-making on joint strategic and operational matters at both field and Headquarters levels should be established. At field level, integrated UN presences are required to put in place mechanisms for joint information-sharing, analysis, planning, decision-making, coordination and monitoring.

Existing mechanisms should be used where appropriate. The Military Component must ensure that it participates in the integrated mechanisms at appropriate levels of representation.

Finally, in the conduct of mandate implementation the Military Component must be cognisant of the conduct of integrated monitoring and reporting on the implementation of the Directive to the S/ERSG, RC and HC, the ISF, and other integrated plans and regular reports such as the reports of the Secretary-General to the Security Council. Each mission will be structured differently and the Military Component leadership that is deployed at mission start-up will need to identify the most appropriate monitoring and reporting mechanism, including identifying measurable and meaningful benchmarks and risk indicators, as part of their implementation arrangements to support decision-making. New leadership should endeavour to provide appropriate inputs to update these integrated mechanisms if greater effectiveness of the military's input can be achieved. Other existing monitoring and reporting frameworks may be used where relevant.

1.5: Types of Mandates & Tasks of Military Components

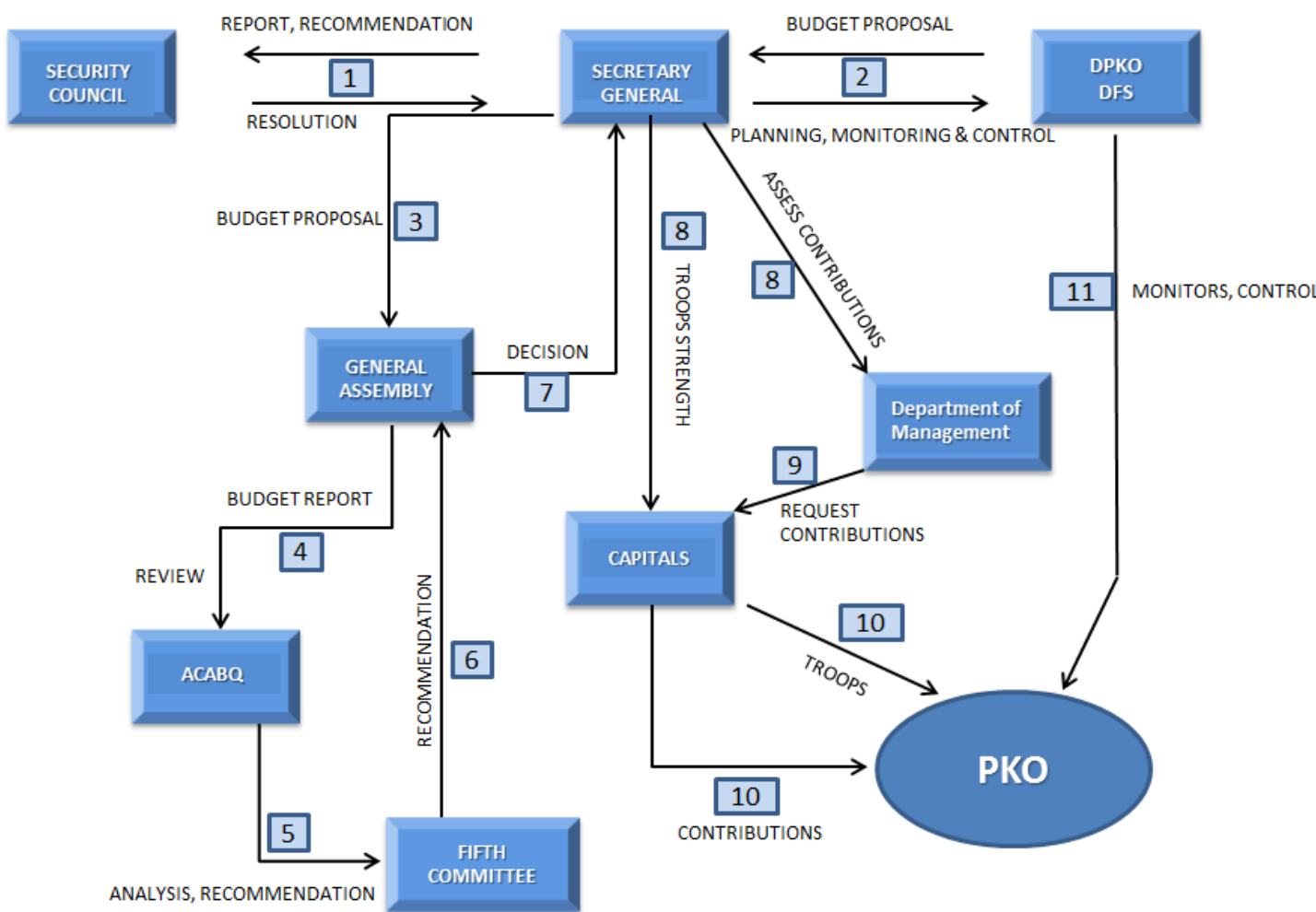
Although each UN Peacekeeping Mission is different, there is a considerable degree of consistency in the types of mandated tasks assigned by the Security Council. Depending on their mandate, peacekeeping operations may be required to:

- Provision of secure environment to accomplish the mandated tasks.
- Protection of United Nations personnel and assets.
- Protection of civilians (including child protection and conflict related sexual violence) against the violence in all forms and manifestation.
- Observation, monitoring and reporting – using static posts, patrols, overflights or other technical means, with the agreement of the parties;
- Supervision of cease-fire, peace agreements and support to verification mechanisms;
- Interposition as a buffer and confidence-building measure;
- Deploy to prevent the outbreak of conflict or the spill-over of conflict across borders;
- Stabilize conflict situations after a ceasefire, to create an environment for the parties to reach a lasting peace;
- Support to Humanitarian Agencies;
- Assist in implementing comprehensive peace agreements;
- Lead states or territories through a transition to stable government, based on democratic principles, good governance and economic development.
- Advise UN Designated Officials (DO) on military related issues.
- Liaise with other interlocutors and non-United Nations force contributing organizations in order to have proper information sharing

This list is not exhaustive however the Military Component's general primary function in peacekeeping operations would be to 'create a secure and stable environment while strengthening the State's ability to provide security, with full respect for the rule of law and human rights, in order to assist in the progressing of an overall political process.

Complex missions that involve simultaneous political, military and humanitarian activities have built upon experience gained in "traditional" UN peacekeeping, which typically involves primarily military tasks listed above. Civilian police officers, electoral observers, human rights monitors and other civilians have joined military UN peacekeepers and their tasks range from protecting civilians, delivering humanitarian assistance, to helping former opponents carry out complicated peace agreements. All of which the Military Component may be requested to provide support to or to actively participate in the delivery of these mandated tasks directly or indirectly.

United Nations Peacekeeping Decision Making Processes



Chapter 2 – United Nations Peacekeeping Mission Framework

2.1: United Nations Headquarters Functions and Organization

The information provided below is intended to briefly outline the key responsibilities at United Nations Headquarters in New York for the planning and management of United Nations Missions in the field as well as the lines of communication between the military component of a peacekeeping mission and the United Nations Secretariat in New York.

Detailed information on the roles and responsibilities are laid down in the Secretary-General's Bulletins ST/SGB/2009/13 of October 2009 and ST/SGB/2010/1 of 5 February 2010.

United Nations Field Missions are planned, directed and supported by the following key departments within the United Nations Headquarters in New York; the Department of Peacekeeping Operations, the Department of Political Affairs, the Department of Field Support and Department of Safety and Security. A schematic representation of the relevant offices/divisions/services and teams of the Departments of Peacekeeping and Field Support is at Annex A to this Chapter



2.2: Department of Peacekeeping Operations (DPKO)

DPKO directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components. The Department formulates policies, guidelines and procedures, including the continued development of best practices, guidance materials and training programmes that guide the design and delivery of United Nations peacekeeping and related activities for which it is given lead responsibility within the United Nations system. It also leads the integrated planning process for new Department-led operations and coordinates transitions and consolidation and exit strategies for its missions. DPKO fulfils its role as the designated lead entity within the United Nations system or in peacekeeping contexts in the areas of military, police, corrections, mine action, strengthening of legal and judicial institutions and security sector reform, in accordance with General Assembly resolutions or the Secretary-General's Policy Committee decisions and in coordination or consultation with partners.



The reporting lines for a DPKO led mission are illustrated in Annex B to this Chapter. Although the Military Component of a DPKO led field mission formally reports to the United Nations Headquarters through the Head of Mission, in most missions through the Special Representative of the Secretary-General, a number of technical reporting lines allow for direct communication between the Military Component of a peacekeeping mission and selected offices in the United Nations Secretariat. The technical reporting lines support the requirement for coordination and timely communication between the Head of Military Component and the Military Adviser in DPKO as well as direct communication between the leadership of the military component and entities within the Office of Military Affairs (OMA).



In addition to this communication the Force interact frequently and directly with the Integrated Operational Team in the Office of Operations as well as with the Department of Field Support; and may occasionally interact with the Office of Rule of Law and Security Institutions; the Division of Policy, Evaluation and Training; and the Office of Peacekeeping Strategic Partnership.

2.3: Department of Political Affairs (DPA)

DPA's core responsibilities include, among others, providing advice and support to the Secretary-General and the United Nations system in the discharge of the Secretariat's global responsibilities related to the prevention, control and resolution of conflicts, including early warning, political mediation and post-conflict peacebuilding. In addition to these functions, DPA is the lead unit of the United Nations for political analysis, mediation and political guidance as they relate to the Organization's efforts towards preventive diplomacy, peacemaking and post-conflict peacebuilding. DPA also provides the Secretary-General with advice and support in the political aspects of his relations with Member States and other intergovernmental organizations, especially regional organizations with which the United Nations cooperates.

More specifically the DPA directs, manages and provides political and policy guidance and strategic direction to all Department-led missions funded from the provision for SPMs under section 3, Political affairs, of the programme budget, which have, as a core element of their mandates, peacemaking, mediation or peacebuilding.

The Military Component (generally military observers and guard units) of a DPA led field mission formally reports to the United Nations Headquarters (USG DPA) through the Special Representative of the Secretary General as Head of the Mission. Technical links of communications on military matters, as described for a DPKO led mission, allows for direct communication between the deployed Military element of a DPA SPM and the Office of the Military Adviser. The technical reporting lines support the requirement for coordination and timely communication between the Head of Military Component and the Military Adviser in DPKO as well as direct communication between the leadership of the military component and entities within the Office of Military Affairs on military related matters.

2.4: Department of Field Support (DFS).

The Department of Field Support provides administrative and logistical support services to the Departments of Peacekeeping Operations and Political Affairs, as directed by the Secretary-General, through the delivery of dedicated support to United Nations peacekeeping operations, SPMs and other field presences, henceforth referred to as “field operations”. This includes services in the areas of human resources, finance and budget, conduct and discipline, logistics and information and communications technology. In coordination with relevant departments and offices of the Secretariat, DFS contributes to the development of organizational policies and procedures to meet the requirements of field operations and ensures consistency in the application of support-related policies and practices in field operations. DFS delegates to field missions and administers and monitors field operations in the areas of human resources, finance, local procurement, conduct and discipline, logistics, information and communications technology and other general management issues and it recruits, manages and administers civilian staff serving in field operations. This includes the administration of the senior field leadership selection process, provision of policy guidance on entitlements of military observers and civilian police officers, and management of the recruitment and benefits and entitlements of civilian staff in field operations.



To ensure the integration of efforts with the DPKO and DPA, DFS maintains the following arrangements for coordination: it reports to and receives direction from DPKO on all issues pertaining to United Nations peacekeeping operations and other field operations led by DPKO and receives direction from DPA on all issues pertaining to field based SPMs or other presences where DFS provides agreed support services to missions. In addition DFS solicits input from field operations and proposes organizational, structural staffing and resource requirements for field operations to the Controller for the budgetary approval process and monitors and manages mission and extra budgetary funds for field operations. DFS also supports compliance with the highest standards of conduct and discipline among United Nations personnel in field operations, including the implementation of the zero-tolerance policy of the Secretary-General regarding sexual exploitation and abuse and the Organization’s strategy to address sexual exploitation and abuse. It directs and implements global peacekeeping logistics support and supply-chain management, conducts integrated logistic support planning, including acquisition planning, and maintains the rapid deployment capacity for field operations and provides global information and communication technology services for field operations in close cooperation with other Secretariat entities. DFS also coordinates with troop- and police-contributing countries as well as regional organizations on administrative and logistical support aspects of field operations.

2.5: Department of Safety and Security (UNDSS)

The primary responsibility for the security and protection of personnel employed by the United Nations organizations, their eligible dependents and property, and of the organizations’ property rests with the Host Government. Noting that the United Nations itself also has an obligation to

protect its own people and assets, the United Nations Department of Safety and Security (UNDSS) was established in 2005, and is the UN department that deals with the safety and security of the UN worldwide. The Under-Secretary-General for Safety and Security reports directly to the Secretary-General and is responsible for the executive direction and control of the United Nations Security Management System (UNSMS). That responsibility includes the overall safety and security of all United Nations and related personnel defined in the Applicability Policy, and their eligible dependants at both headquarters locations and in the field; as well as United Nations premises and assets at field and headquarters locations. He or she chairs the Inter-Agency Security Management Network (IASMN), a UN body responsible for developing all security policy for the approval and consideration of the High Level Committee on Management and the Chief Executives Board. This body of security management policy applies to UN entities including all elements of peacekeeping operations with the exception of the military contingents and the members of formed police units. UNDSS oversees security globally through its Division of Regional Operations, and in particular, the Peacekeeping Operations Support Section (POSS) within the division backstops all peacekeeping operations with security support from headquarters. Headquarters support to security in the field from within DPKO is handled by the Focal Point for Security, who is located within the office of the Chief of Staff DPKO-DFS. This person is the security policy adviser to the Under-Secretaries-General DPKO and DFS, and acts as the liaison with UNDSS.

In the field, the UNSMS is under the direct responsibility of the Designated Official (DO) in the Mission area. This could be the SRSG/HOM, the HOM/HOMC/FC or another high-level UN official. In its application, the Chief Security Adviser (CSA) in integrated missions, and the Chief Security Officer (CSO) in the traditional military missions (MINURSO, UNFICYP, UNIFIL, UNDOF, UNTSO, UNISFA and UNMOGIP), coordinates the UNSMS for the Mission. The HOMC/FC is responsible for the safety and security of all deployed UN military personnel. Military and police personnel deployed as individuals such as Military Observers, staff officers, and experts on mission, are included in the Applicability Policy, and automatically fall under the UNSMS. However, in situations where an individual UN military officer is employed away from formed UN military units (and police personnel away from a FPU), the officer(s) must be incorporated into the Mission's SMS. These arrangements must be understood and resolved between the HOMC/FC and the CSA/CSO at the earliest opportunity and changes in deployment of individual UN military officers should be conveyed to the CSA/CSO.

2.6: Integrated Strategic Framework (ISF)

An Integrated Strategic Framework (ISF) brings together the combined mandates of the UN Field Mission (i.e., from the Security Council and General Assembly) and the UN Country Team around an overarching framework of agreed priorities to maximise the individual and collective impact of the United Nations system on a country/context's peace consolidation needs. The ISF is a strategic plan for the UN Field Mission and UN agencies, funds and programmes operating in the host country. It provides a vision of the United Nations' strategic objectives for peace consolidation, with agreed results, responsibilities and timelines, and a mechanism for monitoring and evaluation. It is usually a multi-year plan. It is required in a country where there is both a UN Country Team and either a multi-dimensional peacekeeping operation or a special political mission. The ISF is an internal document that can be linked to national strategies and plans, as well as other relevant UN plans such as the UN Development Assistance Framework (UNDAF) and the UN Common Humanitarian Action Plan (CHAP). In some contexts, other UN

plans such as an UNDAF (+) are considered to meet the minimum requirements for an ISF and no new plan is developed. The FHQ staff should seek to make contact with the substantive staff responsible for the ISF or its equivalent. The military input to the ISF would primarily be the responsibility of the FCOS with much of the workload being conducted through the U5 Branch. In addition, FHQ staff should understand that other frameworks might exist within the overall UN system framework within the Mission's Host State but that will rarely involve military operations unless specific mandated activities require these to be undertaken. All these activities should be coordinated through the FCOS office.

2.7: Mission Concept

The Mission Concept is a statement of intent and strategy on how a peacekeeping mission plans to implement its mandate from the Security Council. It translates the political intent of the Security Council and other mandates into strategic planning guidance for Mission components. The Mission Concept contains a: (a) vision to capture and communicate the purpose of the mission; (b) strategy to promote coherence by sequencing and prioritization of tasks within the context of the conditions governing their achievement; and (c) timely and detailed direction to guide and enable the planning and operational processes of each Mission component. It is a multi-year plan that covers the lifecycle of the UN Field Mission. It is required in all field missions. It is the starting point for further planning within the Mission. In some cases of mission start up, where there is no mission HQ and/or planning capacity, UN HQ will formulate the draft Mission Concept, to allow for military, police, support and substantive civilian sections to operationalize their plans, as well as initiating the initial mission budget. The planning responsibility, including the finalization of the Mission Concept, shifts to the field with the arrival of, and the issuance of the Directive by UNHQ to the HOM. Subsequently, authority and accountability over the execution/implementation of the Mission Concept, including contingency planning rests with the HOM.

2.8: Directives

There are several Directives that are issued to Missions from UNHQ: the Secretary-General's Directive to the S/ERSG, RC and HC drafted by the Integrated Task Force that provides political and operational strategic direction and priorities, initial responsibilities, the broad expectations for mandate implementation. It should also provide an outline of structural and coordination arrangements, as well as basic planning parameters, including guidance on the development of an ISF. It also articulates the roles and responsibilities of the SRSG and the DSRSG/RC/HC.

The directive for the HOMC is issued by the UNHQ (DPKO/DFS) and provides guidance and direction on the organizational and administrative responsibilities that a HOMC is required to exercise in the performance of duties in the mission area. Operational guidance and direction with respect to the employment of the military component is provided in the mission-specific military-strategic Concept of Operations (CONOPs). The Directive should be reviewed regularly through close consultation between the Force Headquarters and Office of Military Affairs (Military Planning Service). The directions and guidance provided in the HOMC Directive must be reflected on all the related Military Component documents. The FHQ shall institute necessary structures, systems and procedures for the adherence to this Directive.

2.9: Mission Structure

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

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



2.10: Role of the SRSG

The SRSG is appointed by the Secretary-General of the United Nations to represent the SG on all matters pertaining to the Mission. The SRSG is also referred to as the Head of Mission (HOM) and with approval from the Security Council, the SG appoints the SRSG who exercises 'UN operational authority in the field' on behalf of the SG. The SRSG is responsible for implementing the mission's mandate and has authority over all its components. The SRSG reports to the



SG through the USG PKO.

The role of the SRSG is widely recognized as complex and multifaceted. The SRSG is the overall head of a multidimensional UN peacekeeping or political mission. In the case of UN Integrated Missions, the SRSG is also the overall coordinator of the UN system in a given country, and is further expected to play a leading role in coordinating the overall international effort on the ground. In many cases, the SRSG is also the lead mediator in the ongoing post-war mediation efforts, and/or in any emerging post-settlement disputes between local political actors. The SRSG, is also generally the Designated Official (DO) with overall responsibility for UN security and safety in the country.

The FC as the HOMC is an integral part of the MLT and should be represented in all MLT meetings. The FHQ staff should strive to support the HOMC/FC with, for instance appropriately staffed military options to identify possible courses of actions, risks and mitigating factors in a timely manner to assist leadership decision-making.

2.11: UN's Policies on Integration

During the early years of peacekeeping, most missions were one-dimensional, military operations. This has evolved and we now see a more integrated, multi-dimensional response that calls upon different actors coming together under political leadership. The identified need for integration, particularly post the Brahimi Report, is an important tool in the peacekeeping toolbox. In the UN context, Integrated Missions and the Integrated Approach refer to a specific type of operational process and design, where planning and coordination processes of the various elements of the UN family are integrated into a single-level UN system.

The UN Policy Committee decision 2008/24 of 26 June 2008, further endorsed by its decision 2011/10 of 4 May 2011 reaffirmed the principles of integration and emphasized maximizing the individual and collective impact of the UN's response, concentrating effort on those activities required to consolidate peace. The Integrated Approach differs from the Integrated Missions concept in that it does not require structural integration – although it may provide for it, where appropriate. Instead, the Integrated Approach refers to a strategic partnership between the UN peacekeeping operation and the UN Country Team, where all components of the UN system are to operate in a coherent and mutually supportive manner, in close collaboration with other partners.

2.12: Military Component's Interactions

In multidimensional peacekeeping operations, the Military Component interacts with all other Mission Components, such as Civilian and Police Components to maximise the sharing of information and integration for wider collective impact of the UN's response. The interaction with the Civilian Substantive Component (especially with the political pillar) includes joint strategic planning for mandate implementation and adjusting tasks of the military component as necessary to changing political realities on the ground. The interaction with the Police Component is also essential for sharing information, monitoring law and order situation as well as conducting joint operations. Close coordination between the Military Component and other mission components is also necessary for SSR/DSR, DDR, humanitarian activities, human rights monitoring, civil affairs and the restoration of law and order as well as the mission public information mechanism to ensure a common strategy, messages and Mission branding.

2.13: *Integrated Entities & Coordination Mechanisms*

There are integrated entities that usually exist in multidimensional missions and it is incumbent upon the Mission to formalise regular meetings and share information with all actors and, to the extent possible, harmonize activities by seeking their input into the mission's planning process. There are several mechanisms that may be used to ensure that the work of the military component is integrated into the efforts of the mission as a whole. These are the key integrated entities and coordinating mechanisms.

2.13.1: Strategic Planning and Coordination Cell (SPCC). The Mission SPCC is a dedicated planning and coordination function to support the SRSG/HOM on implementation of the Mandate. SPCC in turn is supported by nominated planning experts from civilian, military and police components and entities. The Joint Operations Centre and Joint Mission Analysis Centre provide short/medium/long term political and security inputs for planning. Though this is a Mission asset and primarily works for the HOM, the Military Component should regularly interact at the FCOS and U5 desk level to ensure that the Military Component's issues are taken into consideration and vice versa in relation to future trends and developments of the Mission to include an Integrated Strategic Framework and the annual RBB framework. The SPCC may serve as the secretariat for the Mission and UN Country Team as well as working closely with the UNHQ Mission specific Integrated Task Force. Both of these interactions could provide valuable inputs that can shape and/or align the Military Components posture and operations to maximise the effect of the UN response in the Mission.

2.13.2: Joint Operations Centre (JOC). An integrated JOC, a mission asset, coordinates daily mission activities, including military, political, civil affairs, human rights, public information and other mission components. The JOC supports decision-making of the Mission and UNHQ on a needs basis. The Military Component, if required, provides personnel to the JOC for administrative work who report to the Chief JOC. Some Military Components may co-locate its Military Operations Centre (MOC) with the JOC to ensure close coordination of daily activities together with the police and security centres. The purpose of the JOC is to ensure 24/7 mission wide situational awareness through the collation of information from all mission sources and the production of integrated reporting on current operations and day-to-day situational reporting. During crises, the JOC will act as the Mission Crisis Management Centre and provide support to the Mission's Crisis Management Team. The JOC may sometimes be used for coordination with elements external to the mission, such as other entities of the UN system. The JOC is a Mission asset that primarily feeds Mission leadership. The Military Component should ensure effective information sharing mechanism if the MOC is not collocated. Detailed functions and roles of the JOC can be found in the DPKO/DFS Policy and Guidelines: Joint Operations Centre, 2014.

2.13.3: Joint Mission Analysis Centre (JMAC). The JMAC is an integrated structure, which optimises civil and military information management and analytical processes to support the Mission's planning and decision making. It generates medium to long-term integrated analytical products, providing the HOM and MLT with an incisive understanding of issues and trends, their implications and potential developments, as well as assessments of cross-cutting issues and threats that may affect the mission's mandate implementation. The JMAC is not a decision making body and does not replace existing management, command or decision-making structures at any level in the mission. The JMAC is responsible for the management (collection, coordination, analysis and distribution of information and reports) of the mission's civil and military information in order to support the SRSG's decision-making and can, upon request,

support the Force Commander's planning. JMAC function and details can be found in the DPKO/DFS Policy and Guidelines: Joint Mission Analysis Centres, 2010.

2.13.4: Service Delivery Division (SDD). The Service Delivery (SD) Division is under the authority of the Chief Mission Support / Director Mission Support, which includes civilian and military logisticians. The Military Component's link to the SDD structure is through the U4 branch that will have mostly planning and coordination functions. Detailed information for the SDD structure and mechanism is to be developed.

2.13.5: Mission Support Centre (MSC). The MSC is the nerve centre for logistics functions in a Mission, involving information gathering, analysis, planning, coordination, execution, monitoring and feedback. It provides all mission components, other UN and non-UN entities with a single point of coordination for all aspects of logistic support in the mission area. MSC is jointly staffed by military, police and civilian staff. In addition logistics staff from the advance and/or rear parties of the military contingents may be deployed to the MSC to coordinate deployment and repatriation respectively. Detailed information on MSC is to be developed.

2.13.6: Civil-Military Coordination Cell (CMCC). United Nations Humanitarian Civil-Military Coordination (UN-CMCoord) is the principal humanitarian mechanism for facilitating dialogue and interaction between the humanitarian community and military actors in emergency humanitarian assistance operations. A key element for humanitarian agencies and organizations when they deploy is to establish and maintain an independent and distinct humanitarian operation, making clear the fundamental civilian character of humanitarian action, particularly in areas affected by conflict. Maintaining a clear distinction between the role and function of humanitarian actors from that of the political/ peacekeeping/ military operation is a key factor in creating an operating environment in which humanitarian organisations can discharge their responsibilities both effectively and safely. An integrated civil-military coordination cell may be established to harmonize activities with all actors in a mission area. The integrated cell can facilitate information sharing, mutual support, joint assessments, integrated planning and common strategies that are particularly useful during times of crisis. The cell can be reproduced at the regional and sectoral level.

2.13.7: Integrated Mission Training Cell (IMTC). The IMTC comprises integrated civilian, military and police training cells under a civilian chief to develop mission training plans, conduct mission-specific and scenario-based induction training, undertake specific and advanced crosscutting training and develop training solutions to identified gaps and lessons learnt. Based on the Mission Training Plan, each component will develop component specific training directives.

2.13.8: Security Section. As mentioned earlier, The Head of Mission (HOM) is responsible for managing the mission including ensuring effective security management for the protection of UN personnel falling under the Applicability Policy. The CSA or CSO is a security professional who acts as security adviser to the HOM who could be either an SRSG, or in the case of MINURSO, UNFICYP, UNIFIL, UNDOF, UNTSO, UNISFA and UNMOGIP, the FC. The HOM will be appointed as the Designated Official (DO) for Security by the USG UNDSS. The Chief Security Adviser (CSA) in integrated missions, and the Chief Security Officer (CSO) in the missions mentioned above, reports directly to the HOM in both his/her role as HOM and as DO. The CSA/CSO is also a member of the senior management team of the mission, as well as a key member of the Security Management Team (SMT). The security section is comprised primarily

of personnel appointed by DPKO through DFS. CSA are however appointed by UNDSS, but take on the management role over the whole section. The functions of the security section include: Security advice to the DO and SMT; operational planning and security operational control; security situational awareness and analysis; security risk assessment; guard force management; security training; security logistics; issuing and control of identity cards for the mission; access control; fire safety; aviation safety; road safety; close protection; management of security weapons; and, liaison with host country security structures. CSA and CSO have a functional reporting line back to UNDSS.

2.13.8.1: Security Information and Operations Centre (SIOC) and Security Information Coordination Unit (SICU). In some missions the security section may have a SIOC or a SICU. A SIOC comprises a security information analysis cell and an operations cell. The function of the SIOC is to create security situational awareness in relation to threats against UN personnel, equipment and infrastructure. In this way it complements the JMAC which is primarily charged with analysis of mandate related issues. The SIOC monitors, supports or manage security operational matters as required.

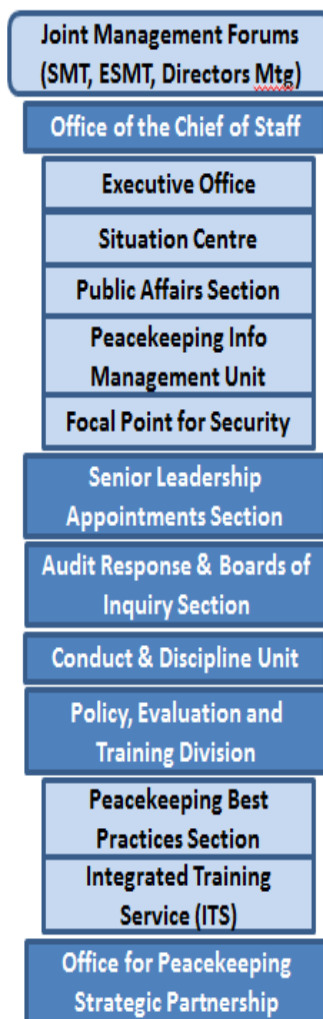
A SICU on the other hand does not have an operational component, and is only tasked with situational awareness and analysis of the security situation. It is also complementary to the JMAC in the same manner as a SIOC. Where a SIOC is not present, the operational component of the security section is called a Security Operations Centre or SOC.

UNITED NATIONS PEACEKEEPING GROUP: CAPACITIES TO ENSURE INTEGRATION

DEPARTMENT OF PEACEKEEPING OPERATIONS



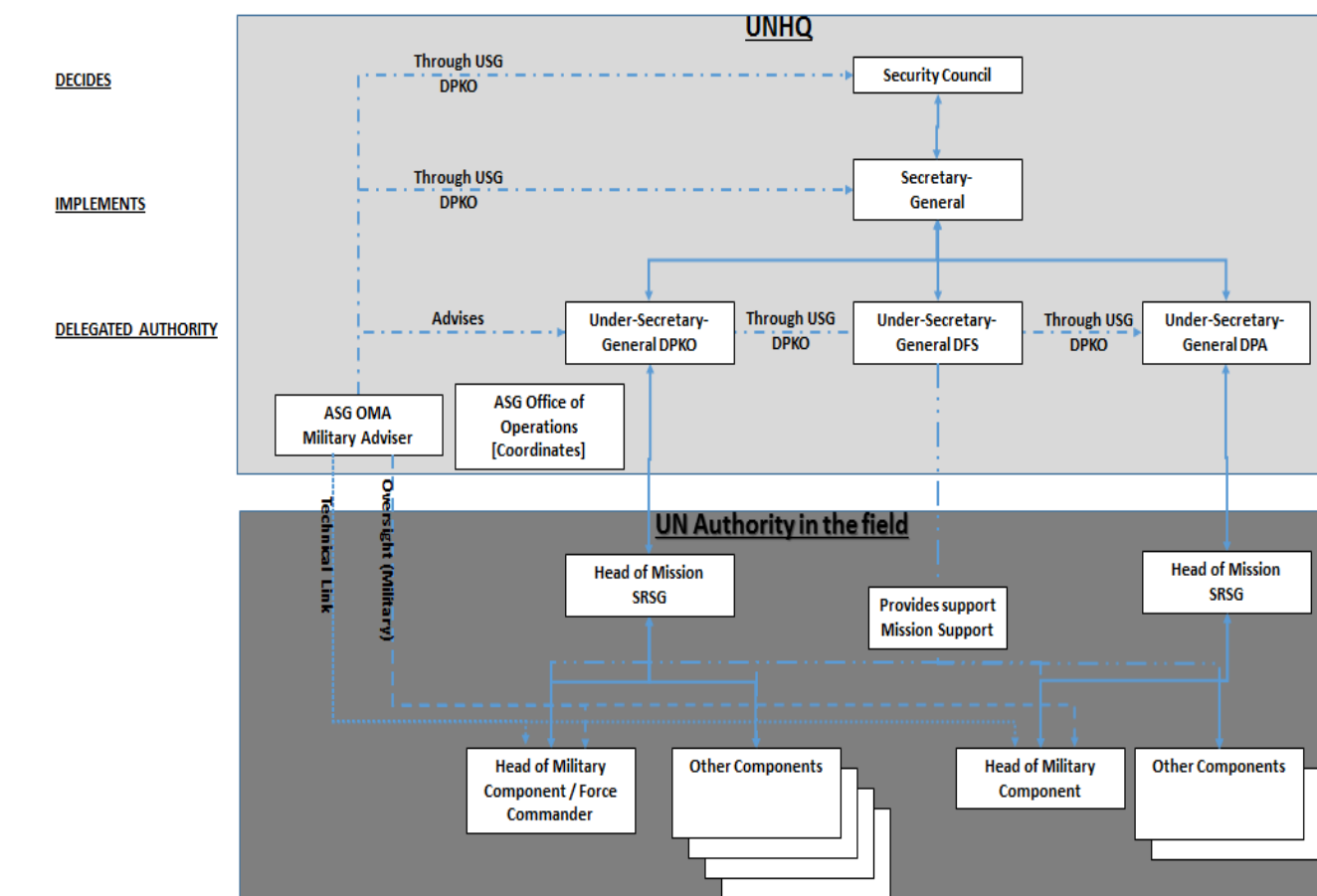
SHARED CAPACITIES



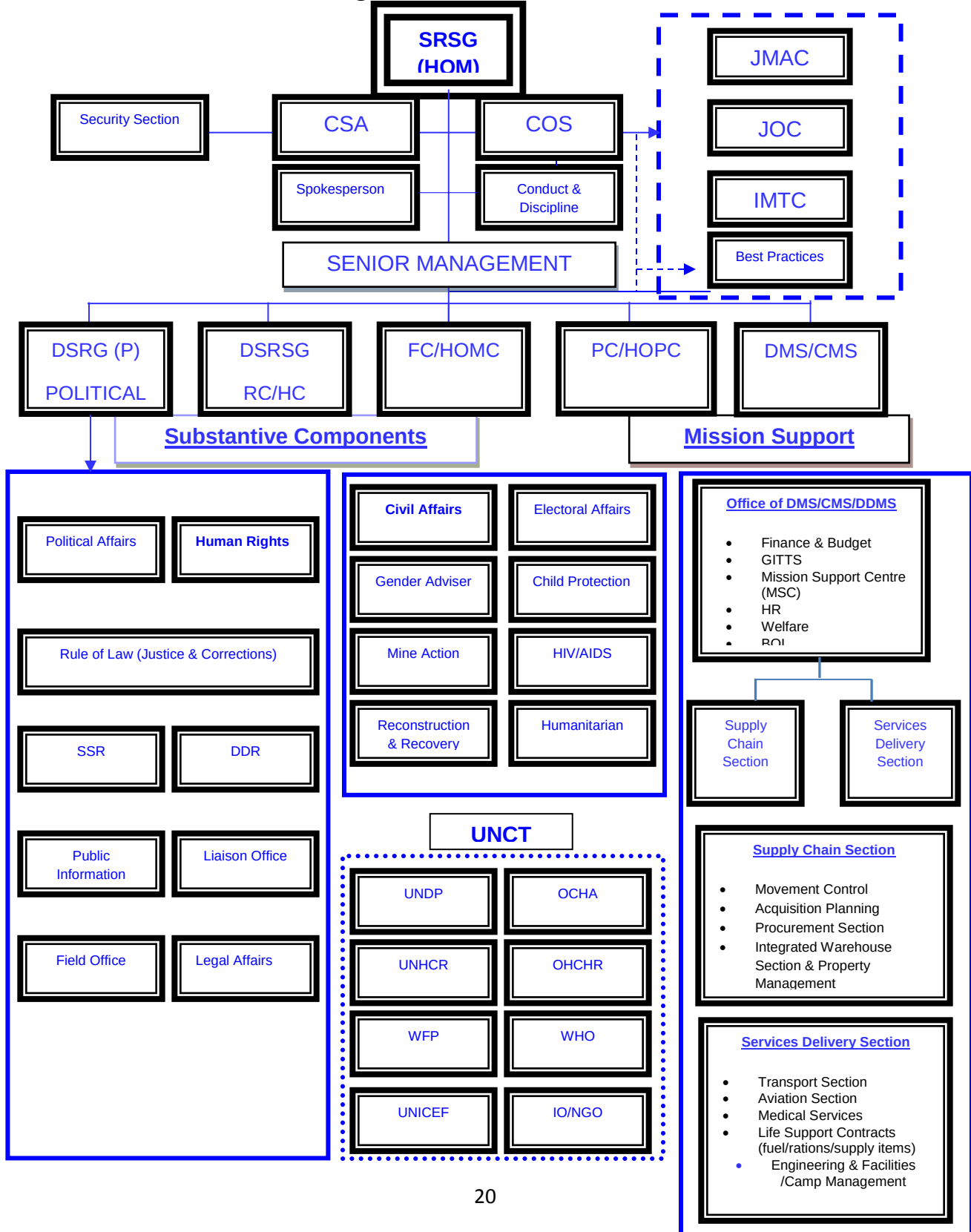
DEPARTMENT OF FIELD SUPPORT



UN PKO Military Command and Control



Integrated Mission HQ Structure



Chapter 3: United Nations Force Headquarters

3.1: Force Headquarters.

Each UN peacekeeping operation is unique by nature of conflict dynamics and spectrum of challenges in a particular mission setting. Force HQ configuration will be based on the peculiar Mission characteristics and the mandated objectives. Because of the differences in mission environments and UN approaches and responses, the Force HQ organisation needs to be dynamic, versatile and multifaceted to function in an integrated environment to accomplish multidimensional responsibilities. Keeping that in view, a certain degree of standardisation of the Force HQ organisation is required to reflect UN approaches and methodologies of executing the Mandate. This Chapter outlines various generic Force HQ models, responsibilities of commanders and staff in general as well as the Force HQ battle rhythm.

3.2: Functions of Force Commander, Deputy Force Commander and Force Chief of Staff

3.2.1: HOMC/Force Commander (FC). The HOMC/FC is the head of the Military Component in a Mission, is the principal military adviser to the HOM and exercises operational control (OPCON) over all military contributions including military contingents and Military Observers/Staff Officers. Subject to the Mandate and control of the HOM, the HOMC/FC is responsible for all the principal functions of Force HQ Staff. The HOMC/FC should promote a climate of cooperation and teamwork with all other Mission components as relevant. When needed, the HOMC/FC delegates appropriate authority to Staff members and/or subordinate commands as the operational situation dictates. The HOMC/FC provides leadership, direction and guidance to the Force HQ Staff. The HOMC/FC is also responsible for organising training of Force HQ Staff for adaptation to the mission operational environment. The HOMC/FC is responsible for personnel, including activities to ensure the observance of the UN code of conduct and associated disciplinary matters, within the limits of the UN OPCON authority level.



3.2.2: HOMC/FC Responsibilities. Major responsibilities of HOMC include, but are not limited to the following:

- Aligning Military Component Operations with Political objectives set by SRSG/HOM and in accomplishment of Mission Mandate.
- Carry out military assessments and provide military perspectives to SRSG/HOM.
- Define military objectives, benchmarks, mission and tasks, and issue necessary orders/guidance to Military Component.
- Develop Military Component OPORD on



the basis of DPKO/DFS Military Strategic CONOPS, the Mission Concept and own assessments/appreciations.

- Plan and organise Military Component operations (task organise, establish mechanisms and procedures for execution of responsibilities and carryout contingency planning).
- Maintain effective Situational Awareness through systematic military information processing to decision making at Mission level and increase responsiveness of the Military Component. HOMC must set Priority Information Requirements and define resources/means.
- Maintain high state of operational readiness by the Military Component to respond effectively.
- Contribute to development of DPKO/DFS policy development as required
- Provide direction and priorities for preparation of military component's Results Based Budget framework for successive annual budgets
- Confirmation of contingent owned verification reports
- Prepare Military Component to prevent any ill-fated incident and handle crisis situations effectively and with resilience.
- Ensure effective administration and management of Military Component to maintain high levels of motivation, esprit-de-corps, camaraderie and indomitable will to perform effectively in the mission area.
- Ensure conformity and compliance with UN principles, values, practices, rules, regulations, code of conduct, tactics, techniques and procedures, international legal instruments (IHL/IHRL/host country law, customs and practices) and mission-specific directives by the Military Component.
- Ensure conduct of periodic training by FHQ for Sector Commanders and/or Battalion Commanders/selected officers with emphasis on following aspects:-
 - Mission mandate(s)
 - Rules of Engagement (ROEs)
 - Concept of Operations (CONOPS)
 - Human rights aspects
 - Sexual Exploitation and Abuse (SEA)
- Maintain effective and timely technical link and communications with OMA/DPKO.
- If appointed as the Designated Official for safety and security (DO), the HOMC is responsible for the safety and security of all UN personnel falling under the Applicability Policy (including those in Agencies, Funds and Programmes within the mission area). In this role the HOMC will chair the Security Management Team (SMT).

HOMC human rights responsibilities have been spelt out in the DPKO/OHCHR/DPA/DFS Policy on Human Rights in UN Peace Operations and Political Missions (2011) and can be summarised as follows:

- Ensure that military personnel act in accordance with International Human Rights (IHR) and international humanitarian law (IHL).
- Support the establishment of credible mission accountability mechanisms to investigate and follow up allegations of abuses by military personnel.
- Issue guidance and procedures which guide peacekeepers' operations when confronted with human rights violations, including in situations of imminent threat of physical violence.

- Ensure compliance to the UN Human Rights Due Diligence Policy.
- Together with the head of the human rights component and other parts of the mission anticipate, plan and prepare mission-wide plans for possible crises, escalation of violence and upsurges of human rights violations so as to devise rapid preventive and protection measures.
- Ensure that military planning and execution of military operations fully takes into account human rights advice with regard to the potential human rights implications and mitigating measures.
- Ensure that military personnel receive adequate human rights training prior to deployment to understand how the implementation of their mandated tasks intersects with human rights and to prepare them for their human rights responsibilities.

HOMC/FC shall be:

- Member of the MLT and Mission Crisis Management Team.
- Member of the Security Management Team (SMT). Chair if appointed as Designated Official for security (DO).

3.2.3: Deputy Force Commander (DFC). The primary responsibility of the DFC is to assist the HOMC/FC in exercising the command functions, either in absentia or as delegated. The DFC extends the commander's span of control in areas and functions as the commander designates. The DFC's specific duties vary based on mission needs. For example, the HOMC/FC may delegate operational tasks, responsibility for liaison, training and mission implementation to the DFC to facilitate accomplishment of the mission mandate. Usually, the HOMC/FC assigns specific tasks and responsibilities to the DFC in order to maintain his/her attention on the main course of action of the peacekeeping military component. The DFC must be able and ready to assume operational command in all respects at any time based on the operational requirements. DFC shall be:

- Alternate member of the MLT and the Mission Crisis Management Team.
- Alternate member of the Security Management Team (SMT).
- Act as the Chief Military Observer/Chief Liaison Officer in a multidimensional Mission with an observer component.
- Sometimes DO in the absence of the HOMC/FC if the latter is appointed as DO.

3.2.4: Force Chief of Staff (COS). The Force COS is the Commander's principal assistant for directing, coordinating, supervising, and training the staff. In smaller or in observer missions, the COS and Deputy Chief or Deputy Commander may be the same person. The COS should endeavour to understand the 'commander's intent' to free the Commander from routine activities. The COS directs staff tasks, conducts staff coordination, manages staff processes, and ensures that the staff works efficiently. The COS supervises staff outputs and ensures coordination on overlapping issues. The COS also ensures that procedures supporting



human rights integration into the work of the military are developed, in close coordination with the human rights component. The COS undertakes the following tasks:

- Directing (coordinating) and supervising staff planning processes.
- Organising the preparation, coordination, authentication, publishing, and distributing the Force HQ SOP, OPORDs, FRAGOs, and warning orders (WARNOs) to which other Staff Branches contribute (assisted by U-3).
- Reviewing plans and orders of subordinate units.
- Managing the commander's priority requirements.
- Organizing and conducting staff training.
- Supervising tasks assigned to the staff.
- Ensuring the staff integrates and coordinates its activities internally, vertically (with UN HQ and subordinate units), and horizontally.
- Resources allocation and organisational management.
- Be prepared to represent the Force on policy board implementation type discussions such as Human Rights Due Diligence Policy.
- Ensure conduct of periodic training by FHQ for Sector Commanders and/or Battalion Commanders/selected officers with emphasis on aspects including Mission mandate(s), Rules of Engagement (ROEs), Concept of Operations (CONOPS), Human rights aspects, Conduct and Discipline.

3.2.5: Deputy Chief of Staff (DCOS). The Deputy Chief of Staff (DCOS) deputizes in the absence of the COS and his/her main function is to direct, coordinate and supervise the work of each operational branch and advise the HOMC/FC on military operational matters in the mission area. The main functions of the DCOS are as follows:

- Remains abreast of the operational situation, solves outstanding issues, updates the HOMC/FC, COS, the Force HQ and operational units on developments in the mission area.
- Disseminates information to and coordinate with other military and civilian Staff Branches on pertinent matters.
- Coordinate all military activity and deployment of units in the mission area.
- Defines the responsibilities of subordinate Staff Officers.
- Produces and reviews all operational documentation. (Code Cables to UNHQ New York, special reports, operation orders, instructions, SOPs etc.).
- Supervises the preparation of contingency operations plans.

3.3: Role of the Staff.

The FHQ military staff are the HOMC/FC's principal staff and are directly accountable to the COS. Military staff are responsible for collating information and analysing the implications and consequences for the mission and operations. Military staff must provide timely and accurate recommendations to the HOMC/FC in order to support the best possible decisions and exercise sound OPCON of all military contributions. They further assist the HOMC/FC in



coordinating and supervising the execution of plans, operations, and activities. Collectively, through the COS, they are accountable for the HOMC/FC's entire field of responsibilities.

A military Staff Officer's (SO) authority is limited to his/her functional branch. The SO advises, plans, coordinates, and integrates activities and personnel resources of the respective functional unit. An SO may have additional authority to act on specific matters or specific projects within his/her responsibility. Specialists may be assigned to Force HQ to act as subject matter experts on cross cutting functional areas (such as, Human Rights Adviser, Gender Adviser, Child Protection Adviser and CRSV Adviser etc.). Alternatively a FHQ may be required to nominate Focal Points (such as POC, Gender, CRSV, Child protection, Environment Focal Points) for such functions to address specific issues. Staff management requires common sense, a pragmatic approach and flexibility from the military leadership.

3.3.1: Common Staff Activities. The staff controls each function within their areas of responsibility. The functional areas listed should be adjusted to fit the Mission requirements and tasks while optimising the span of control. According to the complexity of the situation and the anticipated threat, a standing "Operations Centre" may be established with enhanced capabilities as required. Some of the common staff activities include but are not limited to:

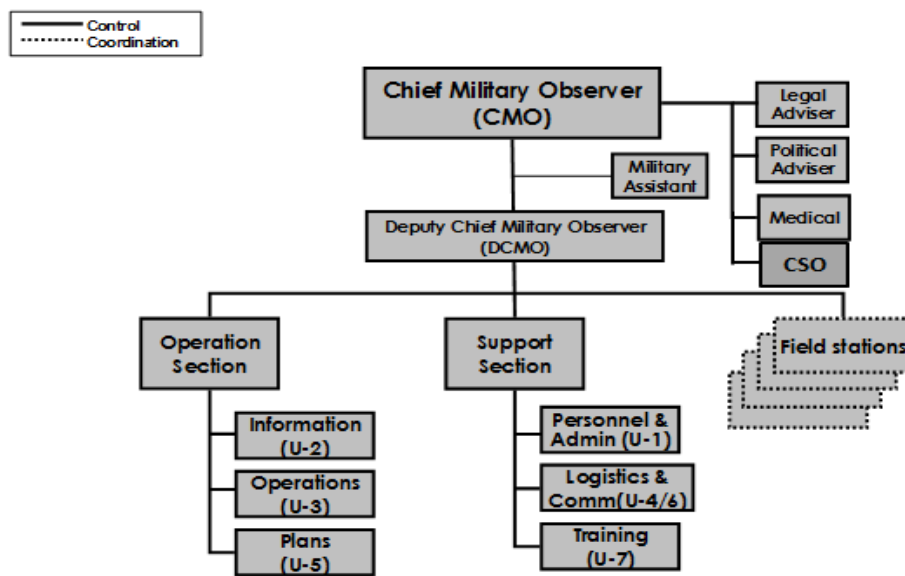
- Advising and providing information to the HOMC/FC. Provide timely and continuous information to the commander in order to keep him/her aware of the situation.
- Preparing, updating, and maintaining Estimates. Develop options or CoA to assist the commander in decision making based on facts, events, conclusions and recommendations.
- Preparing Plans and Orders. Prepare and issue plans and orders to carry out the commander's decisions.
- Gathering, Processing, Analysing, and Disseminating Information. Collect, collate, analyse, process, and disseminate information that flows continuously into the headquarters.
- Conducting Training. Assess training requirements in respective functional area.
- Performing Staff Assistance Visits. Visit subordinate units to obtain information, observe execution of orders/instructions, advise/assist on implementation measures and keep the commander informed.
- Providing Liaison. Liaison with other UN entities including DPKO/DFS, local, regional, national and international stakeholders and partners.
- Monitoring Execution of Decisions. Ensure that decisions reach the subordinate units and carry out the commander's decisions.

3.3.2: Self-Evaluation. A UN Force HQ comprises officers with a diversity of backgrounds, experiences, training, abilities, understanding and language. Creating synergy is a daunting and continuous process. The need for a process of self-evaluation of the individual staff member and the section/branch is an important step towards the cohesive functioning of that section/branch. Self-evaluation should be an accurate and objective evaluation of expected outcomes of the section/branch. An Aide Memoire providing an objective evaluation criterion for FHQ's outputs by section/branch is provided as an accessory at the back of this handbook that will assist the leadership to review FHQ's functioning and outputs.

3.4: Force HQ Organizational Models. A Force HQ may be configured in three organisational structures. An Observer Mission is typically a military-led traditional peacekeeping operation,

which has a compact span of command and various staff entities. All Missions, whether an Observer Mission (small, medium large) or multidimensional will be organised with a United Nations Staff (U-staff) structure, with the number of functional areas dictated by the mandate and military tasks. The functional structure of Force HQs will not differ considerably if the Mission is led by a HOMC/FC as Head of Mission or under civilian leadership. These will be based on the “U-staff”, “Modified U-staff” with functional areas dictated by the Mandate. Multidimensional and fully integrated Mission’s Force HQ will be based on the “Modular Structure”.

3.4.1: Military Observer Mission. The HQ staff of an Observer Mission is organised in accordance with the basic U-staff structure. However these Missions do not require full scale staffing. Therefore the number of functional units can be reduced if a function is not obliged in the Mandate.

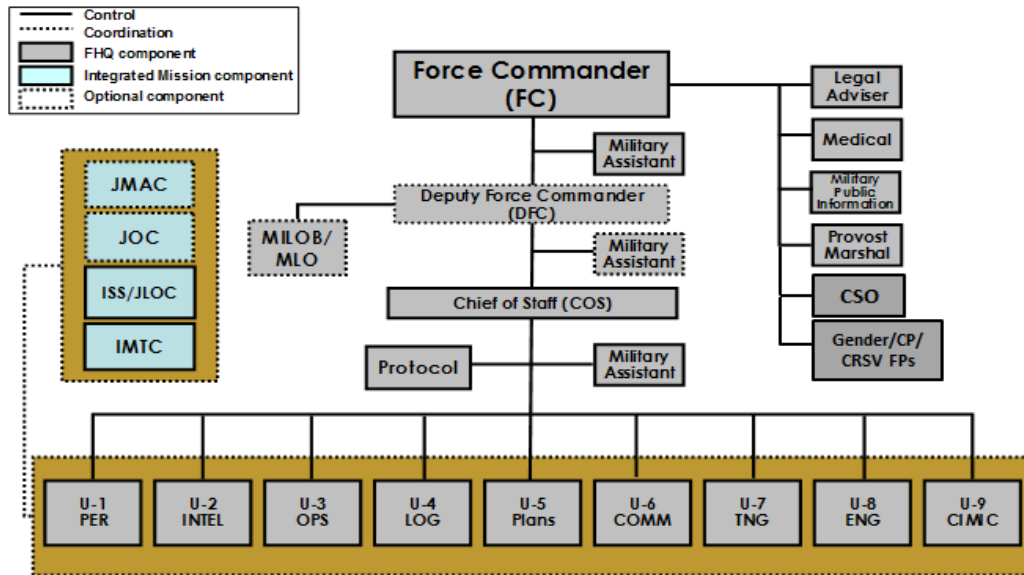


An FHQ in an unarmed Military Observer Mission commonly consists of the Military Observer and a civilian administrator. The Chief Military Observer (CMO) directs the duties of the Deputy Chief Military Observer (DCMO) and the Chief Administrative Officer (CAO). The DCMO co-ordinates, and is responsible to the CMO for the operational (military) component. The CAO co-ordinates and is responsible to the CMO for the functioning of the Administrative/Logistics component. In such cases, the military staffs do not perform these functions. When a Chief Military Observer is the HOM, he/she may have a military assistant as a personal staff officer, and/or legal /political /medical advisers. The head of the joint OHCHR/DPKO human

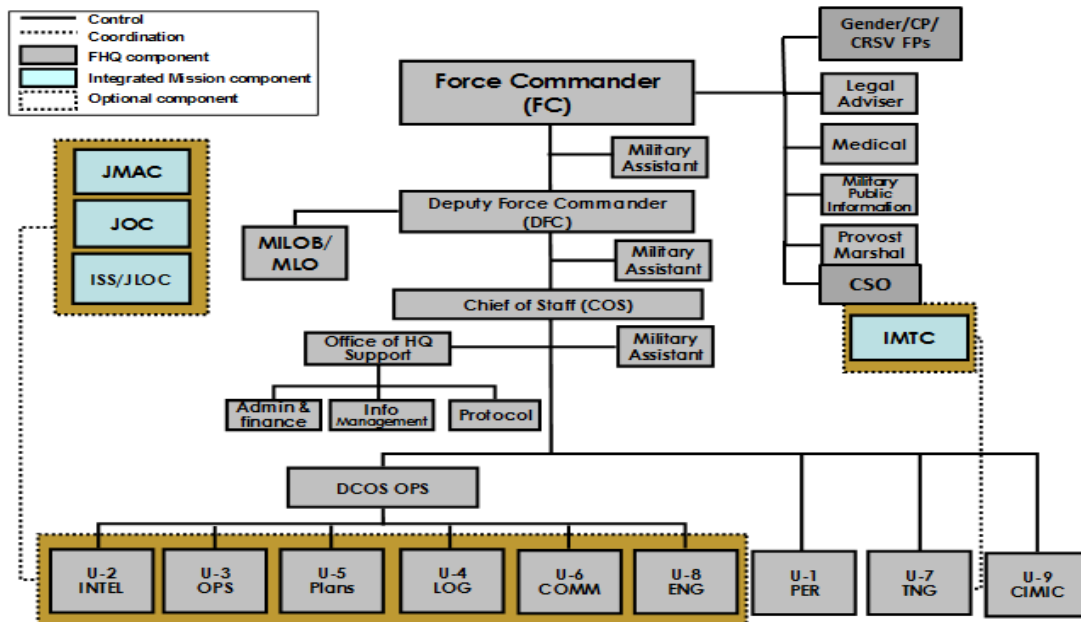


rights component – when such component is established – acts as the human rights adviser to the Head of Mission, in this case the Chief Military Observer, and supports integration of human rights into the work of Military Observers.

3.4.2: Standard Small/Medium Size Mission: U-Staff. The U-Staff compact structure is suitable for small to medium size Missions where military strength is below 6,000.



3.4.3: Standard Large Mission: Modified U-Staff. Organization of the Force HQ with a large Military Component (6,000~10,000 troops) includes the establishment of a Deputy Chief of Staff Operations (DCOS Ops) in order to reduce the Chief of Staff's (COS) span of control.



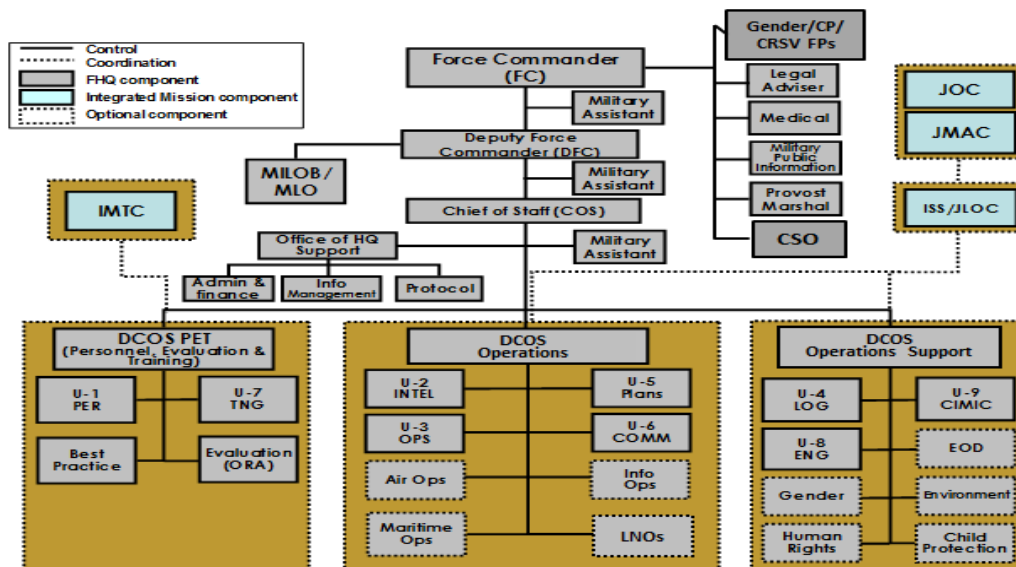
The capability to run full scale operations provided by this structure is based on the nature of the mandate, the anticipated threat and on the complexity of the situation.

3.4.4: Multidimensional Mission: Modular U-Staff. UN peacekeeping continues to evolve to include thematic mandates requiring more interaction with mission civilian components and external actors in addition to the traditional military ones, leading to what are termed “**multidimensional**” peacekeeping operations. New challenging environments require a more dynamic approach to peacekeeping and a wider range of military components. The establishment of a secure and stable environment, the promotion and protection of human rights and the

protection of civilians in situations of imminent threat of physical violence are essential tasks of many UN peacekeeping mandates, which must be reflected into military tasking and operations. Therefore, in the multidimensional mission, the Force HQ is designed to operate as part of an integrated command at the operational level.

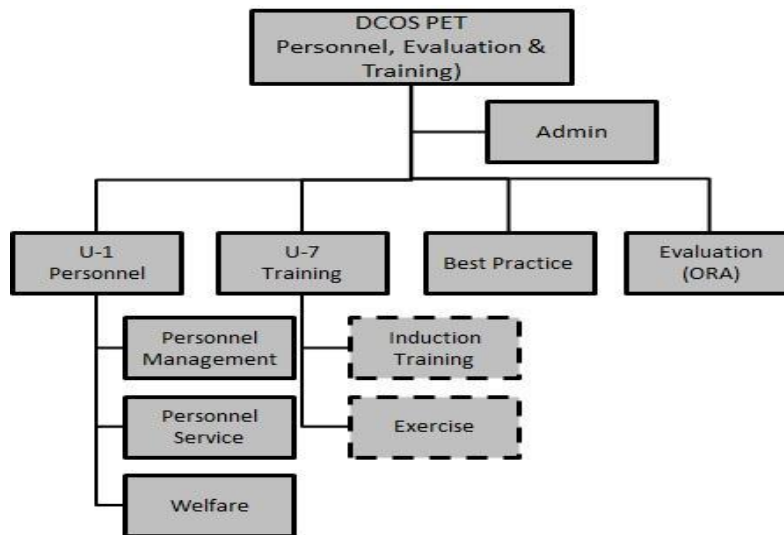
In today’s contemporary and multi-dimensional peacekeeping operations a unified civilian, military and police effort requires close coordination, synchronization, and information sharing across the different staff functions and

components. In order to meet these demands, the Force HQ in a multidimensional mission with a military component above 10,000 troops is designed as a modular Force HQ to perform a joint and functional entity within Mission HQ. This would allow peacekeeping operations to better confront and coordinate challenging tasks, including dealing with the violence of spoilers who seek to undermine the peace process or pose a threat to the civilian population, for more effective mandate implementation.

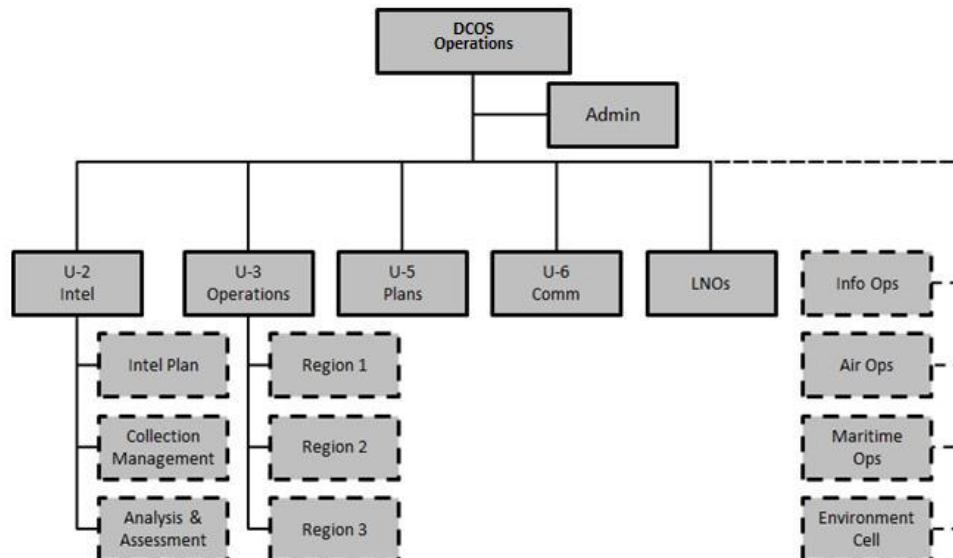


The modular staff organization is designed to facilitate the planning and decision making processes that are crucial within a Force HQ. The basic architecture of the Force HQ consists of three main entities; Operations; Personnel, Evaluation and Training (PET); Operations Support. The size of these organizations and the number of subordinate cells should be considered in the planning phase depending on the requirements. The functions of a Force HQ in such missions are arranged and re-grouped in order to provide the optimal response to mandated tasks. The purpose of this arrangement is to generate synergies between functions and avoid stove-piping work.

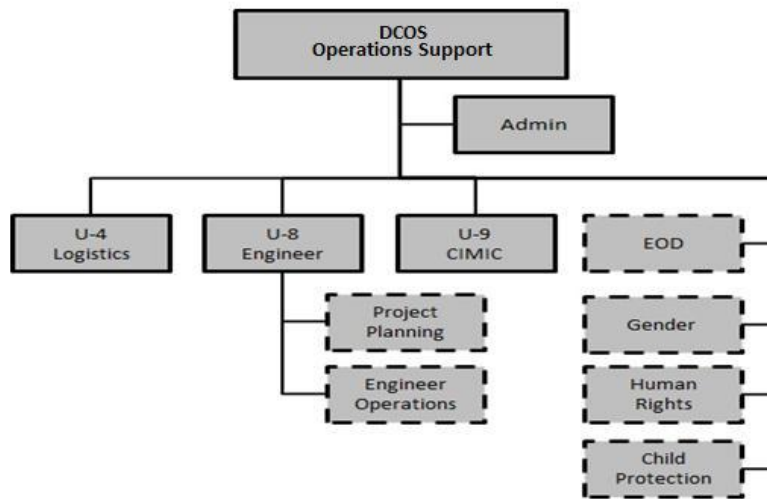
Military Personnel, Evaluation and Training



Military Operations



Military Operations Support



Staff Branch structures and functions are referenced in Annex A to this Chapter.

3.5: Military Operations Centre (MOC)

The operational constraints of the peacekeeping environment in terms of new terrain, presence of multiple actors, sensitivity in public interaction, need for mature and calibrated response, unpredictable safety and security situations and the fact that a single negative incident could have wide ramifications to the peace process, entails maintaining effective command and control of activities by the commanders at all levels. Therefore, it is an imperative to establish Military Operations Centre's at the Force HQ, Sector/Brigade HQ, as well as at the Unit and Sub-unit levels to monitor, coordinate and control all activities and responses for the execution of Mission Essential Tasks (MET) and logistics sustenance of the Force.

The Force Military Operations Centre is a Command, Control, Communication and Information Centre designed to control and execute operational activities, to include, coordination, integration and timely passage of information and orders in accordance with operational plans and commander's intention. The MOC will function under the Force Chief U-3 Operations and will have a dedicated MOC Officer assisted by one Warrant Officer and four NCOs and two signal personnel. Military Components may preferably co-locate its Military Operations Centre (MOC) with the JOC to ensure close coordination of daily activities together with the police and security centres. In case, it is not possible, the Military Component/Force MOC should ensure effective information sharing mechanism with the JOC. The Force MOC shall have the following arrangements for effective functioning:

- Maps and Satellite Imageries. (Situation Maps, Situational Awareness and Information Map, Operations Map, CIMIC Map, Working Map, sketches/enlargements, Air Photos and Satellite Imageries).
- Operational plans, patrolling plans, schedule of events, information collection plan, etc.
- Video Tele-Conferencing (VTC) Facility.

- A forward, rear and lateral secure voice and data communication link with redundancy.
- Hotline Communication to UNOCC, SitCen, JOC, JMAC, subordinate HQ, Units and Sub-units as well as the neighbouring Missions MOC will be maintained.

A suggested diagrammatic layout of a MOC is at Annex B to this chapter.

3.6: Force HQ Battle Rhythm

3.6.1: Many factors influence the cycle of command and staff activities and these include UN HQ reporting requirements, operations and the planning requirements. Important activities to be undertaken by FHQ are:

- Daily Operational Brief.
- Weekly FC's Planning Meeting with FHQ Staff.
- Weekly Senior Management Team (SMT) Meeting.
- Monthly Operational Update to SRSG and OMA.
- Quarterly FC's Conference with Commanders.
- Quarterly visit to all major units.
- Six Monthly Inter-Mission-Cooperation Conference (where applicable).
- Six Monthly Mission Operational Capability Review.
- Annual Force Report.
- Six Monthly Contingent Commanders Conference.
- (Annual HOMCs Conference in United Nations Secretariat.)

3.6.2: Force HQ Activities. Following table provides a set of suggested Force HQ Routine Activities:

Period	Event	Location	Participants/Reporting line
Daily	Shift Change	Operation Centre	Duty Officer
Daily	Situation Update to HOMC/FC	Briefing Room	HOMC/FC, DFC, Force CoS, U-1~9, Personal Staff, Liaison Officers, @
Daily	Daily Information Summary (INFOSUM)	U-2	DPKO/OMA (0600hrs NYT)
Daily	Daily Situation Report (SITREP)	U-3	DPKO/SITCEN (0600hrs NYT)
Weekly	Weekly Information Report (INFOREP)	U-3	DPKO/OMA (0600hrs NYT)
Weekly	Weekly Situation Report	U-3	UNHQ DPKO/SITCEN/OMA (0600hrs NYT)
Weekly	Mission Leadership Team (MLT) Meeting	Mission Briefing Room	HOMC/FC, U-2, U-3
Weekly (depending on security situation)	Security Management Team (SMT)	Mission Briefing Room	HOMC/FC, Members of SMT, CSO, U-2, U-3, U-5, Info Ops
Monthly	Monthly Military Strength Report	U-3	DPKO/OMA/OO
Monthly	Military Monthly Report	U-3	DPKO/OMA/OO
Quarterly	HOMC/FC Conference	Sectors	HOMC/FC, Contingent Commanders, U-2/3/5, @
Bi-annually	Inter-Mission Conference	Force HQ	Mission HOMC, U-2/3/5, @
Every 6 Months	Operational Readiness Report	U-3	DPKO/OMA/OO
Ad-hoc	Plans update to HOMC/FC	U-3	HOMC/FC/DFC/CoS, U-1~9, Personal Staff, LOs, @
Ad-hoc	Notification of Casualty (NOTICAS)	U-3	DPKO/OMA/OO
As Required	Special Incident Flash Report (SINREP)	U-3 (JOC)	DPKO/SITCEN/OMA
As Required	Reporting following the Use of Force	U-3 (JOC)	DPKO/SITCEN/OMA
Note: @ Others as required			

3.7: Correspondence, Reports & Returns Formats

The primary role of the staff of a Force HQ is to assist the command to exercise operational control over deployed UN Blue Helmets in accordance with the Mission's mandated tasks conveyed through DPKO issued CONOPs and Mission HQ directed tasks. In order to accomplish these fully the Force HQ needs to communicate the HOMC/FC's intent accurately, concisely. There are many forms and formats that may need to be developed by a Force HQ and can be as elaborate as the Commander may wish them to be. A select number of orders, reports and forms of correspondence are attached at Annexes C - N to this chapter as follows:

- Staff Estimate
- Military Component Operations Order
- Fragmentation Order
- Daily Situation Report
- Daily Security Incident Report
- Weekly Situation Report
- Weekly Information Summary
- Incident Report
- Flash Report
- Notification of Casualty
- Monthly Report
- Annual Report

3.7.1: Military Briefings. The nature of UN peacekeeping operations and the need to keep many interested stakeholders, both military and civilian, updated of past and current operations as well as future intents will demand a plethora of briefings by the Military Component. There are four types of military briefs that a Force HQ could use: Information, Decision, Mission and Staff Briefs. Suggested formats are attached at Annex N.

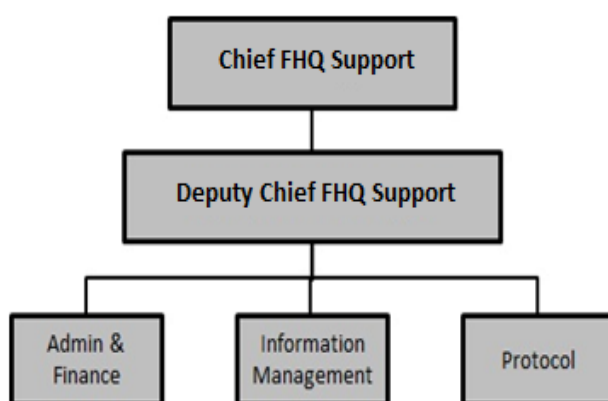
3.7.2: Urgent Communications. In the event of a particularly significant event occurring, such as a UN casualty/fatality or a major shift in the operational dynamics, there is a requirement for the details to be urgently conveyed through the Chain of Command to UNHQ. An example of the type of report, distributions/recipients, and timelines are below:-

- Incident: Casualty/Fatality
- Report to be initiated: NOTICAS
- Distributions/Recipients: UNHQ, Attn: OMA (CMOS), with copies to SitCen, Medical Service Division/OHRM/DM, Medical Support Section/LSD/DFS, PMSS and to the Office of the United Nations Spokesperson
- Timeline: Within 12 hours of the incident

Staff Branch Structures and Functions

1. **General.** This section describes the structure and functional responsibilities of Force HQ Staff Branches.

2. **Office of HQ Support.** The Office of HQ Support is responsible for Force HQ management and the support of Force HQ staff officers. The office is responsible for the provision of office materials, items of equipment or personnel service for the Force HQ staff officers and acts as the point of contact between the functional staff branches and Mission administrative units.



Administration and Finance Cell is responsible for:

- Supervise disbursement of Mission funds.
- Perform limited funds accounting.
- Provide banking and currency support.
- Administrative support for Force HQ staff members (allowance, reimbursement, leave, etc.)

Information Management Cell is responsible for:

- Tracking of the in and out documentation.
- Control of the proper use of the interchange tools.
- Elaboration and dissemination of statistics.
- Control of the routine cycle.
- Registry and final control of the periodic reports.
- Responsible for key aspects of the information lifecycle.

Protocol Cell main responsibilities are:

- Plan, coordinate, and execute UN Medal awards, ceremonies, and other related protocol support.
- Plan, coordinate, and execute official visits, ceremonies, itineraries, escorts, logistic support, billeting, and information.
- Coordinate classified and unclassified briefings as required.

Personal Staff and Advisory Group. The following staff functions fall under the direct supervision of the FC/HOMC:-

(Senior) Military Assistant (SMA). The MA serves as a personal assistant to the HOMC/FC in designated positions. The main responsibilities are:

- Prepare and organize schedules, activities and calendars.
- Prepare and execute trip itineraries.
- Meet and host the visitors of HOMC/FC at Force HQ or quarters.
- Coordinate protocol activities.
- Acts as an executive assistant.
- Supervise other personal staff members (secretaries, assistant aides and drivers).
- Perform varied duties as defined by the HOMC/FC, including personal wellbeing and security.

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

- Integrate legal advice in all military plans and OPORD.
- Provide specialised military legal advice on substantive and procedural issues on peacekeeping operations related to military components.
- Provide legal services in administrative law, claims, contract law, criminal law, international law, environmental law, and operational law.
- Act as adviser and focal point for detention related issues.
- Develop programmes and impart training to Military Component on the UN peacekeeping “Legal Framework” and its military implications.
- Exercise supervision and maintain close liaison with the Military LA of lower formations and Contingents to monitor cases and other legal issues and assist them by providing prompt legal advice or directions, as warranted in the specific cases.
- Represent the Force HQ in various standing and ad-hoc committees, working groups and task forces, when legal aspects of military operational issues are discussed.
- Obtain periodic reports and returns, from the lower formations and units and maintain a data bank of legal cases at the Force HQ to be sent to UNHQ as an Annual report.
- Provide specialised military legal input to UN HQ, based on analysis made on the data compiled from the reports and returns of legal cases.
- Draft legal documents, papers and presentations, on legal aspects.
- Coordinate and work closely with Mission Conduct and Discipline Unit, OIOS Unit and Rule of Law entities to support development and implementation of mission legal guidance.
- Ensure regular lectures on the Rules of Engagement (RoE) are presented to all contingents.

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

- Maintain close communication and coordination with the Mission’s Chief Medical Officer (CMO).
- Plan, organise, and execute health service support functions for the Military Component.

- Advises the FC on how operations impact the health of personnel.
- Supervise the professional and clinical performance of the TCC medical facilities and preventive medicine and health education programs.
- Exercise technical supervision (to maintain professional and clinical standards) over all TCC Levels 1, 2 and 3 medical facilities, including assessments and evaluations.
- Assist the CMO in developing or reviewing the Medical Support Plan, SOPs and Guidelines for mission medical facilities and supervise its implementation.
- Based on mission guidance, establish guidance and procedures for medical evacuations pertaining to military personnel.
- Oversee the implementation of preventive health measures, disease prophylaxis and field hygiene, including food and water inspections, sanitation and waste disposal.
- Updating medical knowledge and first aid training of military peacekeepers.
- Create HIV/AIDS awareness and promote compliance on Mission Policy on HIV/AIDS.
- Promote adherence to Malaria prophylaxis.
- Promote road safety and accident prevention.
- Foster cooperation and coordination between all TCC medical facilities and other UN bodies, Governmental and Non-Governmental-Organizations (NGOs) and local health authorities.
- Oversee the collection and reporting of epidemiological and casualty data.

Military Public Information Office (MPIO). The MPIO is responsible for overseeing the Force's external communications. The main responsibilities are:

- Maintain close communication and coordination with the Mission's Public Information Officer.
- Plan positive and continuous host countries' relations programs to gain and maintain public understanding and goodwill that support Organization's operations.
- Coordinate information with local media sources to ensure that disseminated information is not contradictory.
- Plan and supervise a commander's public affairs program.
- Advise and inform the HOMC/FC of the public affairs impact and implications of planned or implemented operations.
- Serve as the spokesperson for HOMC/FC on communication with external media.
- Assess information requirements, monitor the media and public opinion, and evaluate the effectiveness of public affairs plans and operations.
- Facilitate media efforts to cover operations
- Develop, disseminate, educate, and train the Force HQ staff on policies and procedures for protecting against the release of information detrimental to the mission and personal privacy.
- Advise the HOMC/FC and staff when interacting with news media.

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

- Assist in the promotion of good conduct and discipline by military personnel.

- Advise the HOMC/FC on technical and procedural aspects of physical security.
- Conduct investigation on alleged misconduct of military personnel.
- Provide the FC with a focal point on all matters of law enforcement planning, policy, and reporting, and provide a liaison for the HOMC/FC with UNPOL.
- Command and control of the Force's Military Police component.

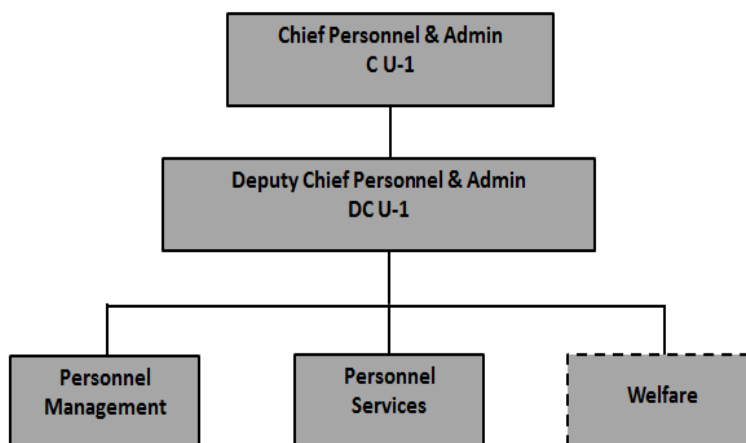
Gender Adviser

According to the UN guidance, a military gender officer should be appointed in FHQ to support mission-wide efforts to implement mandates on women, peace and security and other related matters. The focal point can also support liaison with the Mission gender unit and local women's organizations on UN civil-military coordination (UN-CIMIC) activities. This officer should be located in the FHQ with direct reporting line to HOMC. Sector(s) HQ should also nominate Gender focal points that should coordinate efforts with the military gender adviser/focal point at FHQ. Main functions of the Gender Adviser are:-

- Provide advice to the Force Commander and senior military leadership on strategies for effective implementation of existing mandates on women, peace and security.
- Monitor the inclusion of security priorities of both local women and men in information analysis and assessments, to inform the FC's planning and execution in the area of operation.
- Monitor and support delivery of gender training for all military peacekeepers.
- Monitor and support gender-sensitive reporting activities, and the use of gender disaggregated data to facilitate planning for military operations.
- Monitor implementation of guidance on protection of women and girls from sexual violence by military peacekeepers in accordance with mission mandate.
- Monitor and advise on operational requirements for female military personnel at operational and tactical levels.

Personnel and Administration Staff Branch (U-1)

The U-1 Staff Branch deals with all matters concerning human resources, including personnel readiness/services, and HQ management.



U-1 Staff Branch Responsibilities.

- Monitor unit strength status and reporting monthly military strength to UNHQ.

- Personnel replacement management (receive, account, process, and deliver personnel, request and allocate individual replacements).
- Coordinate and integrate personnel plans and procedures for local civilian staff support to FHQ.
- Ensure casualty reporting through the chain of command and also maintain casualty data in coordination with Force Medical Officer.
- Arrange and coordinate UN Medal Awards for Force HQ staff and TCC with Protocol Section.
- Force Commander, Deputy Force Commander hand-over/take-over arrangements.
- Staff planning and supervising, this includes morale support activities, including recreational and fitness activities.
- Ensure the timely preparation and submission of performance evaluations for designated individuals in accordance with the established UN guidelines.
- Postal operations (operational and technical control).
- Responsible for conduct and discipline arrangements of all military personnel including aspects of prevention and response to alleged misconduct.
- Management (recommending manpower allocation).
- Act as lead for implementing Screening and Human Rights Due Diligence Policy (HRDDP).

Policy on Human Rights Screening of UN Personnel (2012)

On 11 December 2012, the Secretary-General endorsed the “Policy on Human Rights Screening of UN Personnel” (Decision No. 2012/18). The policy applies to all UN personnel in the Secretariat – staff and non-staff, uniformed and civilian, including those in peace operations. It includes a section on principles, which includes that the UN should, as a principle, neither select nor deploy for service in the Secretariat any individual who has been involved in violations of international human rights or humanitarian law.. The policy outlines a three-prong approach by which the UN will gather information for purposes of human rights screening:

1. States that nominate or provide personnel to serve with the UN are requested to screen their personnel and certify that they have not committed or alleged of having committed violations;
2. Individuals seeking to serve with the UN will submit self-attestations; and
3. The UN Secretariat will set up an information exchange mechanism, such as a focal point network and procedures to support the exchange of information on prior human rights conduct of candidates for the purpose of screening.

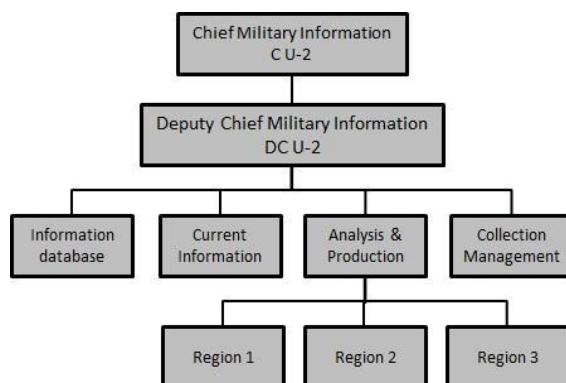
Optional Cells/Staff.

Welfare Officer. The Force Welfare Officer shall disseminate relevant aspects of the DPKO-DFS guidance, including the Policy and SOP on Welfare and Recreation, and monitor its implementation, carry out evaluation and report to the Force HQ. The Welfare Officer shall represent the Military Component in the Mission Welfare and recreation Committee and liaise/coordinate with the Mission Welfare Focal Point. The Force Welfare Officer shall ensure the following:

- Monitor, evaluate and report on contingent level welfare and recreation arrangements.
- Analyse Mission environmental factors and suggest appropriate approaches to maintain physical and psychological health of the military peacekeepers.
- Project and coordinate provision of welfare and recreation support on as required basis.
- Plan and organise for the improved wellness, working and living conditions of military peacekeepers.
- Monitor effective utilisation of welfare and recreation funds as authorised to contingents.
- Ensure that all welfare and recreational activities respect local culture or practices.
- Ensure that all welfare and recreational activity correspond to the required degree of safety and security conditions as per Mission procedures.

Military Information Staff Branch (U-2)

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



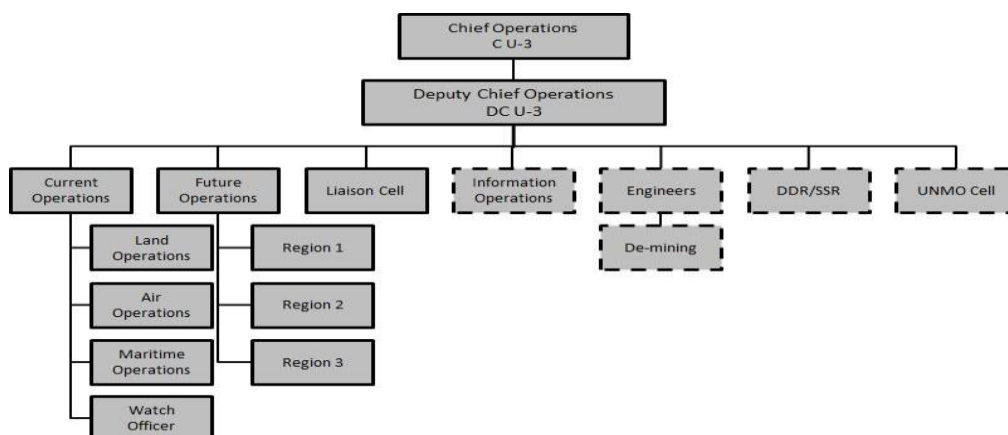
U-2 Staff Branch Responsibilities.

- Support HOMC/FC with short/medium/long term military intelligence for accomplishment of military objectives in the Mission.
- Analyse, define and disseminate HOMC's Priority Information Requirements (PIR). Align Force PIR with Mission PIR.
- Assist/support/provide military intelligence to U-3/U-5 for the planning and conduct of military operations in the Mission.
- Coordinate with and provide inputs to Military Operations Centre.
- Assist JMAC with military information. Provide required inputs to JOC and other integrated entities/Mission Components.
- Plan and manage the information collection plan and recommend PIR.
- Coordinate ground and aerial reconnaissance and surveillance operations with other collection assets, when the Mission operates these assets.
- Coordinate, collect and disseminate relevant inputs acquired through space, satellite imagery, aerial, maritime and ground based surveillance and monitoring assets.
- Collect, process, produce and disseminate military intelligence in a timely manner.

- Preparation of monthly information summaries
- Monitor activities, capabilities and intentions of the opposing parties and of neutral parties.
- Assess threats and risks in the mission to identify vulnerabilities in time and space and carryout predictive analysis/prognosis of likely challenges.
- Establish regular information sharing with the human rights, JMAC and other civilian components as relevant, with due regard to issues of confidentiality.
- Provide early warning through targeted information analysis.
- Maintain a military information database of collected, collated and analysed information from all sources for utilisation by Mission/Force HQ, subordinate HQ and units/sub-units of the Military Component.
- Prepare Weekly Information Summary to be submitted to UNHQ /OMA.
- Maintain the current situation updates and the information estimates.
- Assist the U-5 in planning and the U-3 in information operations.
- Prepare the military intelligence training plans.
- Operate 24-hour watch officers, if required.
- Maintain a direct technical link with OMA Assessment Team.
- Co-locate with and support JMAC (if present in the Mission).
- Brief Mission Leadership Team on military-specific issues.

Operations Staff Branch (U-3)

The U-3 Staff Branch deals with all matters concerning operations and force deployment.



U-3 Staff Branch Responsibilities.

- Prepare, coordinate, authenticate, publish, and distribute the Force HQ SOP, fragmentary orders, warning orders and contingency plans.
- Coordinate with the U-2 on operation of the reconnaissance and surveillance assets and provide information requirements to the U-2, if the Mission is operating these assets.
- Plan troop movements, including route selection, priority of movement, timing, providing of security, quartering, staging, and preparation of the movement orders.
- Establish a 24/7 Military Operations Centre.
- Coordinate and direct terrain management (overall ground manager).
- Recommend the general locations of command posts.
- Recommend task organisation and assign missions to subordinate military elements as per approved plans.

- Force protection.
- Information operations.
- Coordinate with the DDR/RR team (if part of the Mission).
- Coordinate with the Human Rights component. Monitor and report Human Rights Violations.
- Operate 24-hour situation Centre, or provide duty officers to JOC.
- Air Ops: If it is not an independent branch, synchronize Air Operations with Operations Staff Branch and Coordinate with U-2 or the Information and Communication Centre to operate the reconnaissance and surveillance assets.
- Maritime Ops: If it is not an independent branch, synchronize and coordinate maritime operations with Operations Staff Branch.
- Coordinate with all U-Staff Branches, subordinate HQ/units, and other UN and Non-UN actors (as necessary) to plan and execute operations.

Optional Cells/Staff.

Information Operations (Info Ops). The Info Ops cell integrates and synchronizes the core capabilities of Info Ops with related agencies and may be integrated as part of the Mission. The relationships between the military Info Ops cell and Mission organizations that support the Info Ops cell are per FC direction. These supporting organizations provide guidance on the employment of their respective capabilities and activities. The use of information in UN peacekeeping is inherently multi-service and multinational in nature. Info Ops cell should coordinate the military Information operations with other UN agencies; and non-governmental, private voluntary, and international organizations in the area of operations. Info Ops Cell may also establish an Info Ops Working Group. It develops Info Ops capabilities, plans, programs, and communications support as a part of the Mission's strategy and coordinates with UN components and partners within and outside the Mission.

Disarmament, Demobilization and Reintegration (DDR) Cell. Involvement in DDR programmes is not part of the normal work of the Force. However the military component can contribute to DDR operations by seeking information on the locations, strengths and intentions of former combatants who may or will become part of a DDR programme and by distributing information on a DDR programme to potential participants and the local population. Military staff officers could fill posts in a DDR unit or the Military Component can create a separate DDR cell for focal points of military support.

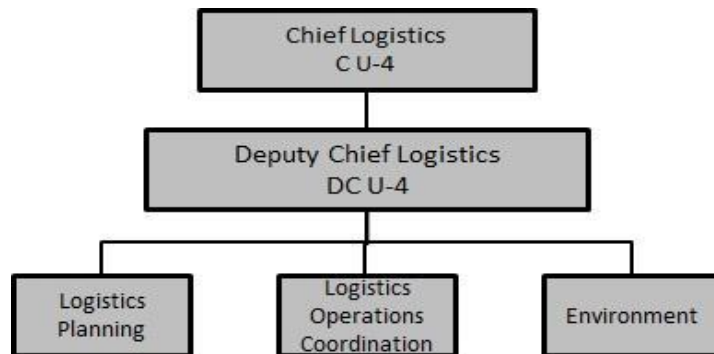
Military Liaison Cell. The Military Liaison Cell is responsible to maintain close and continuous liaison with Host Nation security forces and sometimes other organizations to develop mutual understanding, information sharing and promote unity of purpose. Acting as a bridge between the Force HQ and other UN and Non-UN military/security actors in the field (conflict zone), it enhances cooperation and interoperability to establish required levels of synergy in operations. Main functions are:

- Monitor Force HQ operations, understand intent of HOMC/FC, know the current situation and planned operations.
- Establish contact/deploy Military Liaison Officers with Host nation security forces.
- Establish contact and provide liaison support to identified and approved parties to the conflict as part of the reconciliation efforts.
- Assist Operation Branch and Force CoS in their respective functions.

- Acquire/share relevant information to support Force HQ in execution of tasks.
- Provide assistance to U-9 Branch for outreach and engagement with civilian organisations, local population, humanitarian and developmental actors, etc.

Logistics Staff Branch (U-4)

The U-4 Staff Branch is the principal advisor to the HOMC/FC on the overall logistics that affects the military operations and works closely with Service Delivery Division (SDD), Mission Support Centre (MSC), Mov Con, Supply and Support.



U-4 Staff Branch Responsibilities.

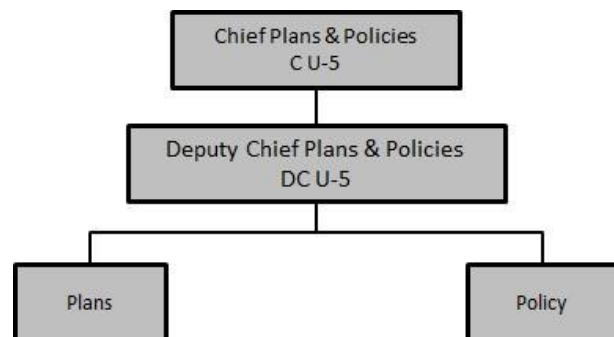
- Plan, coordinate and facilitate logistics support in conjunction with MSC.
- Ensure close logistics support to Military Component during crisis situations.
- In close consultation with DMS/CMS, provide logistics policy and procedural guidance for Military Component.
- Serve as the Force HQ focal point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

Optional Cell/Staff.

Environment Officer. The HoMC/FC will appoint an officer of the Force to serve as the focal point within the Military Component to liaise with the Mission Environmental Officer and to deal with environmental issues as per UN guidance, policies, procedures and objectives. This officer may be located in the U-4 branch in U-staff structures and in DCOS Operations Support in a Modular Mission Force HQ or seconded within the Civilian Mission Support Environmental Unit depending on the Missions' structure.

Plans and Policy Staff Branch (U-5)

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

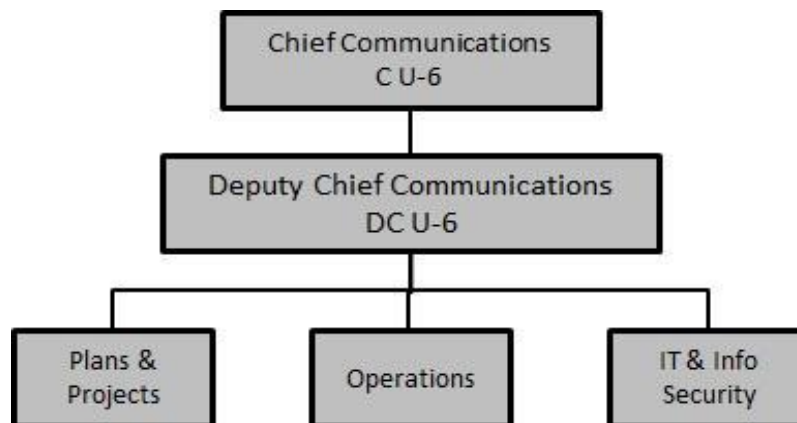


U-5 Staff Branch Responsibilities.

- Perform long-term planning, follow-on phase planning, and contingency planning.
- Assist U-3 in preparing Force HQ OPODs, FRAGOs, OPLANs and CONPLANs.
- Integrate appropriate staff/component involvement into plans and maintain oversight of the entire planning process within the Force HQ.
- Coordinate strategic and operational planning issues and guidance.
- Develop, coordinate, and implement Force HQ policy issues.
- Review HOMC/FC's operational plans for adequacy, and ensure compliance with Force HQ guidance and policies.
- Advise the HOMC/FC on political-military aspects of operations.
- Coordinate with the Human Rights component to integrate Human Rights and IHL advice and analysis into military planning. Foresee the potential Human Rights implications of an operation and plan for preventive measures.
- Act as military lead in integrated planning process and support Mission SPCC.
- Coordinate with Civilian Component (substantive sections) and Police Component.
- Act as lead staff branch for interaction with OMA.
- Provide budgetary support to Force CoS for supporting mission RBB.
- Act as lead for preparation of Military Component Work Plan.
- Act as military lead in support of Mission's Protection of Civilian implementation plans.

Communications Staff Branch (U-6)

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



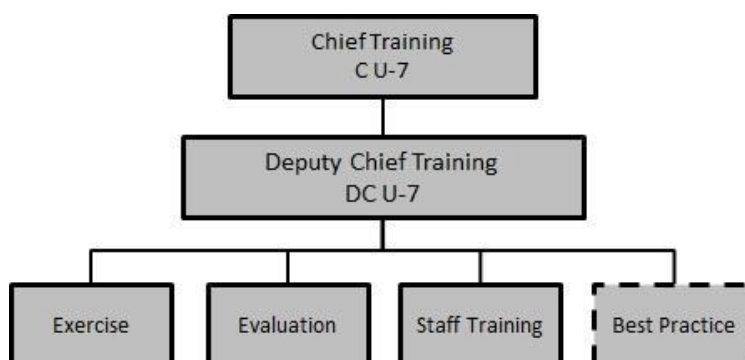
U-6 Staff Branch Responsibilities.

- Advise the HOMC/DFC/Force CoS and other branches on current military communications and IT capabilities and status.
- Provide estimates on the ability and reliability of Communication and Information Technology Section (CITS) and military Communication systems to support planned operations.

- Provide policy and procedural guidance for communications and IT support for Military Component deployed in the Mission.
- Liaise with the Mission CITS and serve as focal point to the subordinate HQ and Contingents.
- Integrate military CIT resources and capabilities in the overall CIT Mission support.
- Support all planning and coordination efforts in the Force HQ in close cooperation with CITS.
- Develop, update and implement all CIT-related guidelines, processes and SOPs specific to the operational needs of the Forces and aligned with the UN CIT concepts and regulations.
- Oversight and tasking of all subordinate military CIT units.
- Evaluate CIT-related training needs of subordinate military CIT units and Force HQ staff officers and develop required training programs.
- Act as the coordination interface between the Force HQ, Contingents, all military CIT support elements and the Mission's CITS.
- Provide policy and procedural guidance and monitor key performance indicators for all military communications and IT operations in the Mission, while also coordinating with other branches and Mission's integrated entities in communications-related activities.
- Maintain situational awareness regarding the support and operational impact of CIT.
- Ensure data, information and communications security for Force HQ and subordinate elements.
- Develop rules and procedures to define and regulate Force's information security.
- Grant Staff members' information access clearance.

Training Staff Branch (U-7)

The U-7 is responsible for military induction training, in-mission training, establishing the training needs of military contingents and supporting the integrated mission training cell (IMTC) in the delivery of training to the Military Component.



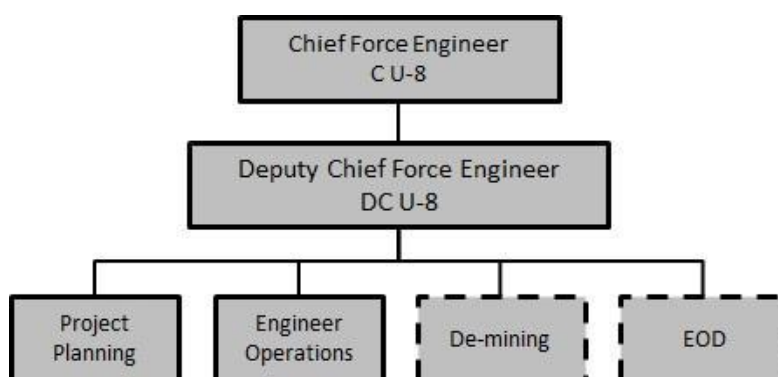
U-7 Staff Branch Responsibilities.

- Implement and monitor Force annual training programme.
- Plan, coordinate, and where appropriate supervise troop exercises.
- Prepare training guidance for the HOMC/FC approval.
- Identify training requirements, based on the Mandate, situation and training status.
- Ensure that training requirements reflect the conditions and standards of UN guidance.
- Determine the requirements for and allocation of training resources.
- Plan and conduct operational readiness confirmations and evaluations required.

- Compile training records and reports as appropriate.
- Promote knowledge sharing within all operational areas of the military in coordination with the Mission/Military Best Practices Officers (BPOs).
- Ensure that best practices are collected and shared in all areas of the work and train military staff on the use of the tools (Best Practices Toolbox reports), promoting and facilitating the production and sharing of reports.
- Ensure planning and coordinate conduct of periodic training for Sector Commanders and/or Battalion Commanders/selected officers with emphasis on following aspects:-
 - Mission mandate(s)
 - Rules of Engagement (ROEs)
 - Concept of Operations (CONOPS)
 - Human Rights aspects

Military Engineering Staff Branch (U-8)²

The primary responsibility of U-8 Branch is to plan, coordinate and implement the assigned engineer tasks (field/combat and construction) in accordance with mission priorities. In a peacekeeping operation, engineers may be engaged for humanitarian and non-military activities. Often, peacekeeping engineer units are required to support rebuilding infrastructure of host countries. This entails supporting civilian construction projects that are deemed crucial to implement the UN mandate. This cell may be attached to U-3 depending on the operational requirement.



U-8 Staff Branch Responsibilities.

- Advise HOMC/FC, Force HQ Staff, CISS and the Chief Engineer on military engineering resources, capabilities and employment.
- Develop Force Engineer support plans and programmes.
- Assess mine, IED and Explosive Remnants of War (ERW) threats and develop counter Mine/IED SOPs and measures (with United Nations Mine Action Service, UNMAS if deployed).

² U-8 Branch may have GIS officers, though in integrated peacekeeping missions a GIS section may be established in Mission HQ to support the Mission or maintain a separate Mil-specific GIS capability

- Plan, coordinate, implement and monitor counter IED, de-mining and EOD tasks under military domain.
- Coordinate, liaise and assist mission EOD/de-mining resources and other UN partners in the planning of EOD and de-mining operations.
- Provide Chemical, Biological, Radiological and Nuclear (CBRN) advice if necessary to the Force Commander.
- Maintain close liaison with Mission Engineer Section and other relevant offices for daily operation and management of engineering works/projects.
- Monitor and supervise the utilization of Military Engineering resources.
- Vet all engineering task orders for accuracy, relevance, and correctness and disseminate once approved.
- Ensure timely, accountable and cost-effective delivery of engineering support by Military Engineering Contingents.
- Identify military engineering shortfalls and advise Force leadership on alternative resources and solutions.
- Coordinate humanitarian and non-military activities assigned to military engineers.
- Assess, coordinate and assist Mission response to severe weather impacts and natural/man-made disasters.
- Assist environmental protection programme managers to ensure that all projects are carried out in accordance with UN environmental policies and guidance.
- Prepare project concepts including design specifications, engineering plan and estimation of all construction and maintenance projects under Military Engineers domain.
- Prepare and submit Project Status Reports periodically.
- Develop, implement and maintain a comprehensive Quality Control Program to assure that all engineering, construction, equipment and workmanship provided for assigned projects are in compliance with required standards and sound engineering and construction practices.
- Develop methodologies and tools to enable full development and control of military engineering equipment.
- Coordinate IED awareness training of Military Component and local population (in conjunction of UNMAS if in situ).

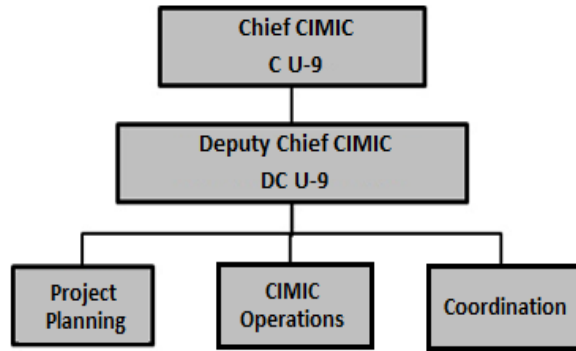
Optional Cells/Staff.

Explosive Ordnance Disposal (EOD). The Force EOD officer is responsible for coordinating the detection, identification, recovery, evaluation and final disposal of explosive ordnance. The main responsibilities are:

- Establish and operate an EOD-incident reporting system.
- Coordinate requirements for EOD support with requesting units and other UN partners.
- Monitor the supply status of special EOD tools, equipment, and demolition materials.
- Examine ordinance and related material held by the contingents as required.
- Advise the chain of command on EOD matters.

CIMIC Staff Branch (U-9)

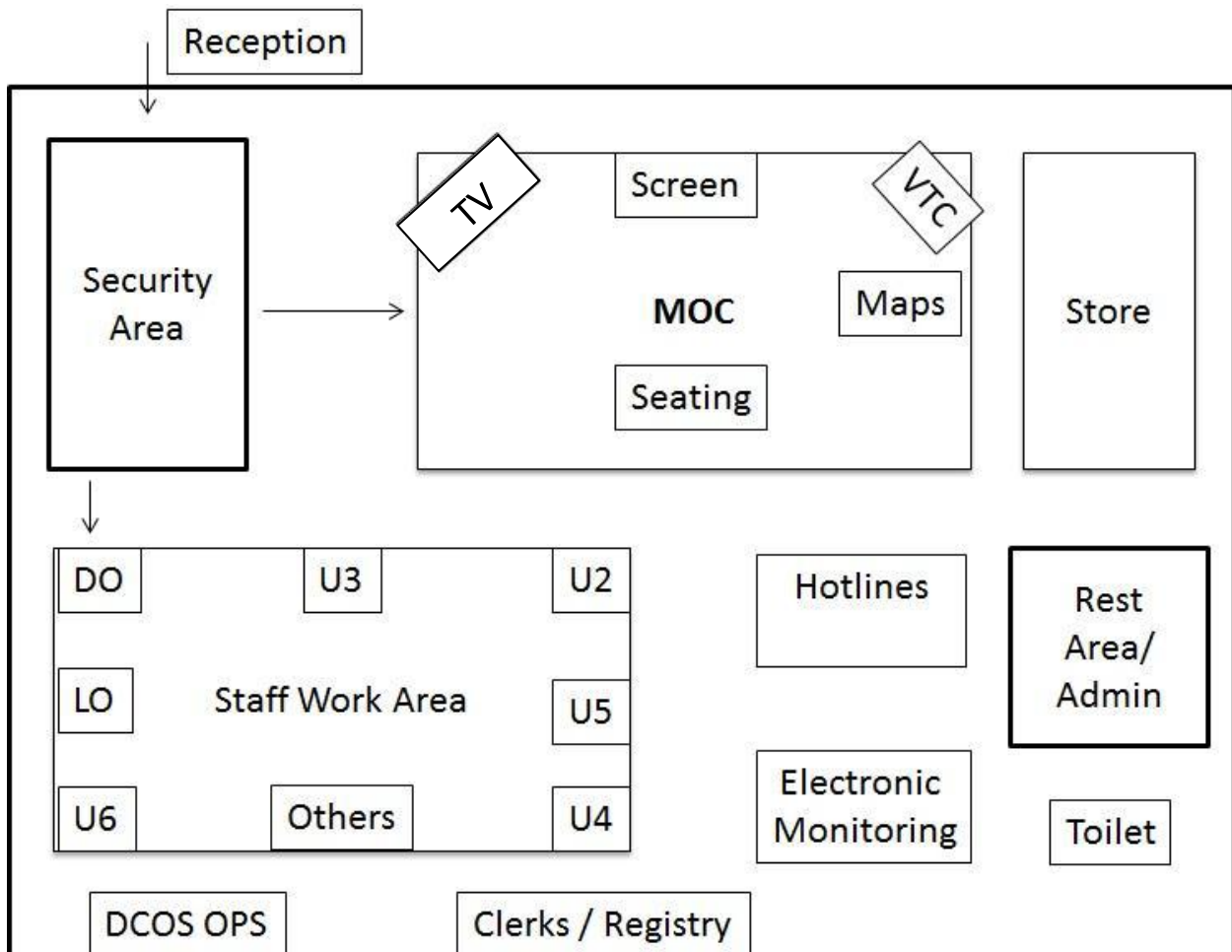
The U-9 facilitates interface between the Military Component and other entities in the Mission area, such as humanitarian and developmental actors, Host civilian authorities and population, women's groups, IOs/ROs/NGOs, etc.



U-9 Staff Branch Responsibilities.

- Coordinate the military UN-CIMIC operations with other UN agencies; and non-governmental, private voluntary, and international organizations in the area of operations.
- Plan positive and continuous community relations programs to gain and maintain host nation support and goodwill, and to support military operations.
- Provide the U-2 operational information gained from civilians in the area of operations
- Coordinate with the U-3 on trends in public opinion.
- Coordinate with the Military Public Information and the U-3 to ensure that the disseminated information is not contradictory.
- Provide guidance to TCC units in identifying, planning, and implementing programs to support the civilian populations and strengthen the Host nation development.
- Assist the U-3 with information operations
- Coordinate with humanitarian civil assistance and disaster relief (emergency food, shelter, clothing, and fuel for local civilians).
- Coordinate with Mission civil affairs office.
- Represent the Mission/Force in UNHCR National Protection Cluster.
- Update Humanitarian Advocacy Group on Military Component activities as required.
- Act as the Force's focal point for Quick Impact Projects (QIPs).

Layout of Military Operations Centre



Staff Estimate

The single generic staff estimate format, shown below, standardizes the way staff members construct estimates. The U2 with input assistance from all staff members) will still conduct and disseminate the initial intelligence preparation of the battlefield as a separate product.

1. **MISSION.** Restated mission resulting from the mission analysis.
2. **SITUATION AND CONSIDERATIONS.**
 - a. Characteristics of area of operation.
 - (1) **Weather.** How will different military aspects of weather affect specific staff area of concern and resources?
 - (2) **Terrain.** How will aspects of the terrain affect specific staff areas of concern and resources?
 - (3) **Other pertinent facts.** Analyses of political, economic, sociological, psychological, and environmental infrastructure, as they relate to the area.
 - b. **Parties to the conflict including Host Nation.** Dispositions, composition, strength, capabilities, and COAs as they affect mandate implementation.
 - c. **Friendly Forces.**
 - (1) Friendly courses of action.
 - (2) Current status of resources within staff area of responsibility.
 - (3) Current status of other resources that affect staff area of responsibility.
 - (4) Comparison of requirements versus capabilities and recommended solutions.
 - (5) Key considerations (evaluation criteria) for COA supportability.
 - d. **Assumptions.**
3. **ANALYSIS.** Analyze each COA using key considerations (evaluation criteria) to determine advantages and disadvantages.
4. **COMPARISON.** Compare COAs using key considerations (evaluation criteria). Rank order COAs for each key consideration. Comparison should be visually supported by a decision matrix.
5. **RECOMMENDATION AND CONCLUSIONS**
 - a. Recommended COA based on the comparison (most supportable from specific staff perspective).
 - b. Issues, deficiencies, and risks with recommendations to reduce their impacts.

Annex D to
Chapter 3
UN Force HQ handbook

Operations Orders

Force
HQ/UNXXX

XXX 20XX

OPORD XX/20XX: UN MISSION NAME OPERATIONAL ORDER

References:

- A. United Nations Security Council Resolution...
- B. DPKO/OMA/MPS ...
- C. ROE dated...
- D. SOFA ..., etc.

SITUATION.

Background. *Short summary of key issues.*

- a) **Current Situation.** *Relevant detail on the current situation.*
- b) **Threat Assessment.** *Key features of threat, further detail in Annex.*

United Nations.

- a) **UNXXX Mandate.** *Explain mandate and tasks.*
- b) **Department of Peacekeeping Operations (DPKO) Intent.**
- c) **UNXXX Military-Strategic End State.**
- d) **DPKO Military Strategic Concept of Operations:** *Summary of key parts of CONOPs with outline of phases.*
- e) **Flanking Missions.** *Where applicable – mention neighbouring or nearby missions and Inter Mission Cooperation.*

MISSION.

EXECUTION.

Force Commander's (FC) Intent. *Simple explanation that explains what the FC is trying to achieve in the OPORD.*

Key Tasks. *List key tasks identified in the CONOPs.*

End-state. Concept of Operations.

Phases.

Phase One (xxx).

Phase Two (xxx).

Phase Three (xxx).

Tasks. *(Examples include those listed below)*

Force HQ is to:

Sector HQs are to:

Infantry Battalions are to:

MLOs are to: V. FRB is to:

Mission Support Division (MSD) is requested to:

Coordinating Instructions.

Locations.

Control Measures.

Reports and Returns.

Enabling Components.

UN Civil / Military Cooperation (UN-CIMIC).

Information Operations (Info Ops).

Engineer Operations.

Military Aviation Operations.

SERVICE SUPPORT.

Support Concept.

Supply.

Transport.

Medical.

Logistic and Support standards and requirements:

COMMAND AND SIGNAL.

HQ Locations.

Force HQ.

Sector HQs

Infantry Battalion HQs.

FRB.

Command Relationships and Operational Tasking.

Enablers.

MLOs.

Operational Reporting.

Computer and information Technology Services (CITS).

Signals.

ACKNOWLEDGEMENT.

XX XXX

MAJOR GENERAL
UNXXX Force Commander
(date)

Annexes: *(could include but are not limited to the examples below)*

- A. UNXXX Force Deployment Plan
- B. UNXXX Threat Assessment (UNCLASSIFIED)
- C. UNXXX Structure
- D. UN-Civil/Military Coordination
- E. UNXXX Military Reports and Returns
- F. UNXXX Concept of Logistics Support

Distribution

FRAGMENTARY ORDER [FRAGO]

DATE AND TIME	(DTG)
UNIT/FORMATION	(Unit/Formation Making Report)
FRAGO ORDER NO	(Fragmentary Order)
REFERENCES	(Changes to OPORD Only)
TIME ZONE	(Time Zone Used in FRAGO)
1. SITUATION	(Mandatory Include Changes)
2. MISSION	(Mandatory)
3. EXECUTION -- INTENT	(Optional)
a. CONCEPT OF OPERATIONS	(Changes to OPORD Only)
b. TASKS TO UNITS / SUB-UNITS	(Changes to OPORD Only)
c. COORDINATING INSTRUCTIONS.	(Changes to OPORD Only)
4. SERVICE SUPPORT	(With Changes)
5. COMMAND AND SIGNAL	(With Changes)
ACKNOWLEDGE	(Mandatory)
NAME, RANK	(Commander's Name and Rank)
OFFICIAL	(Optional)
ANNEXES	(Optional)
DISTRIBUTION	(Optional)
NARRATIVE	(Free Text for Additional Information Required for Clarification of Report)
AUTHENTICATION	(Report Authentication)

Daily Situation Report

CONFIDENTIAL

DAILY SITUATION REPORT [MISSION NAME]

Daily Situation Report Covering Period: [Date] (00:01-24:00hrs)

HIGHLIGHTS

[The purpose of this section is to ensure that key developments and events are not overlooked by SitRep readers. Three or four bullet points should summarise the most significant events during the reporting period. In addition (and as appropriate), specific mention should be made under ‘**HIGHLIGHTS**’ of any developments pertaining to:

- New challenges to mandate implementation [indicate either NSTR or reference relevant report section].
- Protection of civilians [indicate either NSTR or reference relevant report section].
- Sexual and gender-based violence [indicate either NSTR or reference relevant report section].
- Security of peacekeepers [indicate either NSTR or reference relevant report section]

POLITICAL

[This section should cover events, incidents or developments with a notable political impact.]

OPERATIONAL

[This section should cover events, incidents or developments with a notable operational impact, irrespective of the mission component(s) affected, e.g. humanitarian, human rights, civil affairs, logistics, military, police, mine action and others, as applicable.]

SECURITY/SAFETY

[This section should cover incidents or developments with a significant impact on the security situation in the mission area. It should cover any new threats to personnel, special security measures established or lifted during the reporting period, and an update on any personnel missing, seriously wounded or killed during the reporting period, where applicable.]

[OTHER SUB-HEADINGS IF REQUIRED]

[Additional sections can be added if considered necessary for purposes of clarity. However, the most simplified reporting format is preferable.]

COMMENTS

[This section is optional. Comments can also be added to specific events described in the main text as long as they are clearly indicated as such.]

Weekly Situation Report

CONFIDENTIAL WEEKLY SITUATION REPORT

[MISSION NAME]

Weekly Situation Report Covering Period: Tuesday [Date] (00:01hrs) to Monday [Date] (24:00hrs)

SUMMARY

[The purpose of this section is to ensure that SitRep readers do not overlook key developments and events. The section should summarise and analyse the most significant events during the reporting period.]

POLITICAL

[This section should provide a summary and analysis of events, incidents or developments with a notable political impact.]

OPERATIONAL

[This section should provide a summary and analysis of events, incidents or developments with a notable operational impact, irrespective of the mission component(s) affected, e.g. humanitarian, human rights, civil affairs, logistics, military, police, mine action and others, as applicable.]

SECURITY/SAFETY

[This section should provide a summary and analysis of incidents or developments with a significant impact on the security situation in the mission area. It should cover any new threats to personnel, special security measures established or lifted during the reporting period, and an update on any personnel missing, seriously wounded or killed during the reporting period, where applicable.]

[OTHER SUB-HEADINGS IF REQUIRED]

[Additional sections can be added if considered necessary for purposes of clarity. However, the most simplified reporting format is preferable.]

COMMENTS

[This section is optional and may not be necessary given that the main body of the text should have an analytical focus.]

Weekly Information Summary

Latest Operational Developments

- Key issues occurred during the reported period.

Assessment

- Identified threats.
- Analysis on the impact for the military activities and for the security environment.
- The risk level to UN military contingents and assets (very low, low, medium, high, very high).

Conclusions

- Short term forecast.
- Any long-term analysis.

Annexure

- When it applies, maps, figures, pictures, graphics, etc. can be attached to the report.

Incident Report

1. LOGIN DATE:

- XXXX

2. UNIT:

- XXXX

3. LOGIN TIME:

- XXXX

4. INCIDENT TYPE:

- XXXX

5. TIME OF THE INCIDENT:

- XXXX

6. DESCRIPTION (WHAT WHO WHEN WHERE WHY, WHAT THEREAFTER...):

- XXXXX

7. COMMENTS/ASSESSMENT

- XXXXXX

8. ATTACHMENTS

- XXXX

Prepared by:

Rank
Name
POSITION
UN IDNO
Contact No

FLASH REPORT #
“Short descriptive title”

(Example provided)
“A SMALL IED EXPLOSION 150 METERS FROM A UN CONVOY”.

WHAT	<i>A small IED explosion 150 meters from a UN convoy</i>
WHEN	<i>On 20 of May, at 1555</i>
WHERE	<i>Location</i>
WHO	<i>UN convoy</i>
WHY/HOW	<i>A small IED explosion occurred approx.. 150 meters from a UN convoy. No UN casualties were sustained in the blast. UNXXXX HQ has received no indication of targeting in this instance.</i>
ACTIONS TAKEN	<i>UNXXXX will follow through its liaison with the parties</i>
ADDITIONAL INFORMATION	<i>Additional information will be delivered as available</i>

Notification of Casualty NOTICAS

Reference:
Mission:
Date Sent:

To	Military Adviser (Military Personnel Only)	Ext	Info	Situation Centre	Ext
	Police Adviser (Police Personnel Only)	Ext		PMSS/OMS/DPKO	Ext
	Chief Criminal Law and Judicial Advisory Unit (Corrections Personnel Only)	Ext		Medical Support Section/LSD/DPKO	Ext
	PMSS (Civilian Personnel Only)	Ext		Medical Service Division/OHRM/DM	Ext
				Office of the spokesperson For the Secretary-General	Ext
cc	USG DPA (Personnel from DPA led Mission Only)				

A	Data on Individual	
	Last Name	
	First Name and Middle Name	
	Country of Nationality	
	Sex	
	Military Rank/Civilian Equivalent	
	Service No/ID Card No	
	Passport No	
	Date of Birth	
	Type of Casualty	
	Place where Victim is Located	
B	United Nations Data	
	Name of Mission	
	UN ID Card No	
	Appointment Type	
	On Duty at Time of incident	
	Date of arrival in the Mission	
	Function in the Mission	
C	Next of Kin Data	
	Name	
	Address	

	Telephone	
	Relationship	
D	Data on Incident	
	Date/Time of incident	
	Incident Location	
	Type of Incident Circumstances	
	Description of Incident	
	Additional Comments	
Authorised By		Drafted By
Title: Chief Administrative Officer/Director of Administration		
Name		
Signature		

MONTHLY MILITARY REPORT*

Month of:

EXECUTIVE SUMMARY

1. INFORMATION / INTELLIGENCE UPDATE

- General information in Area of Operations (AO) / Area of Interest (AOI)
- Analysis of the General Situation (Political and Security overview)
- Specific Area(s) of Interest
- UN Military Forces
- Other Military Forces (national security forces and informal or other armed groups)
- Local Population (Presence, Attitude)
- Non-Military Matters (Civil Affairs; Humanitarian; Public Information)
- Assessment of the Overall Situation

2. OPERATIONS UPDATE

- HOMC Intent
- Past operations (Analysis / Feedback / Comments)
- Current operations / Specific Incidents / Violations
- Current Military Component deployment - Map
- Planned operations (including expected accomplishments)
- Other mission operations involving or affecting the Military Component (DDR / SSR / QIPs)
- Operations statistics update (if relevant)

3. PERSONNEL AND ADMINISTRATIVE UPDATE

- Personnel Return: Military Component strength to include Staff Officers, Contingents and Units, Military Observers and Military Liaison Officers or other military 'experts on mission'. More details may be included as an Annex to the Report and a reporting template is provided at Part 3 of this Annex.
- Training (specific Training Courses conducted inside and outside the mission area)
- Contingents / Units - specific personnel issues
- Medical Issues (repatriation / hospitalization / specific medical or health issues)
- Casualties
- Disciplinary matters (statistics / cases of repatriation)
- Boards of Inquiry (BoI)
- Security and safety of military personnel
- Military personnel welfare issues

4. LOGISTICS UPDATE

- Vehicle serviceability status (If affecting military operations)
- Equipment / weapons (If affecting military operations)
- Communications (If affecting military operations)
- Engineering issues
- Accommodation status for military personnel

- Supply
- Other mission support issues
- 5. **MISCELLANEOUS**
 - General military issues
 - HOMC meetings held/attended (of significance only)
 - HOMC significant issues / forecast / intentions
 - Any other issues

*Note: * This format is indicative only and may be adapted by the HOMC to meet the specific needs of each field mission. This monthly report should not just be compilation of the previous Daily and Weekly SITREPs provided in the reporting period but should include an overview of key events and developments that occurred with the HOMC assessment and observations.*

MILITARY ANNUAL REPORT *

Year_____

EXECUTIVE SUMMARY

1. INFORMATION / INTELLIGENCE REVIEW
2. OPERATIONS REVIEW
3. PERSONNEL AND ADMINISTRATIVE REVIEW (Statistics format)
4. LOGISTICS REVIEW (Statistics format)
5. MISCELLANEOUS / HOMC VIEWS

*Note: * This format is indicative only and may be adapted by the HOMC to meet the specific needs of each field mission.*

Briefing Formats

Information Brief

The information briefing is intended to inform the listener and to gain his understanding. The briefing does not include conclusions and recommendations, nor require decisions. The briefing deals primarily with facts.

1. Introduction
 - Greeting
 - Address the person(s) being briefed. Identify yourself and your organization.
 - Type and Classification of Briefing.
 - Purpose and Scope.
 - Outline or Procedure.
 - Briefly summarize the key points and your general approach.
 2. Body
 - Arrange the main ideas in a logical sequence.
 - Use visual aids correctly to emphasize main ideas.
 - Plan effective transitions from one main point to the next.
 - Be prepared to answer questions at any time.
 3. Closing
 - Ask for questions.
 - Briefly recap main ideas and make a concluding statement.
 - Announce the next speaker.
-

Decision Brief

The decision briefing is intended to obtain an answer or a decision. It is the presentation of a staff officer's recommended solution resulting from analysis or study of a problem or problem area. Decision briefings vary as to formality and detail depending on the level of command and the decision maker's knowledge of the subject (the problem or problem area).

1. Introduction
 - Military greeting.
 - Statement of the type, classification, and purpose of the briefing.
 - A brief statement of the problem to be resolved.
 - The recommendation.
2. Body
 - Key facts bearing upon the problem.

- Pertinent facts that might influence the decision.
 - An objective presentation of both positive and negative facts.
 - Necessary assumptions made to bridge any gaps in factual data.
 - Courses of Action.
 - A discussion of the various options that can solve the problem.
 - Analysis.
 - The criteria by which the briefer will evaluate how to solve the problem (screening and evaluation).
 - A discussion of each course of action's relative advantages and disadvantages.
 - Comparison.
 - Show how the courses of action rate against the evaluation criteria.
3. Conclusion
 - Describe why the selected solution is best.
 4. Questions
 5. Restatement of the Recommendation so that it only needs approval/disapproval.
 6. Request a decision.
-

Mission Brief

The mission briefing is used under operational conditions to provide information, to give specific instructions, or to instill an appreciation of a mission.

1. General. The mission briefing is an information briefing presented under tactical or operational conditions, usually given by a single briefing officer.
 2. The Purposes of a Mission Brief is:-
 - Give specific instructions.
 - The mission briefing serves to
 - (a) Issue or elaborate on an operation order, warning order etc
 - (b) Instill a general appreciation of a mission
 - (c) Review the key points of a forthcoming military operation
 - (d) Ensure participants know the mission's objective, problems they may confront, and ways to overcome them.
 3. Format
 - While the mission briefing has no set format, a convenient format is the five-paragraph operation order:
 1. Situation
 2. Mission
 3. Execution
 4. Service support
 5. Command and signal
-

Staff Brief

The staff briefing is intended to secure a coordinated or unified effort. This may involve the exchange of information, the announcement of decisions within a command, the issuance of directives, or the presentation of guidance.

1. General. The staff briefing is a form of information briefing given by a staff officer. Often it's one of a series of briefings by staff officers.
2. Purposes of a Staff Briefing. The staff briefing serves to.
 - Keep the commander and staff abreast of the current situation.
 - Coordinate efforts through rapid oral presentation of key data.
3. Possible Attendees:
 - The commander, his deputy, and chief of staff.
 - Senior representatives of his primary and special staff; commanders of his subordinate units.
4. Common Procedures:
 - The person who convenes the staff briefing sets the agenda.
 - The chief of staff or executive officer normally presides.
 - Each staff representative presents information on his particular area.
 - The commander usually concludes the briefing but may take an active part throughout the presentation.

Chapter 4 - Force Headquarters Interactions in Critical Crosscutting Areas

4.0: Introduction

The Force Headquarters and military component are not stand alone activities. The military effort is a significant part of the Mission, but it is just one of the essential elements with key responsibilities in myriad crosscutting issues. This chapter examines the interactions and contributions of the Force Headquarters as it orchestrates its assets to meet wider Mission responsibilities. The emphasis is on the importance of close interaction with other Mission stakeholders pursuing integrated solutions to tasks including and beyond the military realm.



4.1: Host Nation Capacity Building

Under certain mandates, host nation capacity building may involve support to host nation security forces. As a subset of host nation capacity building, Security Sector Reform (SSR) is a sovereign, national responsibility. Nevertheless, the UN supports nations in the process of developing effective and accountable security institutions. SSR transforms security sector institutions, making them more professional and accountable in accordance with international norms. Led by national authorities and supported by the UN, the SSR process reforms without discrimination, respecting Human Rights and the Rule of Law. As a subset of SSR, the Mission's Force Headquarters can be engaged in Defence Sector Reform (if mandated), providing military advice and/or training. As required, UN Military Experts on Mission are assigned to the Force and Mission Headquarters SSR Section to facilitate staff coordination and host nation interaction.

Examples of such UN military support to capacity building include the assistance provided to the *Forces Armées de la République Démocratique du Congo* in the Democratic Republic of the Congo (DRC), during named operations that were jointly planned involving UN logistical support and monitoring. As part of the reform process, the UN established a Prosecution Support Cell Programme to strengthen military justice in the DRC, and a Military Justice Advisory Section in South Sudan to provide the South Sudanese Military Police training and support in criminal justice procedure and due process. In Timor Leste, UN military personnel mentored officers of the *Falintil-Forças de Defesa de Timor Leste*, and supplemented their training with participation in UN Military Observer courses. Several East Timorese officers have since deployed on UN peacekeeping missions. The UN Force Headquarters can fully expect to orchestrate similar military support in future Missions.

The Force Headquarters may receive tasking to support host nation capacity building in furtherance of other Mission components, allowing their reforms to proceed through education, training, mentoring and institutional reform that contribute to productive relationships and

mutual understanding. The UN's early peacebuilding strategy³ provides guidance on prioritizing, sequencing and planning early peacebuilding tasks. These initiatives advance the peace process, support the Mission's political objectives and secure or lay the foundation for longer-term institution building. The UN Force Headquarters can be tasked to support elements of this early peacebuilding strategy. Sequencing of projects and formulating desired end states must be integrated into the overall Mission plan.

4.2: Military and Police Coordination

A UN Mission's military and police components have mutually reinforcing responsibilities that require close coordination and interaction. The UN deploys seconded and contracted individual police officers, as well as Formed Police Units (FPUs), to provide protection of civilians; manage public order; support protection of UN personnel and property; and assist in the capacity development and institutional building of host-state police and other law enforcement agencies. UN Police have three broad responsibilities: (i) provide operational support to host nation police and other law enforcement agencies; (ii) support reform, restructuring, capacity building and rebuilding of host state policing and other law enforcement institutions; and (iii) carry out executive policing functions, as authorised, as an interim measure until the local police are able to perform such functions effectively.

The Mission's Police Component consists of experienced individual police professionals, conversant in the Mission language and appropriately skilled to undertake mandated activities; and Formed Police Units, typically consisting of 140-160 personnel from a single country. FPUs deploy under conditions similar to those of military units. FPUs conduct patrols, manage public order, and respond to non-military threats. A police component may also have non-uniformed staff, including national professional officers undertaking administrative and support functions, including translation services.



UN military and police components may conduct joint operations or assist and support each other in the execution of their assigned tasks. Joint planning and coordination, establishing joint headquarters and defining specific responsibilities for each component are essential. Joint SOPs (preferably signed by both military and police component heads) should be developed to specify how joint military and police activities will be conducted, especially the handover of control should crowd violence escalate beyond the capability of police or FPUs. Both military and police component heads should create and approve SOPs for planning and conducting joint military-police operations as soon as practical at the onset of Mission establishment. Most importantly, military and police components should train and rehearse together the tactics,

³ See *The Contribution of UN Peacekeeping to Early Peacekeeping: A DPKO/DFS Strategy for Peacekeepers*, 2011.

techniques and procedures they expect to execute in support of each other. Depending on the mandate, other critical areas of military-police coordination include information and intelligence sharing, maintenance of public order, joint patrols, detention, planning and conducting election security and crisis response.

Three guiding documents contain useful material to better understand and integrate policing issues into military planning, and to ensure a coherent and comprehensive uniformed response: *Guidelines for UN Police on Assignment in Peacekeeping Operations (2007)*; *UN Policy: UN Police in Peacekeeping Operations and Special Political Missions (2014)*; and *UN Policy: Formed Police Units in Peacekeeping Operations (2010)*.

4.3: Human Rights

Human Rights integration in peacekeeping operations builds on three fundamental principles: (i) Human rights law is the “rule-book” for all Mission activities; (ii) Core and key human rights functions will be carried out by the Mission’s Human Rights Component; and (iii) All UN peacekeepers have a responsibility to promote and protect human rights through their respective functions. Most UN multi-dimensional peace operations have a Human Rights Component with dual reporting lines to the Head of Mission, directly or through the Deputy Head of Mission, as well as to the UN High Commissioner for Human Rights. For his situational awareness and purposes of coordination, the Head of Military Component must be aware of the Human Rights Component’s core functions.

What Do Human Rights Officers Do?

- Human Rights Officers implement UN mandates by protecting civilians under imminent threat of physical violence, often in close cooperation with UN military components. Human Rights Officers protect by their physical presence in remote and at-risk areas; monitoring, documenting abuses, and engaging with perpetrators.
- Human Rights Officers investigate and report on human rights violations. These activities can be critical confidence-building measures during electoral and peace processes, and prevent unscrupulous political actors or armed groups from using spurious allegations to inflame public passions.
- Human Rights Officers engage in building and strengthening local institutional capacity to promote and protect human rights. These activities secure lasting improvements in the human rights situation and contribute to UN exit strategies.
- Human Rights Officers perform an important advisory role for UN military and other mission components, ensuring human rights considerations are integrated into component planning and operations. This is done through the development of SOPs, policies, training, and in some cases, the appointment of human rights focal points.

Human Rights integration in peacekeeping operations is a critical enabler implementing the Secretary-General’s Human Rights Due Diligence Policy (HRDDP) on support to non-UN

security forces. The HRDDP requires strong cooperation between all Mission components to assess the risk that recipient forces may commit grave Human Rights violations. The HRDDP identifies mitigating measures, monitors behaviour once support is provided and intercedes if grave violations are committed. Implementing the HRDDP is fundamental to (i) positively influencing the behaviour of local armed forces receiving UN support, (ii) enabling them to take on their primary responsibility of protecting their own population (a UN Mission exit strategy), (iii) maintaining the credibility of the UN, and (iv) protecting UN military contingents from accusations that they work with Human Rights violators.

The military component's Human Rights responsibilities are specified in the DPKO/OHCHR/DPA/DFS Policy on Human Rights. In summary, its provisions (paragraphs 84-88) state that the UN military:

- Plays an important role while patrolling, operating checkpoints and conducting searches. UN military personnel record relevant Human Rights information including allegations or signs of risk involving human rights (e.g., killings, rape, abduction and torture). Such allegations must be promptly shared with the Human Rights Component for investigation, verification and follow up.
- Is expected to be able to recognize a Human Rights violation and be prepared to intervene in accordance with the Mission mandate and Rules of Engagement.
- Provides vital support to Human Rights staff through military escort and/or expertise in the conduct of Human Rights investigations. Military/Human Rights cooperation can also take the form of joint patrols or joint advocacy with potential Human Rights perpetrators to prevent violations.
- Is expected to advocate for the respect of Human Rights with local counterparts as part of the role the UN military plays when conducting liaison, negotiation and mediation. Serving as a positive Human Rights role model has proven to be very effective as the military often share a professional culture, perspective and professional language.

The Head of Military Component has a specific role to play ensuring that his component's Human Rights responsibilities are faithfully fulfilled. As provided by the 2011 DPKO/OHCHR/DPA/DFS Policy on Human Rights, the Head of Military Component:

- Ensures military personnel act in accordance with International Human Rights and Humanitarian Law.
- Supports the establishment of credible mission accountability mechanisms to investigate and follow up on allegations of abuses by UN military personnel.
- Issues guidance and procedures for handling Human Rights violations, including situations involving the imminent threat of physical violence.
- Anticipates and prepares (together with the head of the Human Rights Component and other parts of the Mission) Mission-wide plans for possible crises, escalation of violence and upsurges of Human Rights violations so as to devise rapid, preventive and protective measures.
- Ensures military planning and execution of military operations take full account of Human Rights advice, threats and incorporates mitigating measures.

- Ensures military personnel receive adequate Human Rights training prior to deployment to understand how the implementation of their mandated tasks intersects with Human Rights, and prepares military personnel for their Human Rights responsibilities.

Policy on Human Rights Screening of UN Personnel

On 11 December 2012, the Secretary-General endorsed the *Policy on Human Rights Screening of UN Personnel (Decision No. 2012/18)*. This policy applies to all UN personnel in the Secretariat—staff and non-staff, uniformed and civilian, including those in peace operations. The policy contains a section stipulating that, as a matter of principle, the UN should neither select nor deploy for service in the Secretariat or the Missions any individual who has been involved in violations of international human rights or humanitarian law. The policy outlines a three-pronged approach by which the UN will gather information for purposes of human rights screening:

1. States that nominate or provide personnel to serve with the UN are requested to screen their personnel and certify that they have not committed or are accused of having committed violations;
2. Individuals seeking to serve with the UN on contract will submit self-attestations; and,
3. The UN Secretariat will set up, for the purpose of screening, an information exchange mechanism to share candidate information on prior human rights conduct.

4.4: Protection of Civilians

By late 2014 there were ten DPKO missions with Protection of Civilians (POC) mandates. On the ground, this represented 94% of the total deployed military contribution to peacekeeping. The POC mandate is often the standard by which the international community and general public measure the UN's competence in peacekeeping. The POC mandate is guided by a set of practical principles rooted in the UN Charter, international law and lessons of application. Sovereign governments hold the primary responsibility to protect civilians within their borders. However, where the host government lacks that capacity, UN peacekeepers may act in support of or parallel to host government efforts, or independently in the absence of such efforts to protect civilians within the Mission's area of operations.

The DPKO-DFS operational concept for POC mandate implementation draws on field experience and lessons learned. The operational concept is organized around a three-tiered approach to protecting civilians: (i) protection through political process, (ii) protection from physical violence, and (iii) establishing a protective environment. DPKO/DFS have also produced guidance on the Protection of Civilians, *Implementing Guidelines for Military Components of United Nations Peacekeeping Operations* (2015).

A Mission response is guided by its mandate as well as UN SCR 1674 (2006) on the Protection of Civilians in Armed Conflict, and the DPKO/DFS Operational Concept on the Protection of Civilians in UN Peacekeeping Operations. The UN Head of Military Component/Force Commander must ensure the widest consultation with other Mission components and substantive

elements in the planning and conduct of POC-related activities. The Force Headquarters must support mission-wide efforts to assess resources and capabilities for the protection of civilians. Deficiencies or inadequate capacities to fulfil the Mandate must be raised with Mission Headquarters. The U5 staff is normally the leading office for POC within the Force Headquarters.

4.5: *Conflict-Related Sexual Violence*

Conflict-Related Sexual Violence (CRSV) is a security issue that demands a security response. In many conflict and post conflict situations, CRSV is frequently and deliberately used to target vulnerable populations. Motivated by political or psychological objectives to terrorize populations, CRSV is widespread yet fear and social stigma render it seemingly invisible. In response, there are four Security Council Resolutions concerning CRSV within the Council's framework of *Women, Peace and Security*. Where CRSV is prevalent, UN peacekeeping Missions are specifically mandated to address sexual violence, linking POC mandates with protection from all forms of sexual violence. CRSV must be integrated into military planning processes at all levels in order to prevent it and respond effectively.

Along with other Mission components, the military component has a particularly significant role in preventing CRSV. The Mission's military force has the physical presence to deter perpetrators, protect vulnerable persons and neutralise threats. In most Mission settings, elements of the UN military component are the first responders to incidents of CRSV. Military commanders must develop creative and practical approaches to protecting women and children. Operational readiness can be enhanced through situational awareness involving gender sensitive early-warning procedures, establishing reporting requirements, referrals, survivor assistance, monitoring, analysis and operations. An enduring military presence in vulnerable areas, day and night, plus pre-emptive actions, proactive postures and credible responses by UN military personnel can effectively combat CRSV and generate a sense of security.

The Head of Military Component/Force Commander is strongly advised to designate a CRSV focal point for coordination with other Mission elements. The CRSV focal point can serve in an advisory capacity to the Head of Military Component/Force Commander through the appropriate chain of command or staff chain of support. The Force Headquarters and its subordinate units are also required to work alongside UN-designated Women's Protection Advisers, and follow procedures promoting anti-CRSV advocacy with the parties to the conflict. Above all, a clear demonstration of leader commitment to address CRSV is crucial.

4.6: *Child Protection*

Eight Security Council Resolutions highlight the protection of children as a fundamental peace and security concern. Mission requirements stemming from these resolutions include, but are not limited to, the monitoring and reporting of grave violations committed against children, negotiating action plans for the release of children



from armed groups and ensuring that all peacekeeping personnel are trained on child protection issues. The Head of Military Component/Force Commander must plan for these child protection-related requirements, including the establishment of an alert system to inform the child protection unit/section of grave violations against children. The Head of Military Component/Force Commander would be well advised to designate a military officer as a focal point for child protection issues. This focal point can provide consistent, two-way communication between the military component and those responsible for child protection matters throughout the Mission. References to relevant policy and legislative documents are listed at Appendix II.

4.7: Sexual Exploitation and Abuse

Sexual Exploitation and Abuse (SEA) by UN personnel is considered serious misconduct and grounds for disciplinary action—including summary dismissal from peacekeeping operations. Women and children displaced by conflict or other disasters are among the most at risk. Under dire circumstances they trust the UN and its humanitarian partners to provide shelter and protection. Any UN-affiliated person who violates that trust will be held accountable and disciplined, as appropriate. SEA is not limited to the uniformed forces of UN Missions. Nonetheless, the Head of Military Component/Force Commander must exercise his leadership to ensure that all ranks are reminded of their personal responsibilities. Guidance materials on SEA include the Secretary-General’s Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse [ST/SGB/2003/13].

4.8: Conduct and Discipline

Maintaining the highest standards of conduct and discipline is a command responsibility. The Head of Military Component/Force Commander is responsible for the good order and discipline of all military personnel, including members of national military contingents. The UN expects all peacekeepers to conduct themselves in a manner befitting the mandate to serve and protect. Personnel are expected to embrace the highest standards of integrity and professionalism; and conduct themselves in a tactful, courteous manner demonstrating respect and consideration for local inhabitants, their laws, customs and practices.

While it is a national responsibility to administer discipline for conduct infractions, the Head of Military Component/Force Commander must keep the Mission leadership and the Office of the Military Advisor at DPKO informed of conduct and discipline infractions. In the case of Military Observers, the Head of Military Component/Force Commander should also coordinate with the Conduct and Discipline Team and the UN Office of Internal Oversight Services. Regardless of national disciplinary action taken (or not taken), the UN reserves the right to repatriate any peacekeeper for improper personal conduct and discipline.

The Head of Military Component/Force Commander and his subordinate staff and commanders should familiarise themselves with DPKO/DFS Ref. 2011.01, Standard Operating Procedures on Implementation of Conduct and Discipline in the Model Memorandum of Understanding, 2011 and the Memorandum of Understanding between the UN and TCCs (including Annex H of the MOU) A/61/19 (Part III).

4.9: Gender

In accordance with UN guidance and Security Council Resolution 1325, a military gender officer should be appointed to support Mission-wide efforts implementing mandates on women, peace and security and related matters. The Force Headquarters gender focal point supports coordination with the Mission gender unit and local women's organizations on UN civil military coordination activities. The Head of Military Component/Force Commander and other senior military leaders must take action to implement existing Mission mandates on women, peace and security within the military component. This action should include training Force personnel on gender issues and incorporating gender security into Force planning.

4.10: Civil-Military Coordination

The Head of Military Component/Force Commander is responsible for conducting outreach and engagement with the local population. Civil-military coordination (CIMIC) with local leaders, influential actors in civil society and vulnerable sections of the population is part of the overall Force and Mission communications strategy. Securing local and host nation support is an essential element of Force and Mission success. CIMIC requires interaction with UN civilian partners, UN agencies, funds and programmes, non-governmental and grass-roots organizations. Many TCCs will have their own national CIMIC-related activities that also require coordination with other Mission actors to ensure the UN presents a coherent posture. All CIMIC activities must be conducted in close coordination with the Mission's civilian leadership to ensure consistency with the Mission's political and operational strategy.

4.11: Public Information

Each UN Mission develops a comprehensive outreach strategy based on thorough cross-cutting analysis of its mandate, operating environment and priorities. The Head of Military Component/Force Commander must ensure that he is aware of the Mission's public information strategy and provide the senior Mission leadership advice on how the military component can contribute to that strategy. The civilian Chief Public Information Officer leads the Mission's public information development process and can advise the Head of Military Component/Force Commander and his staff on the nature of the media landscape in the area of operations. The Head of Military Component/Force Commander would be wise to have his staff stay in close contact with the Chief Public Information Office for advice that can contribute to military planning and operations. Moreover, the Head of Military Component/Force Commander should be aware of the rapidly changing nature of global communications using digital media devices that can form flash mobs, transmit intelligence about UN forces and otherwise negatively affect military operations and the overall Mission environment. Consistent with local law, the Force and Mission Headquarters should monitor and employ this new media to keep situationally aware and communicate effectively with the local population.

4.12: Environment

Security Council Resolutions show increasing scrutiny of environmental management in UN Missions. DPKO/DFS Environmental Policy for UN Field Missions provides guidance for managing key environmental issues such as energy, water, waste-water, waste, hazardous substances, wild animals and plants as well as cultural and historical resources. The Head of Military Component/Force Commander and his subordinate military commanders should

designate an environmental focal point to coordinate with the Mission environmental officer to maintain oversight and implement environmental guidance.

4.13: Results Based Budgeting

The ultimate accounting for military interaction in cross-cutting activities is captured each year in the Results Based Budget (RBB). The Force Headquarters, Mission and all UN entities are required to report on the organizational success or shortcomings of their activities through the RBB process that runs from 1 July to 30 June of the following year. The RBB directly links resource allocation to specific, measurable results. The Mission RBB process is triggered and directed by the budget instructions received from the Field Budget and Finance Division of the UN Department of Field Support. Mission RBBs are also guided by DPKO/DFS strategic guidance to the Special Representative of the Secretary-General/Head of Mission. It is important to note that in the UN Mission, only the Director or Chief of Mission Support has the authority to commit funds for contractual arrangements or otherwise obtain local resources and services.

The Head of Military Component/Force Commander is expected to provide budgetary input (planned activities, objectives and measures of success) to support the Mission's budgetary planning process. All activities of the military component are required to be reflected in the RBB submission. In the RBB process, the Head of Military Component/Force Commander's RBB objectives are aligned with the Mission's concept. The Force Headquarters Chief of Staff and U5 must familiarise themselves with the RBB process, know their counterparts at the Mission Headquarters and provide timely Force Headquarters input to the Mission as it prepares its RBB for current and future submission. As the budgetary process considers future requirements, military planners must seek guidance from the Head of Military Component/Force Commander on his long-term intent and assessment of military interactions within the full spectrum of cross-cutting operations.

Abbreviations

Abbreviation	Meaning
AAR	After Action Report
AFP	Agencies, Funds and Programmes
AMO	Area of Maritime Operations
AOO	Area of Operations
AOR	Area of Responsibility
APC	Armoured Personnel Carrier
ASG	Assistant Secretary-General
AU	African Union
AUPSC	African Union Peace and Security Council
BOI	Board of Inquiry
BPO	Best Practices Officer
BZ	Buffer Zone
C2	Command and Control
C3	Command, Control and Communication
CAN	Community Alert Network
CAO	Chief Administrative Officer
CAP	Consolidated Appeal Process
CASEVAC	Casualty Evacuation
CBO	Chief Budget Officer
CBRN	Chemical, Biological, Radiological and Nuclear
CDT	Conduct and Discipline Team
CDU	Conduct and Discipline Unit
CFL	Ceasefire Line
CHAP	Common Humanitarian Action Plan
CIMIC	Civil-Military Coordination (UN)
CISS	Chief Integrated Support Services
CITS	Communication and Information Technology Section
CLA	Community Liaison Assistant
CLJAS	Criminal Law and Judicial Advisory Service
CMCC	Civil-Military Coordination Centre
CIMIC	Civil-Military Coordination
CMLO	Chief Military Liaison Officer
CMO	Chief Military Observer
CMOC	Civil-Military Operations Centre
CMS	Chief of Mission Support
CMT	Crisis Management Team
CoA	Courses of Action
COB	Company Operating Base
COE	Contingent Owned Equipment

Abbreviation	Meaning
CONOPS	Concept of Operations
CoP	Community of Practice
CoS	Chief of Staff
CP	Checkpoint
CPIO	Communications and Public Information Office/Officer
CPTM	Core Pre-deployment Training Modules
CRSV	Conflict-Related Sexual Violence
CSA	Chief Security Adviser
CSO	Chief Security Officer
CSTO	Collective Security Treaty Organisation
DDR	Disarmament, Demobilization and Reintegration
DFC	Deputy Force Commander
DFP	Detention Focal Point
DFS	Department of Field Support
DMS	Director of Mission Support
DMZ	Demilitarized Zone
DO	Designated Official
DoA	Director of Administration
DPA	Department of Political Affairs
DPET	Division for Policy, Evaluation and Training
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSR	Defence Sector Reform
DSRSG	Deputy Special Representative of the Secretary-General
DSS	Department of Safety and Security
ECHA	Executive Committee on Humanitarian Affairs
ECOWAS	Economic Community of West African States
ECPS	Executive Committee on Peace and Security
EoAR	End of Assignment Report
EOD	Explosive Ordnance Disposal
ERW	Explosive Remnants of War
EU	European Union
FBFD	Field Budget and Finance Division
FC	Force Commander
FGS	Force Generation Service
FOB	Forward Operational Base
FOL	Fuel, Oil and Lubricants
FPB	Fast Patrol Boat
FPD	Field Personnel Division
FPU	Formed Police Unit
FRAGO	Fragmentary Order
GA	General Assembly

Abbreviation	Meaning
GIS	Geographic Information System
GPS	Global Positioning System
HC	Humanitarian Coordinator
HIV/AIDS	Human Immunodeficiency Virus /Acquired Immune Deficiency Syndrome
HOC	Humanitarian Operations Centre
HOM	Head of Mission
HOMC	Head of Military Component
HOPC	Head of Police Component
HQ	Headquarters
HRDDP	Human Rights Due Diligence Policy
IAP	Integrated Planning and Assessment
IASC	Inter-Agency Standing Committee
IASMAN	Inter-Agency Security Management Network
IATG	International Ammunition Technical Guidelines
ICG	Infantry Company Group
ICRC	International Committee of Red Cross/Crescent
ICT	Information and Communication Technology.
ICTD	Information, Communication and Technology Division.
IDDRS	Integrated Disarmament, Demobilization and Reintegration Standards
IDP	Internally Displaced People
IED	Improvised Explosive Device
IHL	International Humanitarian Law
IHRL	International Human Rights Law
IMC	Inter-Mission Cooperation
IMT	Integrated Mission Teams
IMTC	Integrated Mission Training Centre
IO	International Organization
IOC	Intensive Orientation Course
IOT	Integrated Operational Team
IPO	Individual Police Officer
ISACS	International Small Arms Control Standards
ISF	Integrated Strategic Framework
SDD	Service Delivery Division
IT	Information Technology
ITF	Integrated Task Force
ITS	Integrated Training Service
JCSC	Justice and Corrections Standing Capacity
MSC	Mission Support Centre
JMAC	Joint Mission Analysis Centre
JOC	Joint Operations Centre

Abbreviation	Meaning
LAS	League of Arab States
LOA	Letter of Assist
LoC	Lines of Communications
LOGOPS	Logistics Operations
LSD	Logistics Support Division
MACC	Mine Action Coordination Centre
MBPO	Military Best Practices Officer
MCDA	Military and Civil Defence Assets
MCMS	MOU and Claims Management Section
MCOS	Mission Chief of Staff
MCP	Military Component Planning Process
MCS	Mission Capability Study
MCWP	Military Component Work Plan
MEDEVAC	Medical Evacuation
MET	Mission Essential Tasks
MILAD	Military Adviser
MIO	Maritime Interdiction Operations
MIP	Mission Information Package
MLO	Military Liaison Officer
MLT	Mission Leadership Team
MOA	Memoranda of Agreement
MOC	Military Operations Centre
MOSS	Minimum Operating Security Standards
MOU	Memorandum of Understanding
MOVCON	Movement Control
MP	Military Police
MPIO	Military Public Information Officer
MPP	Military Planning Process
MPS	Military Planning Service
MRF	Mobile Riverine Force
MRM	Monitoring and Reporting Mechanism
MTF	Maritime Task Force
MTG	Maritime Task Group
MTS	Misconduct Tracking System
NATO	North Atlantic Treaty Organisation
NCC	National Contingent Commander
NGO	Non-Governmental Organization
NSE	National Support Element
OAS	Organisation of American States
OCHA	Office of Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner For Human Rights
OHRM	Office of Human Resources Management

Abbreviation	Meaning
OIOS	Office of Internal Over Sight Services
OLA	Office of Legal Affairs
OMA	Office of Military Affairs
OO	Office of Operations
OP	Observation Post
OPCON	Operational Control
OPORD	Operations Order
OPSP	Office of Peacekeeping Strategic Partnership
OPV	Off-shore Patrol Vehicle
ORA	Operational Readiness Assurance
ORMS	Organizational Resilience Management System
OROLSI	Office of Rule of Law and Security Institutions
OSCE	Organisation for Security and Cooperation in Europe
PBPS	Policy and Best Practices Section
PBSO	Peacebuilding Support Office
PC	Police Commissioner
PCC	Police Contributing Countries
PDT	Pre-deployment Training
PDV	Pre-deployment Visit
PEP	Post-Exposure Prophylaxis
PET	Peer Education Training
PIP	Pre-deployment Information Packages
PIR	Priority Information Requirement
PKTI	Peacekeeping Training Institute
PM	Permanent Mission
POC	Protection of Civilians
POINT	Peace Operations Intranet
PPDB	Policy and Practices Database
PTIP	Peacekeeping Tactical Information Preparation
QIP	Quick Impact Project
QRF	Quick Reaction Force
QRT	Quick Reaction Team
RBB	Result-Based Budgeting
RC	Resident Coordinator
RO	Regional Organization
ROE	Rules of Engagement
SA	Situational Awareness
SC	Security Council
SCR	Security Council Resolution
SEA	Sexual Exploitation and Abuse
SF	Special Forces
SFR	Statement of Forces Requirement

Abbreviation	Meaning
SGB	Secretary-General's Bulletin
SGBV	Sexual and Gender Based Violence
SICU	Security Information Coordination Unit
SIOC	Security information Operations Centre
SLIP	Senior Leaders Induction Programme
SLS	Security Level System
SMG	Senior Management Group
SML	Senior Mission Leader
SMS	Security Management System
SMT	Senior Management Team
SMT	Security Management Team
SO	Staff Officer
SOFA	Status of Forces Agreement
SOI	Standard Operating Instructions
SOMA	Status of Mission Agreement
SOP	Standard Operating Procedures
SPC	Standing Police Capacity
SPCC	Strategic Planning and Coordination Cell
SRM	Security Risk Management
SMSG	Special Representative of the Secretary-General
SSR	Security Sector Reform
STM	Standardised Training Module
SUR	Statement of Unit Requirements
TACOM	Tactical Command
TACON	Tactical Control
TAM	Technical Assessment Mission
TCC	Troop Contributing Country
TNA	Training Need Assessment
TOB	Temporary Operating Base
TOE	Table of Organization and Equipment
ToR	Terms of Reference
ToT	Training of Trainer
TTP	Tactics, Techniques and Procedures
UN	United Nations
UN-CIMIC	United Nations Civil Military Cooperation
UN-CMCoord	United Nations Civil Military Coordination
UNCT	United Nations Country Team
UNDAF	UN Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees

Abbreviation	Meaning
UNIBAM	United Nations Infantry Battalion Manual
UNIBAT	United Nations Infantry Battalion
UNICEF	United Nations International Children's Emergency Fund
UNLB	United Nations Logistics Base
UNLT	United Nations Liaison Team
UNMAS	United Nations Mine Action Service
UNMEM	United Nations Military Experts on Mission
UNMLO	United Nations Military Liaison Officer
UNMO	United Nations Military Observer
UNMOT	United Nations Military Observers Team
UNOAU	United Nations Office to the African Union
UNOE	United Nations Owned Equipment
UNOWA	United Nations Office for West Africa
UNPKO	United Nations Peacekeeping Operations
UNPOL	United Nations Police
UNSAS	United Nations Standby Arrangements System
UXO	Un-Exploded Ordnance
IED	Improvised Explosive Device
RCIED	Remote Controlled Improvised Explosive Device
VBIED	Vehicle Borne Improvised Explosive Device
VCCT	Voluntary Confidential Counselling and Testing
VTC	Video Tele-Conferencing

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- Policies and Practices Database - (<https://point.un.org/SitePages/PolicyAndPractices.aspx>).
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- UNMAS website at www.unmas.org.
- Gender in Peacekeeping (<http://www.un.org/en/peacekeeping/women>)

Contact

- Policy and Best Practices Service: peacekeeping-bestpractices@un.org
- Office of Military Affairs: auffret@un.org
abbasm@un.org

United Nations Force Headquarters

Aide Memoire

The Charter of the United Nations

<http://www.un.org/en/documents/charter/index.shtml>

The Charter of the United Nations is the foundational treaty of the United Nations. Even though, the concept of peacekeeping is not specifically mentioned in the Charter of the United Nations, as a rule, peacekeeping operations are established by the Security Council. Peacekeepers need to understand the existing legal framework for peace operations under the command or authority of the United Nations. It is recommended to understand the charter of the UN, especially chapter VI and VII.

Chapter VI-Pacific Settlement of disputes:

Article 33 of this chapter states:

- The parties to any dispute, the continuance of which is likely to endanger the maintenance of international peace and security, shall, first of all, seek a solution by negotiation, enquiry, mediation, conciliation, arbitration, judicial settlement, resort to regional agencies or arrangements, or other peaceful means of their own choice. The Security Council shall, when it deems necessary, call upon the parties to settle their dispute by such means.

Chapter VII-Action with respect to threats to the peace, breaches of the peace and acts of aggression: Article 42 of this chapter states:

Should the Security Council consider that measures provided for in Article 41 would be inadequate or have proved to be inadequate, it may take such action by air, sea, or land forces as may be necessary to maintain or restore international peace and security. Such action may include demonstrations, blockade, and other operations by air, sea, or land forces of Members of the United Nations.

Basic principles of Peacekeeping:

Three basic principles of peacekeeping are Impartiality, Consent of parties and Non-use of Force except in self-defense and defense of the mandate.

United Nations Peacekeeping Operations: Principles and Guidelines (2008)

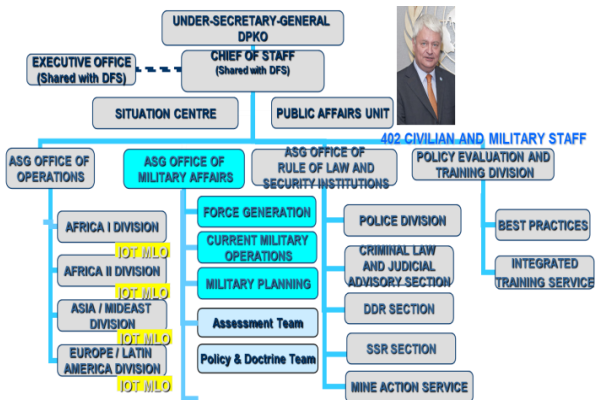
[http://ppdb.un.org/Policy%20%20Guidance%20Data base/Capstone Doctrine ENG.pdf](http://ppdb.un.org/Policy%20%20Guidance%20Data base/Capstone_Doctrine_ENG.pdf)

This is an overarching policy document that sets out the basic principles and concepts guiding the planning, management and conduct of United Nations peacekeeping operations as well as their core functions and the main factors contributing to their success in the field. It is intended to serve as a basic reference for all UN peacekeeping operations.

Command and Control

Strategic Level: Organization of the Department of Peacekeeping Operations (DPKO)

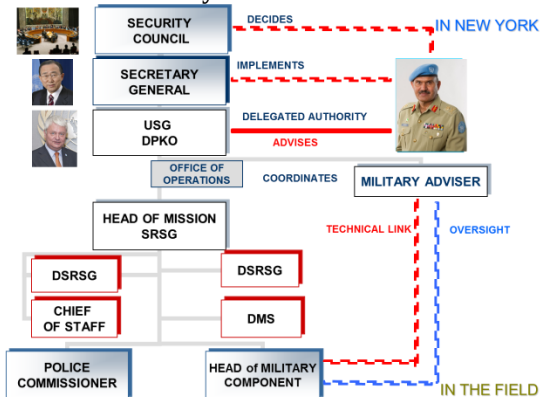
<http://ppdb.un.org/Policy%20%20Guidance%20Data base/STSGb20101DPKO.pdf>



Authority, Command and Control in United Nations Peacekeeping Operations

<http://ppdb.un.org/Policy%20%20Guidance%20Database/AuthorityCommandandControlinUNPKOsFINALIGNED15Feb08.pdf>

Role of the Military Adviser



Core Principles of Peace Operations

Key Instruments of International Humanitarian and Human Rights Law

<http://treaties.un.org/Home.aspx>

Universal Declaration of Human Rights and Principle Human Rights Treaties.

Zero Tolerance:

http://ppdb.un.org/Policy%20%20Guidance%20Database/INFO_PACKAGE_SEA_2004.zip

<http://ppdb.un.org/Policy%20%20Guidance%20Database/Feb02ApproachestoSEAINUNDPKO.ppt>

- Sexual exploitation and sexual abuse constitute acts of serious misconduct and are therefore grounds for disciplinary measures, including summary dismissal;
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defence;
- Exchange of money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour, is prohibited. This includes any exchange of assistance that is due to beneficiaries of assistance;
- Sexual relationships between United Nations staff and beneficiaries of assistance, since they are based on inherently unequal power dynamics, undermine the credibility and integrity of the work of the United Nations and are strongly discouraged;
- Where a United Nations staff member develops concerns or suspicions regarding sexual

exploitation or sexual abuse by a fellow worker, whether in the same agency or not and whether or not within the United Nations system, he or she must report such concerns via established reporting mechanisms;

- United Nations staffs are obliged to create and maintain an environment that prevents sexual exploitation and sexual abuse. Managers at all levels have a particular responsibility to support and develop systems that maintain this environment.

Ten Rules: Code of Personal Conduct for Blue Helmets

- Dress, think, talk, act and behave in a manner befitting the dignity of a disciplined, caring, considerate, mature, respected and trusted soldier, displaying the highest integrity and impartiality. Have pride in your position as a peace-keeper and do not abuse or misuse your authority.
- Respect the law of the land of the host country, their local culture, traditions, customs and practices.
- Treat the inhabitants of the host country with respect, courtesy and consideration. You are there as a guest to help them and in so doing will be welcomed with admiration. Neither solicits nor accepts any material reward, honour or gift.

- Do not indulge in immoral acts of sexual, physical or psychological abuse or exploitation of the local population or United Nations staff, especially women and children.
- Respect and regard the human rights of all. Support and aid the infirm, sick and weak. Do not act in revenge or with malice, in particular when dealing with prisoners, detainees or people in your custody.
- Properly care for and account for all United Nations money, vehicles, equipment and property assigned to you and do not trade or barter with them to seek personal benefits.
- Show military courtesy and pay appropriate compliments to all members of the mission, including other United Nations contingents regardless of their creed, gender, rank or origin.
- Show respect for and promote the environment, including the flora and fauna, of the host country.
- Do not engage in excessive consumption of alcohol or any consumption or trafficking of drugs.
- Exercise the utmost discretion in handling confidential information and matters of official business which can put lives into danger or spoil the image of the United Nations.

Guidelines: Use of Military or Armed Escorts for Humanitarian Convoys

- [http://ppdb.un.org/Policy%20%20Guidance%20Database/GLINES MILITARY ESCORTS HUMAN ACTORS 2001.pdf](http://ppdb.un.org/Policy%20%20Guidance%20Database/GLINES_MILITARY_ESCORTS_HUMAN_ACTORS_2001.pdf)

Human Rights Due Diligence Policy (HRDDP)

<http://ppdb.un.org/Policy%20%20Guidance%20Database/Human%20Rights%20Due%20Diligence%20Policy%20Final.pdf>

In supporting to non-UN security forces, UN FHQ must pursue a policy of due diligence, of following key elements:

- Before support is given, an assessment of the risks involved in providing or not providing such support, in particular the risk of the recipient entity committing grave violations of international humanitarian law, human rights law or refugee law;
- Transparency with receiving entities about the legal obligations binding the Organization and the core principles governing provision of support; and
- An effective implementation framework (refer to link for details)

Protection of Civilians (PoC): Operational Issues

<http://ppdb.un.org/Policy%20%20Guidance%20Database/100406DPKODFSPOCOperationalConceptENG.pdf>

This note provides an operational concept for the implementation of protection of civilians mandates by UN peacekeeping operations. This concept draws on operational experience and lessons learned to present a basic framework for conceptualizing the protection of civilians by UN peacekeeping missions. The operational concept is organized around a three-tiered approach to protect civilians: (1) Protection through political process, (2) Providing Protection from physical violence, and (3) Establishing a protective environment. Specific guidance on PoC for military component is under development by OMA.

Addressing Conflict-related Sexual Violence: An Analytical Inventory of Peacekeeping Practice

http://ppdb.un.org/Policy%20%20Guidance%20Database/ConflictrelatedsexualviolenceAnalytical_Inventory.pdf

In many conflict and post conflict situations, Conflict-related Sexual Violence (CRSV) is prevalent, widespread, endemic and mostly invisible. It is also being commissioned as a tactic of war to deliberately target vulnerable populations with definite political or military objectives that serve a

strategic aim related to the conflict. Consequently, four Security Council resolutions within the framework of *Women, Peace and Security* have been adopted to address CRSV.

Integrating a Gender Perspective into the Work Guidelines of the United Nations Military in Peacekeeping

<http://ppdb.un.org/Policy%20%20Guidance%20Database/2010.22%20Military%20Guidelines%20ENG.pdf>

These guidelines aim to enhance the operational effectiveness of military peacekeeping tasks by serving as a tool to guide practical translation of existing mandates on women, peace and security in the performance of these tasks.

Personnel:

DPKO/DFS UNMEM Manual:

<http://ppdb.un.org/Policy%20%20Guidance%20Database/2010.30UNMEMManual.pdf>

This manual contains general information on various administrative aspects relating to the selection, deployment, rotation, transfer and repatriation of all UN Military Experts on Mission (UNMEM), which include UN Military Observers (UNMOs), UN Military Liaison Officers (MLOs) or UN Military Advisers (MILADs).

Casualty Management: SOP-Notification of Casualties (NOTICAS)

[http://ppdb.un.org/Policy%20%20Guidance%20Database/2006.04 NOTICAS SOP+Annexes.pdf](http://ppdb.un.org/Policy%20%20Guidance%20Database/2006.04%20NOTICAS%20SOP+Annexes.pdf)

The SOP standardize and provide guidance on the notification and recording of casualties, identify Field Mission Units responsible for notifying DPKO Headquarters (HQ), identify Responsible HQ Units that are to be notified and initial steps that they will have to perform, and provide procedures enabling the centralized recording of peace operation casualties at HQ. NOTICAS sample format, facsimile cover and letter of condolence format included.

Policy: Board of Inquiry (BOI)

<http://ppdb.un.org/Policy%20%20Guidance%20Database/2008.23PolicyonBoardsofInquiry1June08.pdf>

The Policy Directive, together with its accompanying Standard Operating Procedure, which shall be read in conjunction with it, is to clarify what Boards of Inquiry are, when they shall be convened and what they are to do. The SOP is to advise when the conduct of a BOI is mandatory and to ensure a consistent approach in the conduct and reporting format for the final report.

Welfare and Recreation

<http://ppdb.un.org/Policy%20%20Guidance%20Database/DPKOSOPonwelfareandrecreation30April07.pdf>

<http://ppdb.un.org/Policy%20%20Guidance%20Database/UNGSC%20SOP%20on%20UNGSC%20Welfare%20and%20Recreation%20Dec%202011.pdf>

The SOP provides guidance to mission management (including military and police command), welfare and recreation committees, welfare focal points, staff counsellors and other personnel engaged in providing welfare and recreation measures on the minimum standards of welfare and recreation facilities and measures for all categories of UN personnel.

Policy: UN Medals

http://ppdb.un.org/Policy%20%20Guidance%20Database/POL_UN_MEDALS_1959_2000.pdf

The policy regulates on the eligibility for the award of the United Nations Medal based on the 1966 Regulations, which have been clarified by specifying qualification period and deeming civilian police as military personnel for the purposes of the Regulations.

Conduct and Discipline

http://ppdb.un.org/Policy%20%20Guidance%20Database/GLINES_CONDUCT_DISCIPLINE_COMPLTE_PACKAGE.pdf

Compilation of documents relating to conduct and discipline: Directive for Disciplinary Matters Involving Military Observers (2 copies), Public Information Guidelines for Allegations of Misconduct Committed by United Nations Peacekeeping and Other Field Missions (3 copies), Directive Sexual Harassment in UN Peacekeeping and Other Field Missions (3 copies), Directives for Disciplinary Matters Involving Military Members of National Contingents and Undertaking by UN Military Observers.

Developing Rules of Engagement (ROE) and Sample ROE for the UNPKO

http://ppdb.un.org/Policy%20%20Guidance%20Database/GLINES_DEVELOPING_ROE_2000.pdf

The Guidelines is to ensure consistency in the development and implementation of ROE for UNPKO. It is intended that the document provide simple and informative direction which can be used for generic training purposes. It is the Force Commander's responsibility to ensure that mission ROEs are well known and understood by all officers under his/her responsibility.

Interim SOP: Detention in UN Peace Operations

http://ppdb.un.org/Policy%20%20Guidance%20Database/DPKO_DFS_SOP_DententioninUNPO_25Jan2010.pdf

The Interim SOP is to ensure that persons detained by United Nations personnel in United Nations peace operations as defined in this Interim SOP. Actions taken in application of this Interim SOP shall be in compliance with Mission-specific military rules of engagement and SOFAs and SOMAs, police directives on the use of force and applicable international human rights, humanitarian and refugee law, norms and standards.

SOP: HQ Crisis Response in Support of DPKO-Led Field Missions

<http://ppdb.un.org/Policy%20%20Guidance%20Database/SOPHEADQUARTERSCRISISRESPONSEINSUPPORTOFDPKOLEDFIELDMISSIONS.pdf>

This SOP provides the framework for DPKO and DFS Headquarters to respond to crises in DPKO-led field missions. It recognizes that the affected mission will be responsible for managing the crisis based on approved crisis management procedures. DPKO and DFS Headquarters provide overall political guidance and direction, as well as expert advice and technical support as needed for the duration of the crisis, based on the crisis response procedure described herein.

Training:

Commanding UN Peacekeeping Operations

http://ppdb.un.org/Policy%20%20Guidance%20Data%20base/UNITAR_COMMANDING_UNPKOs_2004.pdf

This course is designed for those in leadership positions in UN peacekeeping operations. It should prove useful for participants at the strategic, operational, or tactical level, for senior and junior leaders, to those appointed to UN command and staff positions, and for those with national command or staff responsibilities.

Training of Sector Commanders by FHQ

It is FHQ's responsibility to ensure awareness of new Sector Commanders with the peacekeeping operations and its various facets. FHQ should organise periodically, training/awareness courses for new FHQ leadership and especially for the Sector Commanders and/or Battalion Commanders, based on the above mentioned guidelines.

Functions/Responsibilities of FHQ Leadership, Staff and Mission Entities

Force Commander / Deputy Force Commander:

- Principle military advisor to the SRSG/HoM; has access to mission leadership
- Promotes and manifests a climate of teamwork
- Plans, task organises, and supervises all military operations; maintaining situational awareness
- Provides guidance to Section heads
- Provides the FHQ / branches with his priorities
- Developed OPORD and MCWP using the MC, FC's Directive and DPKO OPORD
- Mandated tasks are clear in the Mission Concept and articulated in the FHQ's OPORD
- ROE formulated in consultation with DPKO; military personnel are trained and cards issued
- Appropriate resources to support the concept of operations for routine and crisis situations
- FHQ has given written guidance on the roles and responsibilities of the military component's implementation for the POC; and in absence of an effective host government capacity to protect, peacekeepers may act independently

- The POC efforts are manifested in the execution of military operations and incorporated into staff products to include OPORD, orders, FRAGOs, directives, and the ROE
- Coordinated with mission HQs & SSR section to implement the Human Rights Due Diligence Policy (HRDDP)
- FHQ provides support to non-UN entities pursuant of the HRDDP to include the following elements: vetting process; risk assessment for the possibility of an entity violating International Humanitarian Law, Human Rights Law; transparency of legal obligations; and an implementation framework practiced
- Ensures the military component is trained, conforms, complies with UN policies, values, regulations, host country laws and mission specific directives
- Military component receives training and incorporates in their staff products the UN policies relating to gender in peacekeeping and post conflict environments
- Military component personnel are aware of Human rights law (the rule book for missions) responsibilities for promoting, protecting, reporting and intervening as required; they have received training and incorporate in their staff products and operations

- UN Policies for Sexual Exploitation and Abuse (SEA) and workplace ethics understood by military personnel and the policies reinforced and enforced by the military leadership
- FHQ issues guidance to staffs / TCCs on disciplinary actions; process understood and implemented; leaders take action while keeping the mission informed
- Individuals are able to report criminal activity and misconduct with mechanisms to protect them from retaliation
- Prior or on arrival, military personnel are briefed on workplace ethics, criminal activity and zero tolerance for SEA; policies are available and promulgated to all staffs
- Military personnel are aware of the policy for prevention and control of HIV/AIDs
- FC, DFC, COS and FHQ staff participated in pre-deployment training
- Sets PIR and defines collection resources as required
- The FHQ battle rhythm facilitates the Mission HQ routines and reporting
- FHQ contributes to DPKO/DFS policy development

- In the Mission, military priorities receive appropriate weight and there are means to de-conflict competing mission component priorities
- FHQ maintains an effective / timely technical link with OMA/DPKO
- Provides direction and military priorities to the result based budget framework
- If appointed as the Designated Official for safety and security (DO), the HOMC is responsible for the safety and security of all UN personnel falling under the Applicability Policy (including those in Agencies, Funds and Programmes within the mission area). In this role the HOMC will chair the Security Management Team (SMT)
- MOSS reviewed and approved within 12 months
- Provides guidance and direction to DFC on roles and responsibilities
- Designates a CMO / CLO in a multidimensional mission with observer component
- Directs for training of Sector commanders and/or Battalion commanders.

Chief of Staff:

- Leads in directing, coordinating, supervising, and training the staff
- Frees FC from routine activities
- Reviews plans and orders of subordinate units
- Reviews operational documents and cables
- Ensures the staff integrates and coordinates activities, vertically and horizontally
- Staff branches interact with other branches /sections, mission components, civilian counterparts, UN agencies, interlocutors; to include information sharing
- Staffing tables appropriate for tasks and workload
- Ensures mechanisms for internal FHQ assessments and AARs
- Chief resource manager and allocator
- Ensures FHQ physical structure and distribution supports C3I
- FHQ has SOP covering routines, meetings and battle rhythm; facilitating information flow
- Chairs routine staff meetings to keep staff informed
- Synchronizes system for reporting and routinely reviews requirements and quality

- FHQ provides guidance via OPORDs, FRAGOs, FC Directives, risk assessments, ROE
- The OPORD and POC directives are reviewed regularly and relevant to the current situation
- Ensures that SOs participate in UN coordinated pre-deployment training including mandate, code of conduct, ROE, situational / security awareness, mission background
- SOs participate in induction training on arrival: UN policies, SEA, mission integration, security, mandate, and mission area
- Sections conduct routine staff training
- SOPs /plans used for smooth transition between SOs
- DPKO-DFS-DPA Field Occupational Safety Risk Management Policy implemented
- System for assessing and rewarding good performance and to improve poor performance
- SOPs to protect sensitive information and procedures for disseminating to external agencies
- Directs for planning and training of new Sector commanders and/or Battalion commanders.

Integrated Entities & Coordination Mechanisms:

Military Operations Centre (MOC)

- Maintains a 24/7 operational picture and SOPs for sharing and disseminates the information
- Staffed, equipped, SOPs for conducting C3 and synchronized operations from the MOC and sector locations
- Effective in monitoring sustainment of the Force
- Timely passage of information, orders and commander's intent; maintains battle rhythm
- Hotlines to UNOCC, SitCen, JOC, JMAC, subordinate HQs, sub-units, and neighbouring missions

Joint Operations Centre (JOC)

- Collects, reports and monitors all daily activities of components
- Ensures 24/7 situational awareness; sharing and dissemination the information
- Supports MLT decision-making
- During crises, acts as the crises management centre

Strategic Planning and Coordination Cell (SPCC)

- Provides dedicated planning and coordination function to support the SRSG/HoM on implementation of the mandate

- Supported by nominated planning experts from civilian, military, and police components and other entities
- May serve as the secretariat for the Mission and UN Country Team planning efforts
- FHQ COS / U-5 routinely interact to shape future military operations and priorities

Joint Mission Analysis Centre (JMAC)

- Conducts multi-source collection and analysis for planning and senior leader decision-making
- Generates medium to long term integrated analytical products; trend and predictive analysis
- Engages other mission components, UN agencies, host nation, and non-UN entities

Mission Support Centre (MSC)

- The MSC is the nerve centre for logistics functions in a Mission, involving information gathering, analysis, planning, coordination, execution, monitoring and feedback. It provides all mission components, other UN and non-UN entities with a single point of coordination for all aspects of logistic support in the mission area. MSC is jointly staffed by military, police and civilian staff. Detailed information on MSC is to be developed.

Civil Military Coordination Cell (CMCC)

- Principle mechanism and cell to facilitate information sharing and coordination between humanitarian communities, host nation civil authorities, and mission components
- May support joint assessments, developing common strategies, and facilitate security relationships

Integrated Mission Training Centre (IMTC)

- Integrates civilian, military, and police training cells to develop a mission training plan
- Manages mission based induction training and cross cutting training
- Develops lessons learnt reports and data base, and assist in obtaining training resources

Mission Pillars and Mandated Issues (Cross Cutting all Branches and Staff Sections):

- Gender: Military personnel have received training on policies and guidance relating to gender in peacekeeping, post conflict environments; and gender mainstreaming is reflected in the FHQ staff products
- Human Rights: military personnel are aware of obligations under international human rights law; received training relevant to their position; and policies reflected in the FHQ staff products

- HIV/AIDS: military personnel have received training and understand implications for the prevention and control of HIV/AIDS
- Mission HQs issued clear POC guidance to the FHQ to include risk assessments; military's role in the implementation
- The POC analysis conducted; FHQ understands military's responsibilities and has developed and disseminated a plan; incorporating the POC into their products, orders, FRAGOs, directives, and ROE
- UN Policies for Sexual Exploitation and Abuse (SEA) and workplace ethics and criminal activity available to all staff and clearly promulgated
- On arrival, individuals are briefed on workplace ethics, criminal activity and zero tolerance for SEA
- FHQ issued guidance to staffs / TCCs on disciplinary actions; the process is understood / implemented; leaders take action while keeping the mission informed
- Individuals are able to report misconduct with mechanisms to protect them from retaliation

Role of FHQ Staff Branches (detailed functions given in Handbook)

- U-1 Staff Branch is responsible for all personnel related matters, discipline, postal services, welfare activities, performance evaluations, UN medals etc.

- **U-2** Staff Branch is responsible for all matters related to military information / military security operations.
- **U-3** Staff Branch deals with all matters concerning operations and force deployment.
- **U-4** Staff Branch is the principal advisor to the HoMC/FC on the overall logistics that affects the military operations and works closely with Service Delivery Division (SSD) and Mission Support Centre (MSC).
- **U-5** Staff Branch is responsible for conducting future planning and the provision of advice to the FC on policy issues.
- **U-6** Staff Branch is responsible for all matters concerning military communications and Information Technology (IT) related topics.
- **U-7** Staff Branch is responsible for induction training, In-Mission training, establishing the training needs of military contingents and supporting the integrated mission training cell (IMTC) in the delivery of training to the Military Component.
- **U-8** Staff Branch is responsible to plan, coordinate and implement the assigned engineer tasks (field/combat and construction) in accordance with mission priorities
- **U-9** Staff Branch coordinates the military UN-CIMIC operations with other UN agencies; and

nongovernmental, private voluntary, and international organizations in the area of operations.

Special Staff / Sections:

Legal Advisor / Military Legal Advisor

- Provides legal advice to FC, Sector Commanders, and military units
- Integrated legal advice on military plans, operations, ROE, SOFA, SOMA
- Coordination with legal office, other mission components, host nation, OSLA / OIOS, Mission Conduct and Discipline unit
- Conducts legal training on UN Peacekeeping

Force Medical Officer

- Provides medical advice, risk assessments, medical support plans, medical training, and organises health service support
- Supervises the professional and clinical performance of TCC medical facilities and health programs
- Establishes procedures and reporting for medical evacuation of military personnel within DPKO/DFS guidelines

Military Public Information Office

- Plans, develops, and supervises FC's public relations program; advises FC on public information

- In coordination with the mission HQ ensures media sources receive coordinated responses
- Facilitates media efforts to cover military operations
- Trains the military component on media relations and public information

Provost Marshal

- Advises FC and is the focal point for law enforcement plans, policy, reporting, and UNPOL liaison
- Coordinates with host nation/ military/ civil police, handling detainees, and physical security policies
- Assists FC in the investigation of alleged misconduct

Supplemental; Field Assessments:

- Leader understands current issues and cultural considerations of the unit being visited
- Units conduct mission analysis using current information and trend analysis
- Unit work plan developed, disseminated and understood
- Routinely publishes, disseminates and updates patrol orders to support the security and collection plans

- Operations / Command Posts operate 24 / 7, tracks all operations in their assigned areas
- Reaction force identified and rehearsed
- Night patrols are conducted
- Internal casualty evacuation system in place, rehearsed with notification procedures
- Maintains security of its facilities/ OPs/ critical sites (wire, sandbags, overhead cover)
- Conducts formal mission debriefs, collects and reports the information
- Vehicle and equipment operational rates within current UN standards
- Vehicles have load plans and maintain basic ammunition loads
- Weapons clean and operational
- Contact drills available and rehearsed prior to the execution of missions / patrols
- Military personnel understand assigned tasks, ROE and have ROE cards
- Field sanitation measures and proper administration practiced at field sites

- Field locations receive required services and supplies
- Subordinate leaders have an inspect program and routinely visit all sites