United Nations

Peacekeeping Missions

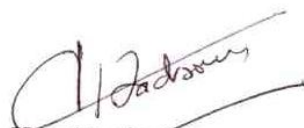# Military Force Headquarters Support Unit Manual

March 2015

Preface

We are delighted to introduce the United Nations Peacekeeping Missions Military Unit Manual on the Force Headquarters Support Unit—an essential guide for commanders and staff deployed in peacekeeping operations, and an important reference for Member States and the staff at United Nations Headquarters.

For several decades, United Nations peacekeeping has evolved significantly in its complexity. The spectrum of multi-dimensional UN peacekeeping includes challenging tasks such as helping to restore state authority, protecting civilians and disarming, demobilizing and reintegrating ex-combatants. In today's context, peacekeeping Missions are deploying into environments where they can expect to confront asymmetric threats from armed groups over large swaths of territory. Consequently, the capabilities required for successful peacekeeping Missions demand ever-greater improvement.
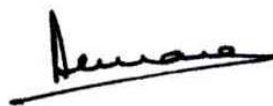
UN peacekeeping operations are rarely limited to one type of activity. While deployed in the context of a political framework supporting a peace agreement, or in the context of creating the conditions for a return to stability, peacekeeping Missions may require military units to perform challenging tasks involving the judicious use of force, particularly in situations where the host state is unable to provide security and maintain public order. To meet these complex peacekeeping challenges, military components often play a pivotal role in providing and maintaining a secure environment. Under these circumstances, the deployment of a UN Force Headquarters Support Unit can contribute decisively by providing security and essential administrative support to the Force Headquarters and military installations.

As the UN continues its efforts to broaden the base of Troop Contributing Countries, and in order to ensure the effective interoperability of all UN military units, there is a need to formalize capability standards. Together with the seminal work of military experts from numerous Member States, the Department of Peacekeeping Operations and the Department of Field Support have produced this Manual as a means of enhancing the preparation, operational readiness and performance of UN Force Headquarters Support Units. In recognition of the work already done, and in anticipation of future improvements, we would like to express our sincere gratitude to the Member States who volunteered and devoted so much of their time, energy and expertise in the creation of this Manual. The result is a document that captures and consolidates the relevant dimensions of the UN Force Headquarters Support Unit into a single, convenient reference.

The Department of Peacekeeping Operations and the Department of Field Support will continue to refine and update this Manual ensuring its relevance in an ever-changing operational environment. In the meantime, we have every expectation that this document, especially with the concerted efforts of its intended readers, will contribute immensely to improving and enhancing our collective performance in the pursuit of peace.

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Military experts of the UN Peacekeeping Missions Force Headquarters Support Unit Manual Working Group, Beijing, China 2014.

Purpose

This first edition of the United Nations (UN) Military Force Headquarters Support Unit Manual provides field commanders and their staff a guide for planning and conducting Force Headquarters Support Unit operations in support of UN peacekeeping Missions.[1] Troop Contributing Countries (TCCs), UN Headquarters and Mission staff will find this Manual an essential reference as they plan for, generate and employ Force Headquarters Support Units for UN Missions.

The intent of this Manual is not to override the national military doctrine of individual Member States or TCCs, nor impose requirements on national training, operations or structures. This Manual does not prescribe any military tactics, techniques and procedures, nor is it the intent of this Manual to serve as an instrument for unit selection. Indeed, unit structures will be adapted, ultimately, in accordance with specific Mission requirements and any Memorandum of Understanding (MOU) negotiated between the UN and TCC. Instead, this Manual serves as a complement to existing or emerging TCCs' military doctrine, and preparation for the *enhanced performance achieved through interoperability* with other TCCs participating in the peacekeeping operation.

This Manual is primarily written at the operational level. It is based on UN guidance reflecting lessons learned, feedback from field Missions and input from peacekeeping practitioners familiar with UN Force Headquarters Support Units. Workshops conducted by interested Member States and TCCs produced the original draft that was finalized after extensive coordination within DPKO and DFS. The result is a most comprehensive body of thought on UN Force Headquarters Support Unit operations that is especially designed to assist contingents in the re-orientation of their units from a national military focus to one in which they are an integral part of a unified UN peacekeeping operation.

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[1] Throughout this document, a capital M in the word "Mission," as in, "the UN Mission," is used to refer to a UN peacekeeping *organization*; as opposed to a small "m," as in, "a military mission" indicating a *task or operation*.

Scope

This manual describes UN Force Headquarters Support Unit operations, focusing on its support to a Force Headquarters. Always scalable in size, modular in function and Mission-tailored, the UN Force Headquarters Support Unit's size and composition depend on the size, composition and requirements of the UN Mission it supports and the physical characteristics of the Mission area.

The brief description of the integrated Mission support system described in this manual will be most enlightening for military personnel unfamiliar with this aspect of UN field operations. In the UN system, military enabling units such as logistics, construction engineers, signals, aviation, transportation, medical and explosive ordnance disposal unit function as part of a Mission-level support network controlled and managed by the civilian, not military leadership, even though the enabling military units remain OPCON to the Force Commander. With the exception of those military enabling units in direct support of military operations, military enabling units fall under the tasking authority of the Chief of Service Delivery[2] acting on behalf of the Director or Chief of Mission Support. This arrangement allows the Mission to employ its resources with maximum coordination and efficiency. Readers are strongly encouraged to refer to the DPKO/DFS policy on *Authority, Command and Control in United Nations Peacekeeping Operations,* (Ref. 2008.4) dated February 2008 for a definitive description of command and tasking authorities under the Mission's Service Delivery system.[3]

Chapter 1 of this manual explains the concept of employing the Force Headquarters Support Unit. UN planners will find Chapters 2 and 3 particularly helpful on the detailed capabilities, tasks and organization of a UN Force Headquarters Support Unit as they tailor the Force Headquarters Support Unit according to Mission requirements. UN Force Headquarters Support Unit commanders and staff can plan and manage their resources based on the guidance provided in Chapter 4, while Chapters 5 and 6 provide the training and evaluation criteria by which the UN Force Headquarters Support Unit can achieve and maintain top operational readiness.

This manual should be read in conjunction with other UN manuals, especially the UN Infantry Battalion Manual, in order to gain a fuller understanding of UN standards, policies and procedures related to peacekeeping operations.[4]

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[2] Formerly known as the Chief of Integrated Support Services.
[3] The DPKO/DFS policy on authority, command and control, and many other invaluable peacekeeping-related documents, are available at:
http://ppdb.un.org/SearchCenter/Results.aspx?s=PPDB%20Scope&k=2.%09SOP%20on%20Implementation%20of%20Amendments%20on%20Conduct%20and%20Discipline%20in%20the%20Model%20Memorandum%20of%20Understanding%20Between%20UN%20and%20TCCs
[4] The Infantry Battalion Manual, Volumes I and II, can be found at:
http://www.un.org/en/peacekeeping/documents/unibammanualvol1.pdf and
http://www.un.org/en/peacekeeping/documents/unibammanualvol2.pdf.

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Chapter 1

Employment Concept for the UN Force Headquarters Support Unit

1.0 Introduction

This chapter describes the general employment concept for the UN Force Headquarters Support Unit in the execution of its core functions including support to command and control, force protection and security, transportation, self-sustainment, administrative and clerical functions. This chapter also outlines the UN Mission framework within which the UN Force Headquarters Support Unit functions. The UN Military Unit Manual on the Infantry Battalion provides extensive coverage of the UN principles, policies and framework for all personnel serving in UN peacekeeping operations. Moreover, each detail of the Mission framework can be more thoroughly studied in the UN Capstone Doctrine which, along with other important UN policy documents, is available at the following UN links:

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

and,

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

1.1 Role, Size and Location of the UN Force Headquarters Support Unit

1.1.1 The UN Force Headquarters Support Unit's primary roles are to provide force protection and security, transportation and administrative and clerical services to the Force Headquarters. The size and location of a UN Force Headquarters Support Unit are determined by the role, size and location of the UN Force Headquarters; the type of Mission; the characteristics of the Mission area; the threat to UN personnel, facilities and property; the tasks to be undertaken; the level of host nation or contractor support and the capacity of the Mission's civilian components. The UN Force Headquarters Support Unit is tailored to task and may change composition and size as the Mission develops.

1.1.2 As a general principle, the UN Force Headquarters, and its Force Headquarters Support Unit, will be collocated with the Mission Headquarters. The Force Headquarters participates in the Mission's integrated functional elements such as the Joint Mission Analysis Center (JMAC), Joint Operations Center (JOC) and Mission Support Center.[5] Consequently, the Force Headquarters Support Unit will receive, to some extent, logistics, telecommunications and

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[5] Formerly known as Joint Logistics Operations Center (JLOC).

information technology, engineering, aviation, and Medical Level 2+ support provided by the Mission's civilian administration, contractors and military enabling units. Personnel should study the Statement of Unit Requirement (SUR) and the UN- TCC Memorandum of Understanding for specifics on requirements and support being provided to the UN Force Headquarters Support Unit. See the sample SUR at Annex A. Also read chapter 4 and Annex D of this manual for details on support for the Force Headquarters Support Unit.

1.2 **Force Protection Responsibilities**

The Force Headquarters Support Unit receives its tasks through the chain of command from the Force Commander, who is a key member of the Mission's Senior Management Team. While focusing primarily on the Force Headquarters, the Force Headquarters Support Unit performs its force protection and security function as a coordinated and integrated part of the Mission's overall force protection and security effort. The following paragraphs describe the responsibilities of the various actors in that broader effort.

1.2.1 **UN Department of Safety and Security.** The UN Department of Safety and Security (DSS) has global responsibility for UN personnel, premises, assets and operations. DSS provides a Chief Security Adviser/Officer and Security Section staff to UN Missions. The Security Section is distinct from the substantive and support side of the Mission, with the Chief Security Adviser/Officer reporting directly to the HOM/SRSG for all matters pertaining to security management, apart from those that apply solely to the military contingents and formed police units. Aside from the normal functions commonly associated with security management, the Security Section may also have a security information analysis capability that works closely with other information analysis capabilities in the Mission to ensure comprehensive situational awareness for the Mission and its senior management.

1.2.2 **Designated Official.** The HOM/SRSG may be appointed as the Designated Official for Safety and Security. The Designated Official is accountable for the security and protection of the staff of UN funds, programmes and specialized agencies as well as their eligible dependants, in addition to Mission personnel and their eligible dependants. The Designated Official chairs the Security Management Team, consisting of the Chief Security Adviser or Officer; senior management members of the Mission; and all heads of UN funds, programmes and specialized agencies present in the Mission area. The Force Commander is a member of the SMT. In certain traditional Mission settings, the Force Commander may be appointed Designated Official,[6] although that title is normally given to the HOM/SRSG. The SMT is the forum in which force protection tasks are coordinated.

1.2.3 **Force Commander.** Force protection is the fundamental obligation of every military and civilian leader. Force protection is also a legal obligation under the Mission's Status of Forces Agreement, and applies to all peacekeepers both in and out of uniform. While the host government's responsibility for force protection extends to all United Nations military and civilian personnel present in that particular country, there remains, nonetheless a requirement for the Mission and Force Headquarters to provide force protection for military units and/or UN

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[6] As of February 2015, Force Commanders in UNIFIL, UNDOF and UNISFA have been appointed as Designated Officials in their area of operations.

personnel under the UN Security Management System.   This force protection responsibility includes a wide variety of personnel including internationally and locally recruited civilian staff, their eligible dependants, UN Volunteers, individually deployed police or military personnel including United Nations police officers, military observers, military liaison officers, military advisors and staff officers, and military members not part of national contingents or members of formed police units.   The UN Security Management System *does not* apply to military members of national contingents or members of formed police units when deployed with their contingent or unit. Force protection for military personnel is the responsibility of the Force Commander.[7]

1.2.4   **Chief Security Adviser/Chief Security Officer.** However, in 2010 DPKO-DFS promulgated a policy entitled "Security Risk Management Process" making it obligatory for all peacekeeping military contingents and formed police units to apply the UN security risk management process for the purposes of force protection. The security risk management process is coordinated by the Chief Security Adviser/Chief Security Officer who reports to the Designated Official.

1.2.5 **Force Protection Options**. For the purpose of protecting UN civilian personnel, assets and programs, a security risk assessment will be completed by the Chief Security Adviser/Chief Security Officer, and force protection arranged according to a formal plan. The physical security and protection of UN premises in the field (except for military and police bases) is achieved in a variety of ways. Conceptually, external protection should be provided by the host government; however, armed host government forces are not permitted inside UN facilities. When the host government lacks the capacity, the UN may rely first on UN military contingents and formed police units for protection; use unarmed private security guards under UN contract; and/or establish a UN Guard Unit with personnel provided by TCCs or Police Contributing Countries (PCCs). To date, establishing a Guard Unit has only been done in Special Political Missions. Organizing UN Guard Units must reflect Mission requirements and the limitation that Guard Units can only be tasked with the protection of UN personnel, assets and premises.

1.2.6 **Private Security Guards.** According to existing UN Security Management System policy, the use of armed private security companies remains the last resort. The Chief Security Adviser/Chief Security Officer and the security section will be accountable for the security of the premises, regardless of who provides the guard force. Elements of the Force used to guard UN facilities will continue to report along military/police channels of command, even while day-to-day security tasking may be coordinated by the Chief Security Adviser/Chief Security Officer (other than on military or police bases).

1.3 **Situational Awareness**

1.3.1 **Security Information and Operations Center and Coordination Unit.** To fulfil its security/force protection functions, the UN Force Headquarters Support Unit must participate in the Force Headquarters' various fora for information exchange and analysis. The UN Force Headquarters typically has its own operations and threat information analytical capability. The Mission has a corresponding capability consisting of a Joint Mission Analysis Center (JMAC)

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[7] The full list of UN personnel covered under the UNSMS is listed in the *United Nations Security Management System, Security Policy Manual (8 April 2011),* Chapter III, Applicability, available at:
http://ppdb.un.org/Policy%20%20Guidance%20Database/Security_management_system_policies.pdf

responsible for all Mission mandate-related analysis; a Joint Operations Center (JOC) responsible for integrated situational awareness (including special incident reporting), facilitating integrated operations coordination and supporting crisis management; and, a Security Information and Operations Center (SIOC), or a Security Information Coordination Unit (SICU) responsible for all security threat analysis. The latter two entities are under the authority of the Chief Security Adviser/Chief Security Officer. These entities should coordinate to ensure that there is unified situational awareness and analysis, and a unified understanding of security threats affecting the various Mission components.

1.3.2 **Joint Security Risk Assessment.** The Joint Security Risk Assessment is designed to identify and analyse security threats to Mission components; determine the UN's vulnerabilities and exposure to the threats as well as their likelihood and impact; assess the risks inherent in the threats; and, use this knowledge to determine appropriate risk mitigation measures to provide advice on acceptable risk to achieve mandates. The UN Force Headquarters Support Unit should actively use these assessments to protect the Force.

1.4 **Occupational Safety**

In 2013, DPKO-DFS began implementing a new policy and related Standard Operating Procedures (SOPs) on Field Occupational Safety Risk Management (FOSRM). This policy is applicable to all civilian components of the Mission, and managed by the Director or Chief of Mission Support through a focal point system. Reporting is done directly to DPKO Headquarters and while the programme is managed at field level by the Mission's support function, at UN Headquarters it is managed by the DPKO-DFS Focal Point for Security. The primary safety aspects managed by DSS, and therefore the Chief Security Adviser/Chief Security Officer, are fire, aviation and road safety. At the time of promulgation of this Force Headquarters Support Unit manual, it had not yet been decided if military contingents and formed police units would fall under the policy or not. Nevertheless, Force Commanders and their UN Force Headquarters Support Unit should apply the Safety Risk Management methodology where and whenever possible to reduce occupational risks that could lead to death and injury.[8]

1.5 **Beyond Force Protection and Security**

As will be seen in the next chapter, the Force Headquarters Support Unit plays a critical role beyond that involving force protection and security. Although its purpose is to support the Force Headquarters, it is part of a Mission-wide coordinated effort. It provides the transportation and security for the Force Headquarters senior leadership, allowing them to be present where needed to exercise command and control. It also provides self-sustainment and Medical Level 1 support, as well as critical administrative and clerical personnel. In short, the Force Headquarters Support Unit provides the security, equipment, transportation and personnel needed to keep the Force Headquarters functioning anywhere in the Mission.

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[8] This policy is available at: http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx.

Chapter 2

Capabilities and Tasks of the UN Force Headquarters Support Unit

2.0 Introduction

The primary role of a Force Headquarters Support Unit is to provide force protection and security, transport, self-sustainment, administrative, clerical and other specialized services to the Force Headquarters. This chapter describes these capabilities and their associated tasks. The Force Headquarters Support Unit is capable of conducting a wide variety of tasks and can, if needed and stipulated in the Statement of Unit Requirement, support other peacekeeping requirements due to its versatile capabilities.

2.1 Core Capabilities and Tasks of the Force Headquarters Support Unit

The core capabilities and tasks of the Force Headquarters Support Unit include:

- Support to Command and Control and the Protection of Senior Military Officers or the Head of Mission/SRSG.
- Force Protection and Security.
- Transportation.
- Self-Sustainment.
- Administrative and Clerical Support.

2.2 Support to Command and Control and the Protection of Senior Military Officers or the Head of Mission/SRSG

2.2.1 The Force Headquarters Support Unit provides protection to senior military officers permitting the Force Headquarters to exercise effective command and control of its subordinate and attached elements. If military guards from the Force Headquarters Support Unit are protecting a senior military officer, then they do so under the authority of the Force Commander, and the Chief Security Adviser/Chief Security Officer is not accountable. On the other hand, using military personnel to guard *non-military* personnel (such as the Head of Mission/SRSG), premises and assets can generate significant management and accountability issues that must be resolved in advance.

2.2.2 The safety and security of the Head of Mission/SRSG and *non-military* UN premises and assets is presided over by the Chief Security Adviser/Chief Security Officer, and that

responsibility cannot be alienated from him or her. If military guards are used to protect the Head of Mission/SRSG, or in situations where the Mission and Force Headquarters share facilities and are guarded by military personnel from the Force Headquarters Support Unit, the Chief Security Adviser/Chief Security Officer *still* retains full tasking authority over the military guards, even though they remain OPCON to the Force Commander. In either case, the Chief Security Adviser/Chief Security Officer and Force Commander must resolve any conflicting command and control issues regarding senior leader protection.

2.3 Force Protection and Security

2.3.1 For the Force Headquarters Support Unit, force protection and security includes tasks related to the security of UN personnel, facilities, installations and equipment such as maintaining order within the Force Headquarters perimeter; guarding and defending Force Headquarters elements and facilities; evacuating Force Headquarters personnel when necessary; protecting very important persons (VIPs); crowd management and convoy security.

2.3.2 The Force Headquarters Support Unit acquires and maintains situational awareness for planning and executing its force protection tasks by establishing protective measures through an effective combination of risk analysis, physical security, tactical, procedural, environmental and preventive medicine measures.

2.3.3 Amongst the force protective measures established by the Force Headquarters Support Unit is the maintaining of an orderly flow of traffic and the safe parking of vehicles in the Force Headquarters area. Enforcing orderly and secure traffic in the Force Headquarters area includes coordinating routes with the Force Headquarters staff, establishing control/access points, erecting road signs and enforcing parking regulations.

2.3.4 Maintaining protected mobility and a rapid reaction capability is essential for executing force protection and security tasks or dealing with emergencies. The Force Headquarters Support Unit provides individual and collective force protection to all Force Headquarters elements (and possibly Mission Headquarters) in a lethal or non-lethal manner according to the Rules of Engagement. They deliver measured responses without collateral damage as per peacekeeping operational norms. See Annex B for further details of the entire range of force protection and security tasks.

2.4 Transportation

The Force Headquarters Support Unit provides the necessary vehicles and drivers for the Force Commander, Deputy Force Commander, Chief of Staff and official visitors. Though transportation for the Force Commander, key Force Headquarters staff and visitors is not limited to ground movement, ground vehicular movement is the most typical means of transport. In addition to cars, trucks, vans, and buses, Force Headquarters Support Unit personnel may be required to coordinate with the Mission's Movement Control (MOVCON) office for rotary- and fixed-wing aircraft transport. Transportation is required for on- and off-base destinations. Potential locations to which the Force Headquarters Support Unit may provide transportation include, but are not limited to, off-base residences, Sector Headquarters, transportation nodes

(e.g., airports, seaports, railheads), host nation ministry buildings, area hospitals and refugee camps. When required, the Force Headquarters Support Unit also provides the vehicles to relocate the modular Force Headquarters command post. See Annex C for detailed tasks associated with transportation.

2.5 Self-Sustainment

The Force Headquarters Support Unit provides essential services for Force Headquarters Support Unit personnel. It maintains a fully self-sufficient and independently sustained logistical capability with all necessary stocks; maintains its own vehicles, equipment and installations; and provides its own Medical Level 1 support. The Force Headquarters Support Unit also plans, prepares, and conducts activities that promote the welfare of its soldiers (and potentially the Force Headquarters staff). Welfare activities may include organizing and conducting sightseeing tours, sporting events, concerts or other forms of the arts, and managing recreation facilities and equipment. See Chapter 4 and Annex D for further details of the Force Headquarters Support Unit's self-sustainment tasks.

2.6 Administrative and Clerical Support

The Force Headquarters Support Unit provides extensive administrative and clerical support to the Force Headquarters staff. Under some circumstances, the Force Headquarters Support Unit may be required to support the JOC, JMAC or Mission Support Center (formerly known as Joint Logistics Operations Center (JLOC)). Details of the administrative and clerical tasks conducted by the Force Headquarters Support Unit in support of the Force Headquarters are contained in Annex E.

2.7 Special Tasks of the Force Headquarters Support Unit

Special tasks may include supporting Force Headquarters special investigations and performing ceremonial guard duties.

2.7.1 Support to Special Investigations in the Force Headquarters
The Force Headquarters Support Unit may investigate incidents, accidents and any other occurrence of special interest to the Force Headquarters and Mission. The Force Headquarters Support Unit may, at times, be required to initiate its own investigation or assist in an investigation with the UN military police, but only when authorized by the Force/Mission leadership. The aim of a special investigation is to gather and clarify relevant facts and provide those facts and other information to higher UN or national authorities. Issues investigated by the Force Headquarters Support Unit may include breaches of discipline with minor effect on the UN Mission, or serious crimes/major accidents generating significant interest amongst the local community and international media. Special iinvestigations are an important instrument for the Force Headquarters to ensure or restore the discipline and morale of Force members, and re-establish the credibility of the UN presence itself. Tasks include:

- Gathering information by questioning victims, suspects, witnesses and sources of information, and by screening audio, video and other electronic and written records.

- Processing information by searching the incident scene and related sites, and collecting and preserving evidence.
- Evaluating information by assessing existing information and evidence, and preparing further investigative procedures.
- Presenting information by submitting investigation reports and making official statements.

2.7.2 Ceremonial Guard Duties

On special occasions, the Force Headquarters will be required to plan, prepare, and form a ceremonial guard. Ceremonial guards are an important part of military tradition and decorum as they recognize distinguished guests and pay respect to fallen comrades. Military ceremonies enhance readiness as they instill a sense of professional honor and esprit de corps. Typical military ceremonial occasions may include, but are not limited to, an honour guard for visiting dignitaries and a cordon for airfield departure of a fallen soldier. See Annex E for further details of the tasks associated with ceremonial guard duty.

Chapter 3

Organization of the UN Force Headquarters Support Unit

3.0 Introduction

This chapter describes the organization and equipping of a UN Force Headquarters Support Unit capable of meeting the requirements described in Chapter 2. This chapter also provides guidance and assistance to the TCCs, DPKO and DFS staff, senior Force and Sector Headquarters leadership as well as UN Force Headquarters Support Unit commanders in generating, supporting and employing the Force Headquarters Support Unit.

3.1 Command, Control and Organizing Principles

3.1.1   The Force Headquarters Support Unit is typically a company-size organization of approximately 180 persons, co-located with the Force Headquarters and under the operational control (OPCON) of the Force Commander. The generic Force Headquarters Support Unit structure described in this chapter serves as a starting point and any final structure for a particular Mission must reflect the actual situation and Mission/Force Headquarters requirements. The organization and structure provided herein also serve as a guide for organizing a UN guard unit, or a support unit at Sector level.

3.1.2 The Force Headquarters Support Unit is designed as a modular structure with independent force protection and support capabilities to perform the most common tasks required. As each UN peacekeeping operation is unique, the range of tasks, challenges and changing Mission conditions requires a flexible organizational structure that can adapt over time. Consequently, the organizational structure of a Force Headquarters Support Unit must be versatile and responsive. There are, however, some organizational characteristics that apply to most UN peacekeeping operations. These characteristics reflect UN approaches and methodologies for executing the Force Headquarters Support Unit functions. Of particular note are the clerical and administrative functions performed by the staff support platoon, requiring the personnel of that platoon to be dispersed across the Force Headquarters. See Annex E for a detailed description of their tasks and locations. Two significant modular capacities are the Statement of Unit Requirement-stipulated options to add a UN military police detachment and a small boat detachment to the Force Headquarters Support Unit. In UN field Missions, some Force Headquarters Support Units have these additional capacities and some do not.

3.1.3   A UN military police detachment should be, ideally, an organic part of the Force Headquarters Support Unit, not detached from the Force military police company.[9] A UN military police detachment that is organic to the Force Headquarters Support Unit shares the same language and procedures of its parent organization and reduces the operational burden on the Force military police company. Command and control arrangements can be made to include

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[9] For example, the Force Headquarters Support Unit in UNOCI has its own organic military police detachment.

the Force Provost Marshal/Senior Police Adviser or senior military police unit commander to ensure a coordinated UN military police effort throughout the Force.

3.1.4 A small boat detachment can be added to the Force Headquarters Support Unit, providing a critical Force Headquarters transportation and force protection capability in those Missions without a riverine unit. The option to add a small boat detachment, as has already occurred in some Missions, would be based on Mission geography and need as specified in the Statement of Unit Requirement.

3.2 **Structure of the Generic Force Headquarters Support Unit**

Force Headquarters Support Unit
Company-Size
Overall Generic Strength: 180 Persons (not including Small Boat Detachment)
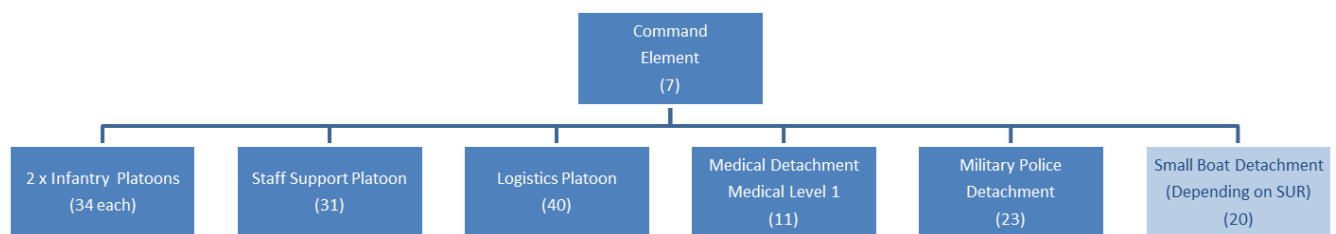
Table of Personnel, Force Headquarters Support Unit (Generic)
(not including Small Boat Detachment)

Unit	Officers	WOs	NCOs	Soldiers	Total
Command Element	2	1	2	2	7
1st Infantry Platoon	1	1	4	28	34
2nd Infantry Platoon	1	1	4	28	34
Military Police Detachment	1	1	5	16	23
Staff Support Platoon	1	1	2	27	31
Logistics Support Platoon	1	1	8	30	40
Medical Detachment	2	-	-	9	11
				Total	180

3.3 Unit Descriptions

The following unit descriptions are based on the most common tasks and conditions identified for a Force Headquarters Support Unit. The Infantry Platoons, Military Police Detachment and Medical Detachment should be comprised of both male and female personnel in order to enable same gender searches and dignified treatment.

3.3.1 Command Element (7 persons)

1 x Commander (Lieutenant Colonel)
1 x Second in Command (Major)
1 x Warrant Officer
2 x NCOs
2 x Staff Assistants
(1 x unit spiritual adviser, if so required by the TCC (not included in the numbers above))

Tasks:

- Maintain command and control of the Force Headquarters Support Unit.
- Act as the primary point of contact for the Force Headquarters.
- Maintain close liaison with the Force Commander.
- Participate and contribute to Force Headquarters planning and briefings.
- Plan and conduct necessary training activities for the Force Headquarters Support Unit.
- Perform the Force Headquarters Support Unit's internal administrative tasks.
- Plan and conduct welfare activities.
- Provide information to all soldiers in the Force Headquarters Support Unit on national and Mission specific issues.
- Conduct Mission specific briefings for visitors.

3.3.2 Infantry Platoons (34 persons each)

1 x Platoon Commander (Commissioned Officer)
1 x Second-in-Command (Warrant Officer)
1 x Radio Telephone Operator (NCO)
1 x Driver
3 x Infantry Sections (of 1 NCO and 9 soldiers each)

Tasks. The Force Headquarters Support Unit requires a minimum of two infantry platoons dedicated to conduct its force protection tasks. One platoon guards and protects the Force Headquarters compound at all times, while the second platoon performs other tasks, e.g., convoy security. Depending on the threat and actual requirements, the platoons may be reinforced with an additional section or a third

platoon. See Annex B for an extensive list of tasks. Tasks include, but are not limited to:

- Guard and protect Force Headquarters elements and facilities.
- Provide convoy security.
- Evacuate Force Headquarters personnel.
- Respond to situational emergencies.
- Crowd management.
- Construct limited protective measures.
- Establish temporary helicopter landing sites.
- Perform ceremonial guard duties.

3.3.3 Staff Support Platoon (31 persons)

1 x Platoon Commander (Officer)
1 x Second-in-Command (Warrant Officer)
29 x Staff Assistants (of varying ranks including NCOs)

Distribution: The staff support platoon provides:

1 Platoon Commander.
1 Warrant Officer (second-in-command) to the Force Commander's Office.
1 NCO to the Deputy Force Commander's Office.
1 NCO to the Force Headquarters Chief of Staff's Office.
7 staff assistants to Force Headquarters U1 – Personnel Administration:
    (i.e., 4 to Personnel, 2 to Provost Marshal, 1 to Welfare/Press&Information).
2 staff assistants to Force Headquarters U2 – Information Collection.
4 staff assistants to Force Headquarters U3 – Operations (2 for each shift).
2 staff assistants to Force Headquarters U4 – Logistics.
2 staff assistants to Force Headquarters U5 – Plans.
2 staff assistants to Force Headquarters U6 – Communications.
2 staff assistants to Force Headquarters U7 – Training.
2 staff assistants to FQ U8 – Engineers.
2 staff assistants to Force Headquarters U9 – CIMIC.
2 staff assistants to Postal Services.

Tasks include, but are not limited to conducting administrative and clerical tasks in the Force Headquarters. See Annex E for important task details. While the Force Headquarters branches supervise the staff assistants in their daily tasks, and may have input in their performance evaluations, the staff assistants remain under the operational command of the Force Headquarters Support Unit Commander. The Force Headquarters Support Unit Commander should make every effort to minimize the impact of ongoing unit training, personnel leave and other necessary activities. Timely coordination with the Force Chief of Staff and relevant branch chiefs is required and the responsibility of the Force Headquarters Support Unit Commander. Under some circumstances, the Force Headquarters Support Unit

will be required to support the JOC, JMAC or Mission Support Center (formerly JLOC).   If this is the case, the support platoon should be strengthened accordingly. Ideally, staff assistants should not rotate between branches.

3.3.4 **Logistics Support Platoon (40 persons)**

Platoon Headquarters

1 x Platoon Commander (Officer)
1 x Second-in-Command (Warrant Officer)
1 x Driver/Assistant

Tasks: Command and Control.

Transport Section

1 x Section Commander/Driver (NCO)
1 x Second-in-Command/Driver (NCO)
10 x Driver/Assistant
1 x Driver the Force Headquarters Commander
1 x Driver the Force Headquarters Deputy Commander
1 x Driver for the Force COS

Tasks (See Annex C for an extensive list of tasks):

- Serve as drivers for the Force Headquarters Commander, Deputy Commander and Chief of Staff.
- Provide transport for Force Headquarters staff members and visitors.
- Perform shuttle services, monthly vehicle inspections and resupply for the Force Headquarters.
- Transport equipment and personnel.
- Establish temporary helicopter landing sites.

Maintenance Section

1 x Section Commander/Mechanic (NCO)
1 x Second-in-Command/Mechanic (NCO)
2 x Mechanics
1 x Armourer
1 x Electronics Specialist

Tasks (see Annex C for an extensive list of tasks):

- Maintain own facilities, vehicles and equipment.

Recovery Section

1 x Section Commander (NCO)
1 x Second-in-Command (NCO)
2 x Driver/Assistant

Tasks (see Annex C for an extensive list of tasks):

- Provide recovery services.
- Personnel in the Recovery Section should be trained as mechanics in order to support the Maintenance Section.
- When not providing convoy support or conducting recovery tasks, they may also support the Transport Section with monthly vehicle inspections.

Supply and Catering Section

1 x Section Commander (NCO)
1 x Second-in-Command (NCO)
4 x Supply Assistants
3 x Cooks
3 x Kitchen Assistants

Tasks (See also Annex D for an extensive list of tasks). Tasks include, but are not limited to:

- Provide essential services (catering, laundry, barber, etc.)
- Assist in the management of Force Headquarters stores.
- Manage own stores and provide internal supply services.

3.3.5 **Medical Detachment** (11 persons)

2 x Medical Officers
6 x Medic/Nurse (male and female)
3 x Support Staff/Drivers

Tasks (See Annex D for an extensive list of tasks). The Medical Detachment's tasks and organization are in accordance with the Contingent Owned Equipment Manual of 2011. The size of the unit may vary if other medical facilities are available. Tasks include, but are not limited to:

- Provide Medical Level 1 support.
- Provide casualty collection and evacuation to higher levels of medical care.
- Handle routine illness/injuries on a daily basis.
- Implement disease prevention, non-battle injury and stress-preventive measures.

- Conduct disease awareness and prevention programs.
- Offer emergency medical services.
- Provide medical services based on troop strength.

3.3.6 Military Police Detachment (23 persons)

1 x Detachment Commander (Commissioned Officer)
1 x Second-in-Command (Warrant Officer)
1 x Driver/Assistant
5 x Military Police Sections (of 1 NCO and 3 soldiers each)

Tasks (See also Annexes A (SUR) and B (Force Protection and Security Tasks)):

- Conduct access control at at least two locations on a full-time basis.
- Enforce traffic control in the Force Headquarters area.
- Maintain order within the Force Headquarters perimeter.
- Construct limited protective measures.
- Provide close protection for very important persons.
- Respond to situational emergencies.
- Evacuate Force Headquarters personnel.
- Establish temporary helicopter landing sites.
- Perform ceremonial guard duties.
- Conduct or support special investigations in the Force Headquarters.

3.3.7 Small Boat Detachment (20 persons, subject to Mission/Force requirements)

1 x Small Boat Detachment Commander (Commissioned Officer)
1 x Assistant Small Boat Detachment Commander/Boat Officer (Commissioned Officer)
2 x Boat Coxswains (Warrant Officer)
1 x Engine Room Officer-in-Charge (Warrant Officer)
2 x Engine Operators (NCO)
2 x Radio Electrical Equipment Maintenance Technicians (Warrant Officer/NCO)
2 x Generator Electrical Equipment Maintenance Technicians (NCO)
2 x RADAR Operators (NCO)
6 x Gun Crew/deck crew/boat crew (NCO)
1 x Communications Operator (NCO)

Tasks include, but are not limited to:

- Routine patrols/tasks in water ways as directed by Force Headquarters.
- Assist Force Headquarters Support Unit in protection of UN Force Headquarters.
- Carry out reconnaissance for new boat landing sites.
- Joint operations and security exercises with the Mission military component.

- Guard duty.
- Transportation of UN personnel and equipment along water ways.

3.4 Equipment of the Force Headquarters Support Unit

3.4.1 The suggested arms, equipment and stores of the UN Force Headquarters Support Unit are determined by consulting this manual and the Contingent-Owned Equipment Manual of 2011. TCCs have the flexibility to adapt or modify requirements during the MOU negotiation process based on the Statement of Unit Requirement. Equipment or stores that are not part of the current Contingent-Owned Equipment Manual may be provided by the TCCs. Items that may not be available with certain TCCs can be procured, may be sourced through a bi-lateral arrangement with a third country, and/or may be provided by the UN on an interim basis as reflected in the MOU.

3.4.2   A UN Force Headquarters Support Unit must ensure a high state of maintenance and serviceability of its own weapons and equipment in the Mission area. Poor maintenance and low serviceability (with a resulting reduction in UN reimbursement) will adversely affect operational performance, particularly during critical times. Regular and periodic preventive maintenance, timely repairs and inspections by commanders at all levels will ensure optimum unit readiness and performance.

3.4.3 Basic Equipment Requirements:

- All personnel must be issued the basic protective equipment, including:
  - Military uniform suitable for the conditions in the Mission area.
  - Helmet.
  - Body armour.
  - Goggles.
  - Gas Mask.
- Vehicles or units leaving the Force Headquarters compound should be equipped with or have access to:
  - Global Positioning System (GPS) navigation device.
  - Back-up (extra) HF, VHF and/or satellite communications.
  - Electronic countermeasures to improvised explosive devices (if available and required).

3.4.4 Table of Equipment for the Force Headquarters Support Unit: see Annex F.

Chapter 4

Support for the Force Headquarters Support Unit

4.0 Introduction

4.0.1   The Force Headquarters Support Unit is expected to meet the standards of self-sustainment according to the terms of the UN-TCC Memorandum of Understanding (MOU) and Contingent-Owned Equipment (COE) Manual.   The deploying Force Headquarters Support Unit is required to have and maintain the necessary resources and personnel to support itself administratively and logistically for the duration of the Mission.
4.0.2 The Force Headquarters Support Unit is typically embedded into the overall support structure of the Force Headquarters. Therefore, the Force Headquarters Support Unit needs only limited organic support capacities after the Mission start-up phase. However, to avoid having troops arrive unprepared to sustain themselves or their operations, TCCs and their contingents must be clear on what support will be provided by the UN, and what support they must provide for themselves. See Annex A to this manual for an example of typical and specific initial provisioning and self-sufficiency support requirements. The specifics of what to expect are provided in key documents such as the Statement of Unit Requirement and any UN-TCC MOU or Letter of Assist. It cannot be over-emphasized that special attention must be given to the detailed requirements for food, water, shelter, medical/veterinary and supplies for both military personnel and military working dogs, if present.

4.1 UN Mission Logistics Support Concept

The UN peacekeeping logistics support concept is based on the integration of UN-owned, contracted and contingent-provided resources. All Mission support or service functions, regardless of their origin, are considered common to the Mission as a whole and fall under the responsibility of the Director or Chief of Mission Support (DMS or CMS), who coordinates logistics for all components and segments of the Mission. In peacekeeping operations, tasking authority for military enabling units is vested in the DMS or CMS. Only the DMS or CMS has the authority to commit Mission financial resources for operational purposes, including making contractual arrangements for the use of local resources and services.

4.2 Major Engineering Support

Before deployment, UN-TCC negotiations should include any Force Headquarters Support Unit requirement for major military engineering such as antenna parks, detention centers and physical barriers for force protection. Early identification of major engineer requirements is essential to reach full operational capability as soon as possible, especially

when Force Headquarters Support Units are establishing their facilities in new locations. Major military engineering tasks are a Mission responsibility and included in the Mission's master engineer plan.

4.3 The Force Headquarters Support Unit Commander´s Role

Before deploying to the UN Mission's operational theater, the Force Headquarters Support Unit commander must ensure that he or she can deploy, sustain and regenerate his or her force. He should consider the implications of casualties, consumption and materiel losses; resupply lead time; and then plan, allocate and balance resources accordingly. A Force Headquarters Support Unit commander should also evaluate the risks to, and security of, his or her sustainment equipment and capabilities, communication nodes and links; and adapt his or her plan to reduce the impact of unavoidable constraints on the resources readily available. The commander should consider UN and TCC guidelines for determining further sustainment requirements.

4.4 Force Headquarters Support Unit Self-Sustainment

When the Force Headquarters Support Unit arrives in the Mission area it is responsible for meeting all its own needs for rations, water, petrol, oil, etc. for the first 30 to 90 days, depending on the terms of the MOU and Statement of Unit Requirement. Typically, equipment is deployed for the duration of the Mission and troop rotations occur every 12 months. See the sample detailed self-sustainment requirements in the SUR at Annex A. Subject to MOU negotiations, the Force Headquarters Support Unit may be required to self-sustain in the following areas:

- Catering
- Communications
- Office
- Electrical
- Minor engineering
- Explosive Ordnance Disposal[10]
- Laundry and cleaning
- Tentage
- Accommodations
- Basic fire-fighting equipment
- Fire detection and alarms
- Medical: observation and treatment identification
- Defense against Chemical, Biological, Radiological and Nuclear Weapons[11]

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[10] For the Force Headquarters Support Unit camp internal area only. Does not apply to mine clearance activities.
[11] Again, UN peacekeepers have not been subjected to a nuclear or biological warfare environment. However, they have had to work in a chemical warfare environment. It is therefore important that some elements of the CBRN threat be covered in training to include the characteristics, symptoms, precautions and use of protective clothing and detection monitoring equipment for all types of CBRN threats. If time is constrained, military units should concentrate on detection of and protection from chemical weapons. –*United Nations Peacekeeping Training Manual, Training Guidelines for National or Regional Training Programmes,* undated, page 28, published by DPKO: http://ppdb.un.org/Policy%20%20Guidance%20Database/MAN_UN_PEACEKEEPING_TRAINING.pdf

- Field defense stores
- Miscellaneous general stores
- Internet access
- Unique equipment
- Welfare items

4.5 UN Sustainment Support to the Force Headquarters Support Unit

4.5.1   Following the initial period of self-sufficiency, and in addition to TCC support obligations to their deployed contingent, all other Force Headquarters Support Unit life support and operational requirements are satisfied by the Mission's Director or Chief of Mission Support. The Director or Chief of Mission Support manages all resources in the Mission, including those supporting the Force Headquarters Support Unit. The Director or Chief of Mission Support also provides all required support contracts and civilian personnel staff, as appropriate.

4.5.2 The UN provides the following items and services:

- Food rations (storage, cooking and sometimes transportation are a contingent responsibility)
- Bulk raw water (or access to bulk raw water).   TCCs are responsible for purification, storage and transport)
- Bulk fuel
- Strategic movement of Contingent-Owned Equipment and personnel from the home country to the Mission area of operations
- Blood and blood products
- CASEVAC/MEDEVAC transportation and support for in-theater movement of sick and wounded personnel to medical facilities beyond Level 1.[12]
- Main supply route, road/other infrastructure upkeep and mine clearing. Minor engineering and routine upkeep is a TCC responsibility. Readers should consult the applicable MOU.

4.6 UN Headquarters Staff Support to the Force Headquarters Support Unit

4.6.1   The Department of Field Support (DFS) at UN Headquarters provides dedicated support to peacekeeping field Missions in the areas of financial reimbursements, logistical support services, Information and Communications Technology, Human Resources and general administration to help field Missions. Support is delivered to field Missions and TCC contingents through DFS and its field Mission Directors or Chiefs of Mission Support and their subordinate staffs.

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[12] For comprehensive guidance on medical operational, logistical and administrative guidelines for Member States, UN Headquarters and field Missions, consult the Medical Support Manual for United Nations Peacekeeping Operations, which will be available at: http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx

4.6.2 The determination of financial reimbursement to UN Member States for Contingent-Owned Equipment (COE) is established through the COE Working Group and UN legislative bodies. The details of this reimbursement at the contingent-specific level are included in the MOU, which is the primary reference for contingent logistics support (including support for the Force Headquarters Support Unit) for each specific peacekeeping Mission. Major equipment (if not in the COE Manual) will be treated as a "special case" if the situation requires. Maintenance of this special case equipment is a TCC responsibility if the equipment is under wet lease. See paragraph 4.7 of this manual, which describes wet and dry leases. In accordance with the COE Manual, any special minor equipment or consumables not covered by the standard self-sustainment rates may be categorized as "unique equipment." These items will be reimbursed according to bilateral special case arrangements between the troop/police contributor and the UN.

4.6.3 The DFS logistics plan is the basis for identifying resources that may be re-deployed from other locations (e.g., UN Logistics Base Brindisi, or other field Missions) to support Mission deployment.   Additionally, the DFS logistics plan forms a basis for negotiations with potential TCCs on their provision of COE that each individual troop contributor is required to bring to the Mission along with applicable self-sustainment services.

4.6.4 **It is essential to coordinate the force generation process with logistics planning.** This coordination occurs once troop contributors have been identified. Problems that troop contributors may face in equipping or supporting their contingents are identified and staffed for resolution at UN Headquarters. Problems are assessed based on a combination of the data given by the TCC and inspections carried out by DPKO personnel. The UN Department of Field Support recognizes that many Member States do not possess all of the equipment needed for a particular UN Mission, and therefore have put in place arrangements for contingent-owned equipment.

4.7 **Wet and Dry Lease**

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

4.7.1 **Wet Lease**

Under wet lease arrangements, a contingent deploys with its COE and is responsible for its maintenance and support. Typically, in the interest of standardization and interoperability, the preference for all parties is for the straight wet lease arrangement. This arrangement can be achieved in one of two ways:

- Accommodation, workshops and utilities (electrical generators) are typically a troop contributor responsibility under the MOU.   The troop contributor also provides the equipment, related minor equipment, workshop support, spares, and maintenance personnel. The troop contributor is reimbursed at set rates.

- One troop contributor provides the major equipment and a second party, under a bilateral arrangement, provides the support. In this case, the troop contributor deployed to the Mission area and operating the equipment is reimbursed by the UN. The second party is reimbursed, if at all, by bilateral arrangement without UN involvement or responsibility.

4.7.2 Dry Lease

Under dry lease arrangements, a contingent deploys with its COE but the UN arranges for its support. This arrangement can be achieved in a number of ways:

- Under the first, the troop/police contributor provides the equipment and the UN takes responsibility for the support, spares and maintenance. The troop/police contributor receives reimbursement, but at the dry lease rate.
- The troop/police contributor provides the equipment and the UN arranges for another Member State to provide the support. The former receives reimbursement at the dry lease rate and the latter on scales laid down for maintenance and support.
- The troop contributor provides the equipment, receives reimbursement at the dry lease rate and the UN provides the support via commercial contractor.

4.8 UN Logistics Support Sources

4.8.1 When logistical support is required, resources are generated from various sources including those that are UN-owned, from military enabling units or from commercial contractors. There are distinct advantages and disadvantages in each of these logistics support sources:

4.8.2 Logistics Support from UN-Owned Equipment and Services

UN-owned equipment and services are under direct UN control, easily adjusted to Mission-specific requirements, and can operate in all but the most hostile environments. However, during rapid start-up and expansion phases, limitations can occur due to the time needed to assemble the required personnel, specialized equipment and to establish a functional organization. For equipment and materiel, these limitations are mitigated by the establishment of a standing capacity of resources in the Strategic Deployment Stocks.

4.8.3 Logistics Support from TCC-Provided Military Enabling Units.

The Chief of Service Delivery (previously the Chief of Integrated Support Services), acting on behalf of the Director or Chief of Mission Support, exercises tasking authority over all Mission-assigned uniformed logistics personnel and enabling units comprising medical, signal, logistics, construction engineers (except combat/field engineers), transportation and movement units (including military transport helicopters). The Force Commander/Head of Military Component exercises tasking authority over combat support units comprising combat aviation (attack/armed and observation helicopters) and other purpose-built helicopters for combat tasks such as reconnaissance

and surveillance, combat engineers (field engineers) and EOD units.[13] TCC-provided military enabling unit equipment should be fully functioning in order to operate in conditions of minimal infrastructure, and be readily available at the agreed time for mobilisation.

4.8.4 **Logistics Support from Commercial Contractors.** Commercial contractors are usually fully staffed and equipped to rapidly commence deployment to a UN Mission area in response to crisis. Indeed, given the length of time needed to generate military forces, commercial logistics support may be, in some cases, the most rapidly available option. Mission start-up logistical requirements will require adequate funding to secure the necessary commercial contracts, and meet the delivery deadlines required by senior UN/Mission leadership.

4.8.5 **Letter of Assist**. Primary logistics support for a contingent comes from national military logistics sources under TCC control. Civilian contractors may also provide support. Major items of equipment may accompany deploying units, or the UN may provide these in the Mission area. The UN may also satisfy specific support requirements not already included under an MOU or available through commercial contract. These support requirements may be met by a contracting method known as a Letter of Assist (LOA), by which the UN acquires special supplies or services from a Member State. LOAs are used when:

- A TCC deploys, rotates or repatriates its personnel and equipment using its own capacities.
- A special need arises for essential equipment or services that are not available through normal sources of supply.
- The items or services required by the Mission are not covered by an MOU.
- A TCC contributes aircraft or vessels to a mission.

4.9 **Equipment Support and Ownership**

4.9.1 Other than general transport, storage or POL supply, equipment support is a provider nation responsibility. This may include the supply of specialist spare parts or maintenance expertise. The reader should consult the TCC-UN MOU for details on what support can be expected from the UN, and what support the deploying contingent's nation is expected to provide.

4.9.2 A nation contributing a military contingent that deploys with its own equipment retains ownership of that equipment. Having deployed to the UN Mission, the provider nation, in close coordination with the Director or Chief of Mission Support, may determine ownership arrangements to meet either host nation, UN or coalition partner agreements.

4.9.3 Responsibility for costs associated with deployment and re-deployment are established as part of the UN agreement with the respective nation. When the UN provides a TCC equipment for its military contingent's responsibilities, or the UN assists a TCC in

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[13] *UN Policy on Authority, Command and Control,* February 2008, paragraphs 74 and 75.

obtaining said equipment, the ownership of that equipment is determined by the UN in conjunction with the TCC prior to the completion of the operation.

4.10 **Pre-Deployment Visits.** In view of the financial and operational significance of ensuring that contingents are correctly equipped, DPKO arranges to conduct Pre-Deployment Visits (PDVs)/inspections before deployment. PDV's are usually conducted once the troop/police contributor and UN Headquarters reach an MOU agreement. This MOU covers personnel, major equipment, self-sustainment and Mission factors, and is a contractual statement of what each of the respective parties will provide.

4.11 **Status of Forces Agreement**

4.11.1 From a logistical perspective, the Status-of-Forces Agreement (SOFA) specifies the terms of support provided by the host state to the UN Mission, as well as the legal rights of the UN Mission's personnel and operations. The Office of Mission Support, Department of Field Support at UN Headquarters, is responsible for negotiating SOFAs with the host state.

4.11.2 SOFAs codify relations between the UN Mission and host state describing "the rights, privileges and immunities of the mission and its personnel and the mission's obligations to the host government." [14] SOFAs govern the legal status of troops and civilian personnel deployed to the Mission in the host state, and specify the legal immunity for UN personnel with regard to the settlement of claims, the modalities for the exercise of civil and criminal jurisdiction over military and civilian Mission members, as well as provisions relating to freedom of movement, taxes, customs, immigration controls, radio frequencies, flight clearances and permission to wear uniforms and carry weapons. Under the typical terms of a SOFA, "military personnel are immune from criminal prosecution by the host state for crimes committed on its territory, but may still be subject to the criminal jurisdiction of their national authorities." [15]

4.12 **National Support Element**

4.12.1 With prior UN approval, and at their own expense, Member States providing military and/or police personnel to UN Missions may wish to augment those personnel with a National Support Element. Member States may choose to organize national support elements to provide their deployed contingents administrative and logistical services with national standards of support that may exceed or differ from the stated UN requirement.

4.12.2 A National Support Element includes personnel and equipment in addition to those agreed to by the UN and Member State under the terms of the applicable MOU, and/or as

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[14] *Handbook on United Nations Multidimensional Peacekeeping Operations,* published by DPKO Peacekeeping Best Practices Unit, December 2003, p.13, available at:
http://www.peacekeepingbestpractices.unlb.org/Pbps/library/Handbook%20on%20UN%20PKOs.pdf
[15] *Office for the Coordination of Humanitarian Affairs (OCHA) Glossary of Humanitarian Terms in Relation to the Protection of Civilians in Armed Conflict,* 2003, available at:
http://ppdb.un.org/Policy%20%20Guidance%20Database/Glossary2004.pdf

described in the Statement of Unit or Force Requirement for the specific field Mission. As this augmentation is over and above UN requirements, the UN offers no reimbursement or financial liability for National Support Element costs, rotation or self-sustainment. Nonetheless, for purposes of legal status, National Support Element personnel are considered part of the Member State's military or police unit contingent.

Chapter 5

Training for the UN Force Headquarters Support Unit

5.0 Introduction

5.0.1   The UN Infantry Battalion Manual (UNIBAM) discusses common military unit training at length and should be studied by all units deploying for peacekeeping Missions. The reader may also refer to the UNIBAM for additional guidance and details concerning UN-oriented training.[16]   However, it is worth emphasizing here certain aspects of training particularly important to Force Headquarters Support Units.   Key professional qualities worthy of TCC emphasis include military planning, the ability to integrate and orchestrate diverse sources of specialist personnel and equipment, communications skills (both oral and written), the development of a versatile and flexible mind-set, cultural awareness and sensitivity, language skills, and knowledge of the UN communications and information technology system.

5.0.2   This chapter is intended to assist Force Headquarters Support Unit commanders and leaders in their professional obligation to maintain the training and operational readiness of the personnel under their supervision.   Briefly explained are national training responsibilities and expectations as they relate to preparation for UN deployment; professional military training recommended for emphasis; and fundamental training requirements for Force Headquarters Support Units.   Descriptions of UN peacekeeping training, including the various phases such as Pre-Deployment Training, Induction Training, Ongoing or In-Mission Training (a command responsibility vital to ensuring the maintenance of operational effectiveness) and on-the-job training are covered in the UN Infantry Battalion Manual.   Peacekeeping training described therein is applicable to all military units regardless of specialty.

5.0.3   The generic training requirements discussed in this chapter are task-oriented and not necessarily UN peacekeeping unique.   The intent is to provide contingent commanders and subordinate leaders a consolidated list of important topics as they prepare their units for UN deployment.   Commanders and subordinate leaders should develop these training topics in greater detail to suit the needs of their units.   To meet the need for greater detail in UN Mission-specific training, specialized training materials (STMs) are being developed by the Department of Peacekeeping Operations to provide peacekeeping training goals for TCCs participating in UN operations.

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[16]The Infantry Battalion Manual, Volumes I and II, can be found at:
http://www.un.org/en/peacekeeping/documents/unibammanualvol1.pdf and
http://www.un.org/en/peacekeeping/documents/unibammanualvol2.pdf.

5.1 **Training Responsibility and Expectations**

5.1.1   UN military peacekeeper training is primarily a national responsibility. Training, regardless of subject, is a military command responsibility at every organizational level. Military commanders and supervisors at each level have a legal and moral obligation to ensure their personnel and units are properly trained to accomplish their missions.

5.1.2 Force Headquarters Support Units are normally composed of personnel from a single TCC, but may occasionally include elements from multiple TCCs. Regardless of composition, military contingents come to the UN Mission having been trained, for the most part, by their national training institutions. National training is ideally within the parameters set by the UN in consultation with Member States. For the sake of interoperability, a deploying unit will most likely require some additional training to gain greater familiarity with UN peacekeeping and the requirements of a particular Mission. DPKO's Integrated Training Service (ITS), part of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations (DPKO) at UN Headquarters, provides this type of UN Mission orientation training material.

5.2 **Professional Military Training Recommended for Emphasis**

5.2.1   The UN fully recognizes TCC sovereignty and prerogatives when it comes to the professional military training of their personnel and units. This professional military training is the foundation that makes contingents militarily capable of performing all assigned tasks in the UN Mission, and it is the professional foundation upon which UN peacekeeping interoperability is built. Recognizing this TCC responsibility, there are a number of professional military training subjects TCCs may wish to emphasize as they prepare their personnel and units for UN peacekeeping operations.

5.2.2   The ability to work with other nationalities is a fundamental requirement in UN operations. Preparing key contingent members to communicate in the French or English languages (a typical Mission requirement) allows them to integrate their unit into the overall Mission, but could involve extensive training time. However, language training and Mission-specific cultural familiarization could be incorporated into the TCC's long-term professional military curriculum, not just its pre-deployment training.

5.2.3   Beyond mastering specific technical subjects, Force Headquarters Support Unit leaders should be capable of orchestrating all Force Headquarters Support Unit functions to achieve a coordinated application of military personnel and equipment. Knowledge of the UN command and control and logistics systems (particularly as explained in this manual's 1st and 4th chapters) is essential for TCC contingents to operate effectively within the integrated UN field Mission. TCCs are encouraged to develop leaders who are capable of working within a civilian-managed mission support structure while remaining responsive to supported military units and the Mission's military chain of command. TCCs are advised to work with DPKO's Integrated Training Service to develop classroom instruction and command post exercises that will provide UN peacekeeping orientation that can then be added to TCC-specific military professional training.

5.3 Fundamental Training Requirements for the Force Headquarters Support Unit

5.3.1   While training for a Force Headquarters Support Unit is primarily a national responsibility and may vary according to national goals and resources, there are fundamental training requirements that should be observed when preparing to deploy to a peacekeeping Mission.   Training requirements of particular note for Force Headquarters Support Units include:

- Mission Rules of Engagement.
- Mission-specific geographic and environmental conditions whose unique physical and operational characteristics provide training realism.
- Mission-specific guidance obtained from documents issued by DPKO's Office of Military Affairs, such as the Statement of Unit Requirement and Guidelines to TCCs, amongst others; the Integrated Training Service's Pre-Deployment Information Packages; and field Mission documents such as the Force Commander's Training Directive.
- Observations resulting from reconnaissance by the incoming Force Headquarters Support Unit commander and staff to the Mission area.
- Lessons learned from the outgoing Force Headquarters Support Unit.
- Awareness training on asymmetric threats, particularly the use of IEDs.
- Equipment and role-specific training.   *In-Mission training on UN-issued communications and information technology equipment is mandatory.*

5.3.2 Individual and especially collective Force Headquarters Support Unit training should be focused on interaction with different Mission elements, Mission partners and other actors present in the area of operations.   The Force Headquarters is responsible for producing training-of-trainers courses for induction training conducted under contingent arrangements.   Moreover, the Integrated Training Service (ITS) has developed Mission-specific training modules that, when applied, help transform and re-align Force Headquarters Support Unit staffs to the tasks and challenges of peacekeeping operations. ITS is responsible for providing peacekeeping training standards for all phases of training, based on departmental priorities and policies, lessons learned and best practices.   ITS disseminates required standards to all peacekeeping training partners, including Member States and field Missions.

Chapter 6

Evaluation of the UN Force Headquarters Support Unit

6.0 Introduction

Evaluations are extremely useful to TCCs, their contingent commanders and UN planners and Mission leadership to organize, train, equip, deploy and employ military personnel. TCCs conduct their evaluations (reinforced by Force and Sector Headquarters evaluations) to assess and monitor the state of individual and collective training, and to check the maintenance and performance of equipment. Above all, the purpose of formal evaluations is to assist TCCs and military contingents in meeting national and UN standards of performance and interoperability.

6.1 Evaluation Criteria

A military contingent's operational readiness is evaluated based on distinct criteria such as Mission requirements, organizational structure, operational standards, the capability to perform mission essential tasks, standards achieved in training, as well as administrative and logistics standards. This evaluation should analyze task-oriented activities at each level within the military contingent to include individuals, task-oriented groups and commanders. The matrix of evaluation checklists at Annex H include broad peacekeeping evaluation criteria, as well as those that are more Force Headquarters Support Unit specific. For a comprehensive set of UN commander's evaluation checklists, see the chapter on Peacekeeper Capability Standards in the UN Infantry Battalion Manual.

6.2 Independent Evaluation Support

TCCs can authoritatively determine how well their personnel, units and equipment are prepared for peacekeeping duties by conducting independent evaluations using special evaluation experts from national training centers and personnel with previous peacekeeping experience. Adequate resources in terms of training areas, ammunition for live firing, classrooms and equipment oriented to the Mission environment will all significantly improve preparation and evaluation exercises. Any gaps in capability can be corrected by TCC-appropriate action to make the necessary improvements. Additionally, the UN Force Headquarters conducts its own assessment of its units once they deploy. In this way, multiple evaluations contribute to higher states of operational readiness and performance.

6.3 Conducting Evaluations

Formal evaluations during mission rehearsals and exercises are highly encouraged. Evaluation criteria should be based on measurable and quantifiable standards that are

specific, achievable, realistic and time-bound in nature. Evaluations may be conducted in a graduated manner by level (from individual soldiers to commanders) and activity (crew, section, platoon, company or battalion) in a task-oriented manner to systematically build expertise and integrate capabilities for collective application. In addition to national training standards, further guidance on conducting evaluations is available in the sample evaluation checklists at Annex H, and the links and references provided throughout this manual regarding UN policies, directives, SOPs and guidelines.

6.4 Pre-Deployment Evaluations

6.4.1 A military contingent is expected to be well trained and qualified in basic military skills and conventional defensive tactics, techniques and procedures according to specific national military standards prior to concentration for peacekeeping training. DPKO-organized pre-deployment visits (PDV) offer a level of independent evaluation prior to a contingent's deployment to the Mission area. Pre-deployment evaluations by the TCC and DPKO may include validation of the contingent's ability to:

- Ensure timely assembly, grouping, and equipping of the military unit in accordance with the SUR and MOU.
- Conduct Mission-specific, task-oriented, individual and collective tasks/capabilities.
- Identify shortcomings and take corrective measures for capability enhancement.

6.4.2 Prior to UN DPKO's PDV, a well-prepared Force Headquarters Support Unit may undertake the following activities:

- Raising, equipping and establishing a Force Headquarters Support Unit in accordance with the Mission-specific UN Statement of Unit Requirement.
- Training in accordance with standard Force Headquarters Support Unit tasks and operational demands. See Chapter 2 for a detailed discussion of Force Headquarters Support Unit tasks.
- Developing *Mission-specific*, task-oriented, individual and collective expertise and capabilities.
- Identifying shortcomings, including robustness of the required supply chain, and taking remedial action to improve capabilities.
- Making timely adjustments and mid-course corrections.
- Utilizing experienced trainers from previously deployed Force Headquarters Support Units to train the new Force Headquarters Support Unit awaiting deployment.
- Final pre-deployment inspection and rehearsal of the Force Headquarters Support Unit by national peacekeeping experts under troop contributing country arrangements.

6.5 In-Mission Evaluations

In-Mission evaluations should include:

- Conducting the first in-Mission evaluation in the second month of deployment to validate and match the standards achieved prior to deployment. This can be followed by quarterly/half yearly evaluations in accordance with Mission norms.
- Continuously and simultaneously monitoring and reviewing performance in-Mission by the military contingent command element and Mission leadership.
- Identifying potential weak areas and instituting periodic selective evaluations to administer corrective actions.
- Reassessing capabilities and skills when the Mission's operational situation changes, or when there is a gap between requirements and performance.
- Taking note of clearly visible performance capability gaps during critical times and adverse situations, and addressing them expeditiously.
- Validating key appointments in command and staff channels to verify ability and responsibility, and providing guidance and support where required.
- Hosting visiting TCC teams of military officials and peacekeeping experts who monitor and validate unit performance.

6.6 UN Assistance

DPKO/DFS and the Mission leadership play a key role in guiding and facilitating TCC achievement of evaluation and operational readiness. The nature of UN assistance is described below:

6.6.1 DPKO/DFS Assistance

DPKO/DFS promote evaluation, operational readiness and commitment to UN standards with a flexible and accommodative approach by:

- Guiding, assisting, facilitating or supplementing TCC efforts in evaluation.
- Providing training assistance through the Integrated Training Service.
- Providing the Mission and TCC strategic guidance and oversight by:
  - o Conducting a pre-deployment visit (for initial deployments only) to verify that provisions of the SUR/MOU are met.
  - o Guiding and assisting emerging TCCs (and other TCCs on request), focussing on basic military training and technology-related issues.
- Providing an Operational Advisory Team from the Military Planning Service/Office of Military Affairs, DPKO to guide and assist emerging TCCs (assistance on request for other TCCs).

6.6.2 Mission Leadership Assistance

The Mission leadership supports evaluation by coordinating and providing the following assistance:

- Informs TCCs of performance goals for the Force Headquarters Support Unit, pre-deployment preparation requirements and Mission-oriented task requirements.
- Coordinates pre-deployment reconnaissance, organizes in-Mission induction training through IMTCs, provides the training of trainer courses (a Force Headquarters responsibility), provides Mission Force Headquarters Support Unit support and defines unambiguous operational tasks, roles and responsibilities for the Force Headquarters Support Unit that provide a basis for evaluation.
- Carries out in-Mission operational performance and capability evaluation of the contingent as and when required. Provides and coordinates the required resources and staff to conduct evaluations and centralized, technical on-the-job training to strengthen evaluated shortfalls.
- Guides and supports TCCs and the Force Headquarters Support Unit to improve shortfalls, adopt midcourse corrections and take action with the Mission command and staff on evaluation findings. Develops a Mission-specific unit training plan and oversees the required training to improve the evaluated operational readiness.

6.7 Evaluation References

In addition to this manual, numerous documents offer guidelines and standards by which Force Headquarters Support Unit can evaluate their operational readiness. See Annex H.

6.8 Collective Responsibilities

TCCs are encouraged to modify and formalize the evaluation methodology, criteria and procedures presented herein to suit their needs in conducting their evaluations. For TCC contingents deploying to UN Missions, the development and use of detailed standards and checklists, focusing on peacekeeping and Force Headquarters Support Unit preparedness, will yield great benefits in terms of operational readiness and early identification of unit capabilities that need improvement. Early identification allows performance or equipment shortfalls to be addressed before they cause mission failure or the loss of life. TCCs that lack the financial or technical ability to support their deploying units with the resources needed to meet national or UN standards should discuss their needs with DPKO/DFS at UN Headquarters. Every effort will be made to assist the TCC with its requirements, either by expert assistance from UN Headquarters or through third party support.

Sample Statement of Unit Requirement

(Redacted Extract)

Important Note:

The following pages contain a redacted extract of a Statement of Unit Requirement (SUR) for a Force Headquarters Support Unit.

This SUR is for illustrative purposes only.

The unit composition and strength described in this SUR are unique to the Mission for which it was created. Generic planning strength figures and organizational structure for a Force Headquarters Support Unit in other Missions should be based on Mission requirements and the guidance in this manual, not necessarily the SUR in this annex.

FORCE REQUIREMENT
HQ SUPPORT COMPANY (210)

> *These Force Requirements enumerate the capabilities that are required for optimizing the unit's efficiency in the conduct of operations as mandated for the Mission. The Concepts of Operations [CONOPs] and any future adjustments to the CONOPs may place additional and more specific requirements on the unit. This should be noted in relation to the MOU that will be negotiated based on the capabilities provided in this document. The provisions in such MOU shall by no means supersede the capabilities sought in this document.*

References:

A. UN Security Council Resolution

B.   Military Strategic Concept of Operations (CONOPS)

C. Rules of Engagement (ROE) for the Military Component of 2010.

D. The 28th Report of the Secretary-General on

E. Generic Guidelines for Troop Contributing Countries Deploying Military Units to United Nations Peacekeeping Missions dated March 2008.

F. Authority, Command and Control in UN Peacekeeping Operations dated 15 February 2008.

G. The United Nations Manual for Contingent Owned Equipment dated 9 June 2008.

Force Description	Approx. Strength	Deployment Locations (See Note 1 below)	Remarks
HQ Support Company	210		Comprising; Coy HQ (11); 1 x Defence & Security Platoon; (69): 1 x Provost Platoon(43); 1 x Support Platoon (73) ; 1 x Boat Detachment (14).

NOTE 1: Actual strength, composition, availability of military contingents and deployment locations are subject to Troop Contributing Country (TCC) negotiations with DPKO. Initial deployment locations may be temporarily adjusted or adjusted for the longer term by the Force Commander (FC), in consultation with the USG DPKO, SRSG and Contingent Commander to address particular emerging or prevailing operational needs.
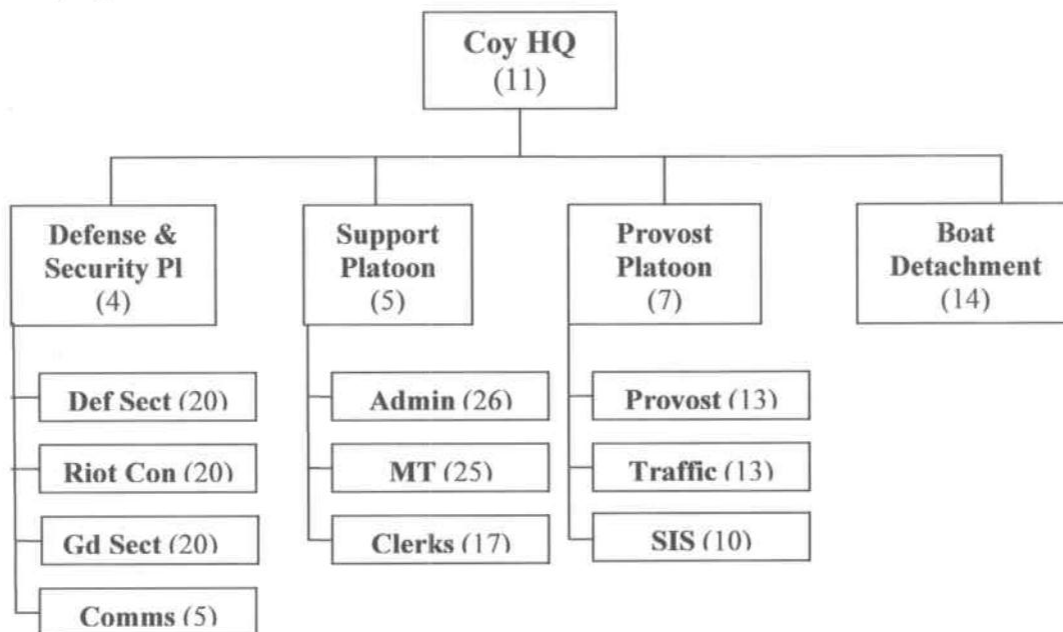
SITUATION (See Reference D)

EMPLOYMENT CONCEPT

1. The Company will be deployed in   The company's primary role is to support Force HQ efficient functioning by providing physical security, provost capability, secretarial duties and riverine support. The Company will conduct its tasks based on the Force commander's (FC) operational plans and orders, as underpinned by the   -CONOPS (reference B) and it will be subject to   ROE (reference C).

ORGANIZATION AND CAPABILITIES

2. **Organization.** The HQ Support Company will be under OPCON & TACON of the Force HQ. It is organized with 1x Defense and Security platoon, 1x Provost Platoon, 1x Support platoon and 1x Boat detachment. The detail organization of the HQ Support Company is as follows:

```
                        ┌─────────────┐
                        │   Coy HQ    │
                        │    (11)     │
                        └──────┬──────┘
        ┌──────────────┬───────┴───────┬──────────────┐
  ┌───────────┐  ┌───────────┐  ┌───────────┐  ┌───────────┐
  │ Defense & │  │  Support  │  │  Provost  │  │   Boat    │
  │Security Pl│  │  Platoon  │  │  Platoon  │  │Detachment │
  │    (4)    │  │    (5)    │  │    (7)    │  │   (14)    │
  └─────┬─────┘  └─────┬─────┘  └─────┬─────┘  └───────────┘
   ┌──────────┐   ┌──────────┐   ┌──────────┐
   │Def Sect  │   │Admin (26)│   │Provost   │
   │  (20)    │   │          │   │  (13)    │
   └──────────┘   └──────────┘   └──────────┘
   ┌──────────┐   ┌──────────┐   ┌──────────┐
   │Riot Con  │   │ MT (25)  │   │Traffic   │
   │  (20)    │   │          │   │  (13)    │
   └──────────┘   └──────────┘   └──────────┘
   ┌──────────┐   ┌──────────┐   ┌──────────┐
   │Gd Sect   │   │Clerks    │   │SIS (10)  │
   │  (20)    │   │  (17)    │   │          │
   └──────────┘   └──────────┘   └──────────┘
   ┌──────────┐
   │Comms (5) │
   └──────────┘
```

UNIT	PERSONNEL		TOTAL
HQ SP COY	Officers	NCOs & Soldiers	
Coy HQ	4	7	11
Def & Security Pl	3	66	69
Provost Pl	2	41	43
Support Pl	2	71	73
Boat Detachment	2	12	14
TOTAL	13	197	210

3. **Capabilities**: The Company should be organized in such structure and capable to providing the following capabilities:

a. Defense, security and anti-riot.

b. Provost functions.

c. Administrative, motor transportation and clerical functions.

d. Limited riverine capability.

TASKS

4. **Main tasks of the Company include:**

a. Provide Perimeter Defence against external ground threat to   HQ and security to UN personnel within FHQ.

b. Police the Mission Area in order to maintain law, order and discipline within the Force under Force Provost Martial (FPM).

c. Provide Riverine Transportation by waterways as per reinforcement and evacuation plan.

d. Provide limited clerical and secretarial support including registry and postal services to FHQ.

e. Organize UN day, Medal Parade, Funeral parade and Guard of Honor.

5. **Detailed Tasks and Proposed Position:**

a. **Administrative personnel (Company HQ).** Responsible for command & control of the Company and all its assets. The Company HQ, which is comprised of 1x11 personnel, will be the single point of contact between the FHQ and the Company elements, and provide advice on the employment of the troops and equipment.

b. **Defense and Security Platoon**. This Platoon is responsible providing physical defence to the Force HQ and ensures security to the personnel working in UNOCI HQ. Detail tasks of the Platoon are as follows:

(1) Provide inner perimeter defense and close protection to the FHQ.

(2) Provide a VIP escort and ceremonial guard when required.

(3) Provide 24/7 guard watch of the FHQ.

(4) Provide anti-riot capability within the FHQ compound.

(5) Provide internal communication through repeater, PABX and HF communications.

c. **Support Platoon**.

(1) Provide clerical support to operations room as required.

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(2)   Perform maintenance of vehicles and appropriate equipments.

(3)   Provide catering, logistic needs and internal administration of the company (including movement of troops).

d.   **Provost Platoon.** This Platoon's key task is to police and maintain law and order under the Provost Marshall (FPM).

(1)   Control movement at the entrance/exit at the FHQ main gate.

(2)   Conduct traffic control with in the mission and FHQ.

(3)   Man the Military Police security room in the FHQ.

(4)   Conduct special investigation on accidents and incidents as required.

(5)   Escort VIPs

(6)   Investigate on offences committed by | military personnel.

(7)   Enforce disciplinary regulations /security precautions.

(8)   Perform crime prevention duties.

e.   **Boat Detachment.** The Boat Detachment is to provide riverine capacity to   including for transportation to support reinforcement and evacuation plan of the Mission. Its detailed tasks include:

(1)   Conducting regular riverine patrols in the vicinity of Abidjan

(2)   Reconnaissance of the waterways and identify pre-determined landing points along the lagoon.

(3)   Transporting VIPs, personnel or logistics/equipment on the lagoon

(4)   Conducting water borne evacuation operation of the HQ

(5)   Supporting SAR operation on the lagoon as required.

(6)   Conducting waterborne CASEVAC /MEDEVAC.

SPECIAL REQUIREMENTS

6.   **Mobility.** All vehicles and equipment, other than boats, shall be transportable by C130 aircraft or MI-26.

7.   **Night Vision Devices (NVD) and Night Vision Sights (NVS).** Equipment should be available down to section level.   NVD range is to exceed 500m and NVS to exceed 100m.

8.   **Communications.** The following communication equipment is essential:

a.   Man-portable VHF radio sets down to section level for operations and on patrols. HF radios required down to company level and are to be both data and voice. Voice procedure required below company level.

b.   Radios with Marine bands as appropriate.

c.   SATCOM: capable of both voice and data.

9.   **Boats**. The special requirements and capabilities of the requisite Boats are:

a.   Day and night capability to operate on the lagoon.

b.   Cabin protection for 15 passengers.

c.   Machine Gun with 360 degree weapon coverage.

d.   Radar and GPS capability.

10.   **Major Equipment** – (see Table below). The purpose of the attached COE table is to guide the preparations for TCC reconnaissance to the mission area and MOU negotiations. Special notifications on COE are:

a.   Particular attention needed on water treatment unit's capacity, specification, skilled operators and provision of chemicals.

b.   All containers, including for general storage, refrigeration, ammunition, medical, workshops, etc. are to be no larger than the standard ISO 20 ft.

c.   All minor equipment, spare parts and consumables are brought by the TCC under wet lease arrangements, including sufficient casing, screen piping, flow meters, valves, fittings and all drilling fluids.

LOGISTICS

11.   Arrangements for logistic support are as described in the COE manual. The provision of rations, raw water and fuel to the unit's headquarters' location will be a UN responsibility. Further distribution is the unit's responsibility.

12.   The unit's catering capability should be the sustainment of up to 250 personnel in two different locations (and up to an additional 30% at any specific kitchen location), including UN civilian personnel or persons temporarily seeking refuge during the process of surrender within its area of operation.

a.   Catering. Kitchen, deep freeze and cold & dry food storage, hot dishwashing capabilities, cooks, mobile cold storage devices, etc. Cookers must be diesel-operated.

b.   Office. Furniture and supplies, electronic data processing and reproduction capability including necessary software, etc.

c.   Electrical.   Self-sustainable for electrical requirements. Main generators should have capacity of generating minimum of 1 KVA per person. The unit must deploy with 100% back-up power generation capability.

d. Minor Engineering. Capacity to handle minor electrical repairs, to undertake non-field defensive minor construction, etc. The unit must deploy appropriate number of small generators with a capacity of up to 20 KVA. The total capacity of this unit is at least 350 KVA.

e. Laundry & Cleaning. For all military and personal clothing, including dry-cleaning of operationally-required specialist clothing, camp cleaning unit, etc.

f. Tentage. Tentage with metal pipe frames is recommended. Tentage includes flooring and the ability to heat and cool as appropriate, netting at doors and windows and outer fly for tents. It is required for the whole unit for its initial and subsequent deployments of the unit.

g. Field Defense Stores. UN will provide identification and field defense stores. There is no requirement for NBC protection.

h. Miscellaneous General Stores. Self-sustainable in terms of bedding, furniture, welfare equipment & amenities, etc.

i. Fuel Type. Diesel will be the only type of fuel available in the Mission. The unit must deploy only diesel ground vehicles and equipment.

13. **Days of Supply**. Mission direction on quantities and days of supply will vary with operational requirements, and the reserve stocks are not considered within the normal replenishment model. Days of Supply relates to those active consumables to be used by the unit and are separate from dedicated reserve stocks. Units will be capable of carrying one day of supply for all combat stores (water, food, fuel and ammunition) and will hold a total of three days of supply at each level as normal operating stock.

14. **Self Sufficiency**. The unit is required to remain self sufficient in all categories.

a. Water. Unit must bring drinking water for the first 14 days after deployment (after 14 days, TCC uses its own water purification plant for UN-provided water source).

b. Rations. Unit must bring rations for the first 30 days (composite / de-hydrated / tinned).

c. Supply. The unit is to be fully self-sufficient for all supply categories, except fuel, for the first 6 months after deployment.

15. **Medical.** Level 1 Medical support is the unit's responsibility. The following additional medical facilities are available:

a. Level 2 in

b. Level 3 outside the Mission Area.

COMMAND AND CONTROL

16.   The HQ support Company will be under OPCON of the Force Commander and the Company Commander reports to the FC. Elements may be placed under Tactical Control (TACON) of sectors' commanders when deployed within respective areas of operation.

Force Protection and Security Tasks
of the UN Force Headquarters Support Unit

1. **Introduction.** Force protection and security covers tasks relating to the security of UN facilities, installations, equipment and personnel. Force protection tasks include:

   a. Maintaining Order Within the Force Headquarters Perimeter.
   b. Guarding and Defending Force Headquarters Elements and Facilities.
   c. Evacuating Force Headquarters personnel.
   d. Very Important Person (VIP) Protection.
   e. Crowd Management.
   f. Convoy Security and Escort Support.

2. **Maintaining Order within the Force Headquarters Perimeter**

   The Force Headquarters Support Unit maintains order within the Force Headquarters perimeter and provides assistance to UN military police/UN Police elements performing law and order operations within the compound.

   a. **Tasks for Maintaining Order Within the Force Headquarters Perimeter**

      1) Evaluating the risks.
      2) Developing Courses of Action.
      3) Establishing a patrol distribution plan.
      4) Conducting security patrols.

   b. **Procedures for Maintaining Order within the Force Headquarters Perimeter**

      The Force Headquarters Support Unit evaluates the threat to determine its most likely and most dangerous courses of action (COAs). It then identifies the risks and conducts initial planning for Force Headquarters Support Unit operations that includes, at a minimum, patrolling, traffic management, enforcement and civil disturbances. The Force Headquarters Support Unit then coordinates for military working dog support, if available. It maintains communication with higher headquarters and any augmentation elements, as well as maintains liaison with host nation police. The Force Headquarters Support Unit identifies patrol areas of responsibility and patrol patterns, and then conducts the security patrols.

   c. **Enforcing Traffic Control in the Force Headquarters**

      The Force Headquarters Support Unit is responsible for maintaining the orderly flow of traffic and parking of vehicles in the Force Headquarters area.

      1) **Basic Tasks of Enforcing Traffic in the Force Headquarters include**
         a) Coordinating with Force Headquarters Staff.

b) Establishing control/access points.
c) Erecting road signs.
d) Enforcing parking regulations.

2) **Procedures for Enforcing Traffic Control in the Force Headquarters**

The Force Headquarters Support Unit must liaise with the Force Headquarters staff in order to develop an estimate of the traffic situation and arrange agreements between local authorities or contractors and the installation. The Force Headquarters Support Unit considers major avenues for entry and exit to and from the installation, and coordinates road maintenance and construction with Force Engineers. The Force Headquarters Support Unit emplaces signs that direct the flow of traffic, provide parking and identify the location of emergency medical personnel. Patrols or stationary guards may enforce parking regulations. Vehicles that are not parked in an appropriate manner and hinder or pose a threat to traffic or personnel may be towed away by recovery assets.

3. **Guarding and Defending Force Headquarters Elements and Facilities**

a. Guarding and defending the Force Headquarters is a Force Headquarters Support Unit primary task. Depending on the threat to the Force Headquarters and the Force Headquarters's location, size and defensive structures, force protection can be challenging and demand considerable resources. This task is supported and directed by the Mission Security Management Team (SMT).

b. The Force Headquarters will rarely change its location during a UN peacekeeping operation. This allows for permanent and well developed defensive structures and access control measures. If possible, the Force Headquarters Support Unit should be part of the planning team, but actual construction of the base will usually be done by force engineers or civil contractors. The Force Headquarters Support Unit is, however, expected to be able to maintain and construct minor protective measures. This could include barbed wire fences, reinforcing buildings with sandbags, digging foxholes, etc.

c. Attacks may be conventional assaults supported by indirect fire or conducted by unconventional means such as covert infiltration, suicide bombers, indirect fires or small arms standoff attacks. Criminal activity may be organized or random attempts to infiltrate the camp in order to pilfer unit equipment and supplies, conduct illicit activity with camp inhabitants, or gather information about camp conditions or security measures in support of future criminal or belligerent activities. These negative elements may be conventional, irregular or criminal. Force Headquarters compound defenses should be such that an adequate amount of military capability is available to defeat attacks and secure Force Headquarters personnel, equipment and supplies.

d. The Force Headquarters may also be threatened by civil unrest, natural disasters, fires, or biological or chemical contamination. Civil unrest can be spontaneous or escalate over time and result in the devastation of a compound or injury to Force Headquarters personnel. Natural disasters, fires as well as biological or chemical contamination may also threaten UN personnel or facilities. Therefore, vigilance and improvements to base security should be continuous and Force Headquarters Support Units must be trained, organized and equipped to protect the compound at all times and under all environmental conditions.

e. Conducting access control and conducting patrols: Entry and exit to and from the Force Headquarters must be monitored and controlled. The Force Headquarters Support Unit must ensure that there is no opportunity for trespassing into the Force Headquarters. Early warning of hostile action, criminal activity, or civil unrest provides the Force Headquarters Support Unit commander time to react. Early warning measures may include search, access control, patrols, alarms, working dogs, remote video monitoring, and the use of air reconnaissance and surveillance platforms. Friendly local civilian contacts and the actions of indigenous personnel near the base may also warn of threats to the base. Security measures employed inside the base may include guard towers, internal roving patrols and guards stationed at key sites. If possible, patrols should be operating in the near vicinity of the compound in order to respond to outside threats. Night patrols are particularly effective as they will keep threats off balance and ensure the Force Headquarters Support Unit's own freedom of movement under all visibility conditions. The Force Headquarters Support Unit should gather information from all possible sources in order to establish situational awareness.

f. Searching persons and vehicles: Access control and search (if the threat level demands) should be conducted at all points of entry to the Force Headquarters. Persons should always be searched in public view unless the suspect is female. In the case of searching females, the individual should be searched in an enclosed environment by uniformed female personnel, informed of the reason for the search and given the opportunity to surrender any prohibited items voluntarily. The searcher should be of the same gender as the person being searched and protected by a guard of the same gender. Hand held metal detectors should be used, if needed. The person seeking entrance to the Force Headquarters should be questioned if there is any doubt about the purpose, and should be transferred to the local police for further questioning, if necessary, in full compliance with the Interim SOP on detention. If the person in question is female, she should be transferred to female police officers. Vehicles must be searched for improvised explosives, illegal weapons or materials. An Explosive Ordnance Device (EOD) and/or Improvised Explosive Device Disposal (IEDD) team should be available and deployed to locate, disarm and destroy any unexploded devices, booby traps or Improvised Explosive Devises (IEDs). If available, specially trained working dogs can be used as search dogs to trace objects including weapons, ammunition, drugs, etc., or as a show of force.

g. Maintaining perimeter security: The Force Headquarters should have adequate defensibility against all types of threats expected in the Mission environment. In accordance with Mission circumstances, the compound may have early-warning devices deployed within and outside the base periphery, have a tiered perimeter fence/wall, perimeter lighting, sentry posts, local alarm systems, bunkers, observation towers, weapon emplacements and pits, establishment of surveillance and communication equipment, multiple entry and exit gates, etc.

h. **Constructing minor defensive measures:**

1) Regardless of the type and location of Force Headquarters compound, the Force Headquarters Support Unit must be prepared to protect it and its equipment from attack, criminal activity, civil unrest, and the effects of natural disasters, fire and anything that could jeopardize the Mission. Bunkers/defenses should be made in a tiered manner to provide comprehensive protection in depth. Where required, living accommodation should be hardened against direct and indirect fires. Force Headquarters defenses should be established

with available forces to provide comprehensive security, including detailed planning and centralized control. Visible active and passive defense measures dissuade potential threats from attacking or infiltrating the operation base. The Force Headquarters Support Unit should also be able to take preventive measures in order to contain or eliminate a threat close to the Force Headquarters compound.

2) Peacekeepers in operational bases should ensure mutual support of defensive resources including fires, observation and maneuver elements. Defensive plans provide for the use of all available direct and indirect fire support depending on the force and the mandate. The Force Headquarters Support Unit commander should also be aware of the location and deployment time of relevant reserves.

3) The Force Headquarters Support Unit does not decide the location of the Force Headquarters. However, the location will affect the Force Headquarters Support Unit's ability to conduct its tasks. The Force Headquarters Support Unit commander should analyse ways to mitigate any risks associated with the location, taking into consideration whether the Force Headquarters location:

a) Controls key terrain, or key terrain outside the compound controls the Force Headquarters.
b) Provides access to good road networks, thereby enabling the rapid deployment of reserves; or, whether these lines of supply and communication could be disrupted through hostile action, civil unrest or adverse weather conditions.
c) Provides defensible and adequate water, power and sanitation sources, as well as proper waste management.
d) Provides enough area for anticipated expansion and improvements to base defense.
e) Provides observation and fields of fire, and whether it can be shielded from observation and fields of fire from hostile forces.
f) Is protected from adverse weather or natural disasters that can degrade operational capabilities or force an evacuation.
g) Offers positive consequences for the local population and minimizes negative impact.
h) Possesses alternate access points.

i. **Responding to situational emergencies**

1) The Force Headquarters Support Unit should be able to respond to situational emergencies in case of natural disaster, fires or biological or chemical contamination. This may require the unit to conduct firefighting, damage assessment, strengthening of buildings, moving personnel or equipment to safety, containment of biological or chemical spills and act as first responder.

2) Force Headquarters alert procedures and immediate action drills should be internally coordinated with all additional elements deployed within the compound. Necessary preparation, training and rehearsals should be conducted for a cohesive response. In addition, coordination with other UN entities, local authorities and possibly the local population should also be carried out. An SOP should be established specifying alarms for specific contingencies and reactions rehearsed.

4. **Evacuating Force Headquarters Personnel**

   a. In an emergency or security situation threatening the safety and security of UN personnel, there are three basic options for mitigating risk used by the UN Security Management System:

   1) **Alternating work modalities** (temporary closures of UN premises) are measures that limit or totally remove the number of personnel or family members at a specific location, short of official relocation or evacuation, with a view to limiting or removing their exposure to a sudden situation that creates unacceptable residual risk.

   2) **Relocation** is defined as the official movement of personnel or eligible dependants from their normal place of assignment or work to another location within their country of assignment for the purpose of avoiding unacceptable risk. Relocation is a risk avoidance measure that can be applied to all personnel and eligible family members.

   3) **Evacuation** is defined as the official movement of personnel or eligible dependants from their place of assignment to a location outside of their country of assignment for the purpose of avoiding unacceptable risk. Evacuation is applied only to internationally recruited personnel and their eligible family members.

   b. **Evacuation Scenarios**

   In a UN peacekeeping Mission, the SRSG, HOM or Force Commander acts as Designated Official for planning and ensuring safety and security of all staff members, contingents and volunteers. In extremis, the Force Headquarters Support Unit may be tasked to assist in evacuating the Force Headquarters when it is no longer operationally tenable to retain the Force (and Force Headquarters) in its current location. Depending upon the circumstances, the Force Headquarters Support Unit may also be tasked with assisting in the evacuation of the Mission Headquarters. A UN peacekeeping Mission must have an overall Mission security plan for managing the security of its personnel. Mission security is planned, coordinated and implemented centrally. The Mission security plan delineates responsibilities to specific individuals, actions to be carried out and the sequence to be followed when evacuation must be undertaken. Three important steps for planning and implementing evacuation involve:

   1) Reviewing the security situation and ensuring the safety of UN personnel.

   2) Preparing contingency plans for personnel movement and concentration, and eventual evacuation to safe areas.

   3) Coordinating all communications and transportation resources for optimum use in case of an emergency.

   c. **Basic Evacuation Tasks**

   1) Liaising and coordinating with Mission components and other UN elements in order to develop an integrated evacuation response.

2) Establishing safe areas and corridors for sequential extraction of evacuees.

3) Coordinating and executing systematic evacuation of personnel and essential materiel.

4) Providing safety and security for UN personnel.

5) Conducting evacuation drills.

d. **Evacuating Force Headquarters Personnel Procedures**

1) A UN Force Headquarters Support Unit is capable of providing transport and security to the Force Headquarters in case of an evacuation order. Force Headquarters personnel should be escorted to other UN facilities or an airport/seaport according to the specific threat and evacuation order. If required, additional resources in terms of helicopters, reserves and specialized troops will be used by the Force Headquarters. The Force Headquarters Support Unit cannot be expected to evacuate displaced persons or refugees.

2) The Force Headquarters Support Unit will liaise and coordinate with Mission components and other UN elements in order to develop an integrated evacuation response. A joint Headquarters could be established in order to coordinate and control operations. The Force Headquarters Support Unit should also gather information from all possible sources to establish situational awareness. The Force Headquarters Support Unit commander must consider the:

    a) Nature of the threat to the Force Headquarters. This will provide the critical timing, level of security needed and by what means the evacuation must be conducted.
    b) Specific tasks to be performed.
    c) Distance and conditions to the evacuation destination.
    d) Location, tasks and deployment times of relevant reserves.
    e) Transportation and security assets available.
    f) Relevant topographical details.

3) In general, the evacuation will be conducted in four steps as appropriate to the Mission and the nature of the threat.
    a) Evacuation of family members of UN international personnel.
    b) Evacuation of UN international civilian staff and, if required, local civilian staff.
    c) Evacuation of military personnel (including the Force Headquarters).
    d) Evacuation of Force Headquarters Support Unit elements.

4) The Force Headquarters Support Unit must establish safe areas or safe corridors where Force Headquarters evacuees can be transported. These areas or corridors may be threatened by hostile action, crowds or the environment. Consequently, the Force Headquarters Support Unit commander must ensure sufficient security, mobility and medical support for the operation. Alternative routes must also be considered. Sensitive equipment and classified documents may need to be

destroyed prior to the evacuation since evacuation of personnel takes precedence over equipment.

5. **VIP Protection**

a. During the course of operations, the Force Headquarters Support Unit may be required to protect designated individuals while in the Mission area. Protection of Very Important Persons (VIPs) requires specialized training and will often be conducted by UN military police and/or the VIP's own national close protection team personnel. If the VIP requires ground transportation, the personnel conducting close protection will be part of a military convoy or escort. During meetings, visits and other stationary activities, the close protection team will follow the VIP while infantry units provide perimeter security.

b. **Basic Tasks for Protecting VIPs**

   1) Coordination with the Chief Security Advisor/Chief Security Officer.
   2) Coordination with the Mission's Provost Marshal and senior Force Headquarters Support Unit commander.
   3) Planning for Very Important Persons (VIP) protection operations.
   4) Liaising with convoy or escort commander.
   5) Informing VIP of possible threats and close protection team actions.
   6) Performing actions on contact.

c. **Procedures for VIP Protection**

The close protection team will inform the VIP of possible threats and close protection team actions. The team is expected to consider the VIP's requests and provide as much freedom as the threat allows. The team may be very visible or more discreet depending on the situation. The close protection team is also required to liaise and coordinate with convoy or escort commanders as well as units providing perimeter security. It is important that defensive actions or evacuations are planned and rehearsed. If required, additional resources in terms of helicopters, reserves or specialised troops may be used by the Force Headquarters in order to extract the VIP. The close protection team must consider the:

   1) Threat to the VIP.
   2) Needs of the VIP.
   3) Transportation and security assets available.
   4) Location, tasks and deployment times of relevant reserves.
   5) Command, control and coordination responsibilities and arrangements.

6. **Crowd Management**

a. A peacekeeping Mission is deployed in the aftermath or against the backdrop of a conflict situation, reflecting possible lawlessness, dysfunctional legal institutions and an ineffective police organization. Local populations may undertake demonstrations in order to voice their concerns, project problems or protest issues that directly or indirectly affect them. Such gatherings, though mostly political and peaceful in nature, may turn violent, leading to disturbances and riots. The target of such demonstrations may be the host government, socio-politico or ethnic groups, or the peacekeeping Mission itself.

b. In principle, the responsibility for the restoration and maintenance of law and order lies with the host state, with operational support or advice provided by a UN formed police unit or the UN Police. UN Police are usually in the lead for coordinating actions with the local police authorities. In the event that civil authorities are unable to cope with the situation, military assistance may be needed as long as the mandate permits action and the Rules of Engagement specify the use of crowd management means by military personnel. It should be stressed that military commanders are to request the presence of police personnel (host state or UN Police) through the quickest means possible if they are not already at the scene of a demonstration.

c. Crowd management is a sensitive operation requiring, amongst other elements, human rights compliance, training, appropriate equipment and clear command and control arrangements to manage a calibrated and appropriate response to a volatile situation. It is important to allow the legitimate expression of views by the assembled crowd while preventing deterioration, casualties and collateral damage.

d. **Basic Tasks for Crowd Management**

   1) Liaising and coordinating with UN and host state police.
   2) Monitoring and reporting activities in order to establish situational awareness and set conditions for the deployment of crowd management assets.
   3) Engaging key leaders and the crowd in order to contain or de-escalate tensions.
   4) Denying access to UN equipment or facilities.
   5) Dispersing crowds.

c. **Procedures for Crowd Management**

   1) The method of execution and the resultant outcome of a crowd management operation could have severe positive or negative ramifications on the peace process. An inappropriate response to the crowd can trigger heightened anger and greater disturbances. The basis for any posture is a firm and fair conduct of operations. Regardless of what combination of actors may be present, the UN presence should, at all times, consider possible reactions to any proposed or planned actions.

   2) All crowd management operations should be conducted in consultation with the UN and host state police. A joint headquarters could be established in order to coordinate and control operations. The Force Headquarters Support Unit should gather information from all possible sources in order to establish situational awareness. JMAC, JOC and DSS will often be the primary sources of information. The Force Headquarters Support Unit commander must consider the:

       a) Rules of Engagement
       b) Crowd's grievances, intentions, size, location, movements, attitude, and key leaders.
       c) Specific tasks to be performed.
       d) Command, control and coordination responsibilities and arrangements with other actors.
       e) Location and tasks of other entities conducting crowd management.

f) Location, tasks and deployment times of relevant reserves.

g) Forces available, including their level of proficiency.

h) Amount of crowd management equipment available.

i) Deterrent value in arresting key leaders.

j) Need for rerouting traffic.

k) Use of armored vehicles and other deterrents.

l) Use of interpreters.

3) If the Force Headquarters Support Unit is to reinforce other UN entities, the commander must also consider:

a) The route and direction by which troops should arrive.

b) Whether the move should be open and demonstrative to show force, or quiet and modest.

c) The direction in which the crowd should be dispersed.

d) A rendezvous location sufficiently clear of the crowd but with a view of the scene of the disturbances.

e) Any relevant topographical details.

4) Most demonstrations are lawful and the primary aim of a security force should be to facilitate and allow the demonstration to proceed. In the majority of cases, there will be no need to disperse the crowd. However, a crowd may also shelter agitators who will seek to provoke the security forces into hasty, ill-considered action. If crowd dispersal or halting is necessary, the Force Headquarters Support Unit commander should ensure that only the minimum necessary force is used, and that the methods employed are appropriate to its mood and the local situation. The measures, short of using force, include voluntary dispersal/halt as well as verbal or visual persuasion.

5) Voluntary dispersal/halt. As a first, most effective and least provocative step, quiet and friendly discussion with the leaders involved may lead to the orderly dispersal/halt of a crowd. It is important to address responsible members of the crowd and rely on them to influence the remainder. Moreover, it will appear to be voluntary rather than enforced by the security forces.

6) Verbal or visual persuasion. Use hand held/vehicle or helicopter mounted public address systems to persuade and warn the crowd in the local language.

7) When adopting any of these methods, the following should be kept in mind:

a) Pleading from a position of moral or physical strength may be a logical and productive stage in the process of dispersal. Equally, it is likely that pleas from a position of weakness will produce an adverse effect.

b) While promises may produce an immediate and positive result, the longer term results of rash promises, made without due authority and unit follow through, will be inevitably negative and damaging to the security forces.

c) Adopting a low profile might be enough to achieve objectives. The lack of a suitable target, in the shape of the security forces, may cause the crowd to disperse from fear or boredom. The key leaders may have particular difficulty in inciting the crowd if there is no suitable target for them to attack.

d) Any attempt to force a crowd to disperse has to be preceded by clear and repeated warnings of a possible use of force, and must allow sufficient time for the crowd to understand and respond to the warnings. Any abuse or inappropriate action may provoke the crowd and discredit the security forces.

e) A show of force can have a deterrent or an aggravating effect, depending on the specific scenario and mood of the crowd. Less provocation can be achieved by posting observation posts, particularly on rooftops and high buildings where they can be seen, so that the crowd becomes aware of a military presence. While an open show of force may require that all troops available be seen, a more modest and quiet approach should always be backed up by a reserve. This may be needed should an isolated detachment be surrounded or attacked.

8) The use of force in these situations should always be based on the principles of necessity, proportionality, legality and accountability. All actions of UN military and police units should be aimed at the protection and preservation of human life, property, liberty and dignity. Dialogue and mediation should be applied whenever possible. The use of force is the last resort, when all other means of peaceful de-escalation have failed. Any use of force is to be conducted in accordance with the Rules of Engagement.

9) Depending on the threat posed, aircraft, particularly helicopters, may be employed on the following tasks:
   a) Reconnaissance to give early warning of crowd assembly and movement.
   b) Dominating a crowd by flying or hovering overhead and drowning out any speakers who may be addressing the crowd.
   c) Public address by means of loudspeakers, photography and night illumination.

10) Specialist approaches might be necessary to deal with women and children involved in crowd disturbances.

11) Military action for crowd management may be the subject of subsequent enquiry. It is therefore essential to be able to establish what happened, and a complete record should be kept of all events as they occur. Important aids could include photo and video evidence. The Force Headquarters Support Unit should facilitate or provide first aid and necessary medical services in conjunction with UN and local authorities. Detainees, if any, should be handed over to the UN Police or host state police as early as possible in accordance with the interim SOP on detention.

7. Convoy Security and Escort Support

a. A peacekeeping Mission is often deployed in conditions reflecting the present conflict including lawlessness and ineffective security organizations. Convoys are an attractive target to belligerents and criminals with the aim of restricting the UN's freedom of movement, taking possession of supplies and materiel as well as kidnapping UN personnel for economic or political gains.

b. The purpose of convoy security and escort support is to facilitate a secure and trouble-free movement of a group of vehicles from a designated start point to an intended destination. A Force Headquarters Support Unit will usually be tasked with convoy security under the following circumstances:

1) Administrative transportation of Force Headquarters personnel (civilians and military).
2) Deployment of the Force Commander's forward command post.
3) Transportation of very important persons.

c. Under extraordinary circumstances, the Force Headquarters Support Unit may be tasked to provide convoy security to the:

1) Force logistics supply.
2) Administrative convoys of deployed troops or civilians.
3) Movement of humanitarian aid and personnel.
4) Movement of refugees/displaced persons or detainees.
5) Other escort support as required.

d. **Basic Convoy Security and Escort Support Tasks Include**

1) Liaising and coordinating with relevant Mission components and other UN elements.
2) Providing convoy security.
3) Providing escort support.
4) Providing necessary traffic control.
5) Deploying medical or recovery assets as needed.
6) Providing primary or backup signals support.

e. **Convoy Security and Escort Support Procedures**

1) A Force Headquarters Support Unit should be adequately trained and equipped to provide convoy security and respond appropriately, under challenging and provocative circumstances, in order to ensure a safe and timely transit. The unit should be conscious of the material value and safety of the convoy, and be cognizant of the vulnerabilities and the effect of an operational engagement on the overall peace process. Detailed SOPs should be developed in each Mission for grouping, timing and securing convoys. Day-to-day convoy management, whether routine or of special nature, necessitates due deliberation and careful consideration to be effective and successful. Not all convoy security operations need the level of planning and preparation highlighted in this manual. The level of security procedures depends upon the operational environment in the Mission area.

2) The Force Headquarters Support Unit must gather information from all possible sources in order to establish situational awareness. The Force Headquarters support commander must consider:

a) The likely threats to the convoy. These threats might include unattended obstacles, roadblocks, mines or improvised explosives, penetrations by

unauthorized vehicles, demonstrations, pelting of stones, hostage taking, pilfering, standoff fire, ambush, attack and plunder, as well as traffic accidents and mechanical breakdowns.

b) The distance to be traversed, number of vehicles and length of the convoy, required gap between vehicles, cruising speed, time past a point and expected time to complete the movement.

c) The route and type of convoy.

d) The consequences of a day or night move.

e) The command, control and coordination responsibilities, and arrangements. Military vehicles in the convoy will usually be in tactical control of the unit providing convoy security. The Force Headquarters Support Unit commander should make similar arrangements with civilian transports.

f) The units available for convoy security.

g) Medical, recovery, mechanics, refuelling, helicopters or other available assets.

h) The location and deployment times of relevant reserves.

i) Any relevant topographical details.

j) The use of interpreters in the lead elements.

k) Redundant communication systems.

3) A thorough briefing of all personnel (security elements, reserves, vehicle drivers and civilian members) should be conducted by the convoy commander on the route, timings, threat, action on contingencies and method of emergency response. On the other hand, security personnel should be made aware by the parties to be secured of their priorities and working modalities.

4) A marching order must be prepared in correct sequence to ensure security. Security elements should be positioned at the lead, middle and end. More security elements should be considered if the terrain, threat and length of column make it necessary. All movement and activities should be tactical in nature and without any complacency. All should be vigilant, cautious and poised for quick action. UN Flags and symbols should be displayed at the lead, middle and end. Security personnel should be in operational readiness at all times. As a matter of discipline, an irregular pattern in convoy procedures should be used (routes, timings, speed, composition, etc.).

5) For additional discussion of convoy procedures, consult the UN Military Unit Manual on Transport.

Transportation Tasks
of the UN Force Headquarters Support Unit

1. **Providing Transportation for the Force Commander, Force Headquarters Staff Members and Visitors**

   a. **Basic transport planning tasks include:**

      1) Calculating the types of transportation requirements in order to support the Mission.
      2) Identifying availability of vehicles to ensure Mission accomplishment.
      3) Identifying availability of personnel to support the Mission.
      4) Identifying the destination location.
      5) Reporting transportation requirements that exceed unit capabilities to Force Headquarters staff elements.
      6) Identifying security requirements from intelligence reports to counteract threat forces.
      7) Identifying road trafficability from engineer classification overlays (including Explosive Ordnance, Improvised Explosive Ordnance and mine situation) and Force Headquarters Support Unit assessments to determine the most appropriate route.
      8) Identifying logistics requirements to support Mission accomplishment.
      9) Enforcing safety procedures in accordance with SOP.
      10) Enforcing environmental stewardship protection program procedures.

   b. **Procedures for Transporting the Force Commander, Force Headquarters Staff Members and Visitors**

      The designated Force Headquarters Support Unit must determine the type of vehicle appropriate for movement, keeping in mind both comfort (particularly in the case of a distinguished visitor) and security. For ground movement, vehicles must be fully fueled with additional fuel secured if needed to reach the destination. For off-base transportation, a more detailed plan is required. The convoy commander needs to be aware of potential threats and plan according to convoy tasks highlighted in this annex. The Force Headquarters Support Unit must properly plan, prepare, and conduct the transportation of the Force Commander, Force Headquarters staff members and Force Headquarters visitors to ensure all personnel reach the destination safely and in time to execute the next intended task with no injury, loss or damage to equipment. Under special circumstances dictated by the geography of the Mission area of operations, there may be a requirement for transportation via the water channels using boats. In such cases where the Mission has no Riverine Unit, and subject to a stipulated need in the Statement of Unit Requirement, the Force Headquarters Support Unit may have a boat detachment. See also Chapter 3.

2. **Transportation of Own Supplies, Equipment and Personnel**

a. Transporting the Force Headquarters/Force Headquarters Support Unit's own supplies, equipment and personnel within the Mission area is a task assigned to the Force Headquarters Support Unit. The transportation of Force Headquarters Support Unit supplies and equipment, both on and off base, may occur as a unique Mission or as a routine periodic requirement. An example of a routine periodic requirement is the use of a van or bus to shuttle personnel to locations both on and off base daily. The pick-up of expendable supplies, i.e., food stocks, cleaning supplies, stationary items, and fuel, may also follow a set schedule. Although, the UN logistical support structure will provide the transportation and storage of Mission-required stocks, the Force Headquarters Support Unit secures and transports the required amount of supplies needed to sustain its own operations. The obligations of UN contractors in providing logistical support will be identified in the Mission's documentation.

b. **Basic Planning Tasks for Transport of Own Supplies, Equipment and Personnel include:**

1) Calculating the types of transportation requirements in order to support the Mission.
2) Identifying availability of vehicles to ensure Mission accomplishment.
3) Identifying availability of personnel to support the Mission.
4) Identifying the destination location.
5) Reporting transportation requirements that exceed unit capabilities to Force Headquarters staff elements.
6) Identifying security requirements from intelligence reports to counteract threats.
7) Identifying road trafficability from engineer classification overlays and Force Headquarters Support Unit to determine the most appropriate route.
8) Identifying logistics requirements to support Mission accomplishment.
9) Enforcing safety procedures in accordance with SOP.
10) Enforcing environmental stewardship protection program procedures.
11) Maintaining own and UN-provided vehicles.

c. **Procedures for Transport of Own Supplies, Equipment and Personnel**

1) The designated Force Headquarters Support Unit must determine the type of vehicle appropriate for movement, bearing in mind the quantity and dimensions of the supplies/equipment needing transport, and the number of personnel requiring movement. For ground movement, vehicles need to be fully fueled with additional fuel secured if needed to reach the destination. For the securing of equipment and supplies, the availability of forklifts or other material handling equipment must be considered.

2) For off-base transportation, a more detailed plan is required. The convoy commander must be aware of potential threats and plan according to convoy tasks highlighted in this Chapter. The Force Headquarters Support Unit must properly plan, prepare, and conduct the transportation of supplies and equipment to ensure they reach the destination in the proper condition for future use. With regard to the movement of personnel, the Force Headquarters Support Unit must properly

plan, prepare, and conduct transportation to ensure all personnel arrive at their next destination safely and in time to execute the next task.

3) When planning movement, recovery and casualty evacuation must be considered. Drivers transporting ammunition or other hazardous materials must be certified to transport these items. Drivers and occupants must use seat belts, safety straps, and any other available safety equipment. For transits of long duration, secondary drivers and rest breaks must be planned.

3. **Vehicle and Equipment Recovery**

   a. **General:**

   1) The Force Headquarters Support Unit will be required to recover its organic equipment and vehicles when such items become non-Mission capable in the course of executing a Mission. The Force Headquarters Support Unit is required to return the non-Mission capable equipment or vehicle back to its place of origin or to the appropriate repair facility. The Force Headquarters Support Unit will be responsible for the recovery of all vehicles based within the Force Headquarters compound, and if directed, locations outside the compound.

   2) Despite all diligence in performing preventive maintenance checks and services, vehicles will occasionally fail to operate. This failure may be due to any number of reasons, e.g., hostile action, vehicular accident, weather, etc. The senior leader of an Force Headquarters Support Unit Mission that entails the use of equipment or vehicles must always take into account the steps needed to recover such equipment or vehicles in the event these items cease being operational. Assets required to safely recover a vehicle may already be on site, as in the case of a recovery vehicle being part of the original convoy. Other times, a recovery vehicle may need to be dispatched from the Force Headquarters base.

   b. **Basic Planning Tasks for Vehicle and Equipment Recovery Include**

   1) Selecting and using applicable publications.
   2) Determining method of recovery.
   3) Determining recovery procedures, capacity and equipment needed.
   4) Recovering equipment and vehicles.
   5) Liaising with relevant sector commands and notifying of any residual problems, damage to host nation infrastructure or civilian property.

   c. **Preparatory Procedures for Vehicle and Equipment Recovery Should Include:**

   1) Coordinating with the concerned unit to verify the location of the disabled vehicle.
   2) Identifying the personnel required to perform the recovery operation.
   3) Organizing recovery team personnel.
   4) Identifying the equipment required to perform the recovery operation.
   5) Identifying the best route to the vehicle's location given the tactical situation.
   6) Briefing the recovery team on the tactical situation and the recovery operation.
   7) Enforcing safety procedures in accordance with SOP and applicable publications.
   8) Enforcing environmental stewardship.

9) Monitoring recovery team's communications for any requests for additional support.

10) Coordinating the recovery mission's status with support operations.

4. **Establishing Temporary Helicopter Landing Sites**

a. During the course of operations, a helicopter may be required to land at or close to a Force Headquarters position. To ensure the safe arrival and departure of the helicopter, Force Headquarters Support Unit personnel may be required to establish/activate a temporary helicopter landing site.

b. Signalling equipment will be required when establishing a helicopter landing site for both day and night operations. When available, Force Headquarters Support Unit personnel must maintain this equipment in vehicles as standard packing items. Force Headquarters Support Unit personnel must liaise with Force or Mission Headquarters aviation personnel to receive specific requirements for the various types of Mission helicopter assets.

c. **Basic Planning Tasks for Establishing/Activating Temporary Helicopter Landing Sites Include:**

1) Selecting a landing site.
2) Establishing security for the landing site.
3) Establishing and executing communications with aircraft.
4) Marking the landing site and touchdown point.

d. **Preparatory Procedures for Establishing Temporary Helicopter Landing Sites**

1) Select a landing site. Determine the size of the landing site. A helicopter requires a relatively level landing point. Most helicopters cannot go straight up or down when fully loaded. Therefore, a larger landing site and better approach and departure routes are required. Select an area appropriate in diameter for the aircraft being used. Use the appropriate ratio to lay out the landing site when obstacles are in the approach or departure routes. Select a ground slope that is not too steep. Again, Force Headquarters Support Unit personnel must liaise with Force or Mission Headquarters aviation personnel to receive specific landing site requirements for the various types of Mission helicopter assets.

2) Ensure the ground is firm enough that the helicopter does not sink during loading or unloading. If firm ground cannot be found, issue the pilot an advisory. The pilot can hover at the landing site during the loading or unloading. Avoid areas that may cause loss of visual contact with the ground such as rotor wash on dusty, sandy or snow-covered surfaces. Remove loose debris from the landing site that can be swept up by the rotor wash. In limited visibility conditions, the helicopter may need to land in an approach similar to a fixed-wing aircraft. Identify all obstacles within the landing site. Obstacles are any objects that are excessively high, wide or deep. Remove all obstacles such as stumps, rocks or holes. Establish communication with the aircraft. Clearly mark unmovable obstructions and advise the pilot.

3) Establish security for the landing site. Landing sites should offer some security from hostile observation and direct fire. Good landing sites will allow the helicopter to land and depart without exposing it to unneeded risks. Security is normally established around the entire landing site. Mark the landing site and touchdown point. Use colored smoke to give the pilot information on the wind direction and speed. Use a signalman and have a fire extinguisher on site. Use marker panels to mark the landing site. When conducting night operations, use lights to mark the landing site. Wear appropriate reflective gear during both day and night operations.

5. **Maintaining Own Facilities, Vehicles and Equipment**
   a. **General**

   1) The Force Headquarters Support Unit is responsible for the maintenance of its own and UN-provided equipment. Preventive maintenance is essential to maintain the Force Headquarters Support Unit's operational readiness.

   2) Maintaining facilities, vehicles and equipment is the action taken to keep facilities and materiel serviceable, or to restore them to serviceability. Maintenance is the care taken and the work done to keep an item, facility, equipment, clothing or supply serviceable. Leaders are responsible for maintenance within their units and for the supervision and inspection of maintenance activities. Preventive maintenance is the keystone to any maintenance system and includes systematic servicing, inspection, correction of initial failure (before damage occurs), detection and correction of abuse, and teaching the proper care and use of equipment.

   3) Preventive maintenance of vehicles, scheduled at definite intervals, prevents a large number of vehicles from being out of service at any one time. Repairs are made as far forward in the Mission area as the tactical situation permits. This eliminates time-consuming evacuation measures and serves to return the equipment to the using unit much more quickly. Authorized supplies of repair parts and tools are maintained within the Force Headquarters Support Unit to ensure quick and efficient repairs. When possible, repair personnel go to the equipment rather than having equipment evacuated to repair personnel. Clean and functioning facilities reflect positivity on the leadership and discipline of a unit.

   b. **Basic tasks include**

   1) Maintaining cleanliness and upkeep condition of facilities.
   2) Maintaining assigned equipment and vehicles.
   3) Performing periodic maintenance in accordance with technical manuals.

   c. **Procedures for Maintaining Own Facilities, Vehicles and Equipment**

   1) **Facilities.** To ensure the safety of occupants and the most efficient functioning of the Force Headquarters, the Force Headquarters Support Unit must periodically inspect facilities for safe and orderly operating conditions, fire safety, earthquake/flood safety, electrical safety, chemical storage, hazardous waste, and compressed gas safety.

2) **Equipment.** Force Headquarters Support Unit personnel must:
   a) Clean all equipment so it is free of dirt, grease, and debris.
   b) Inspect each item for serviceability.
   c) Protect equipment from rust, drying or cracking.
   d) Account for all equipment on a vehicle and in the facilities.
   e) Report any damaged or missing equipment to the vehicle commander.
   f) Store all equipment in the place designated by the operator's manual and the vehicle loading plan.
   g) The unit maintenance workshop will maintain the records and ensure that equipment receives its scheduled maintenance.

3) **Vehicles.** Force Headquarters Support Unit personnel must:

   a) Select and use applicable publications.
   b) Select and use the proper tool designed for the job.
   c) Identify deficiencies and shortcomings.
   d) Correct shortcomings identified during operator maintenance.
   e) Record shortcomings that require requisition of parts or go beyond the authorized level of repair.
   f) Follow prescribed safety procedures.
   g) The unit maintenance workshop maintains the records and ensures that vehicles receive their scheduled maintenance.

Self-Sustainment Tasks
of the UN Force Headquarters Support Unit

1. **General**

In addition to maintaining its vehicles, equipment and installations, the Force Headquarters Support Unit's self-sustainment tasks include:

a. Providing essential services.
b. Assisting in the management of Force Headquarters stores.
c. Providing Medical Level 1 support including medical and casualty evacuation.
d. Organizing welfare activities.

2. **Providing Essential Services**

The Force Headquarters Support Unit must be able to provide essential services to its own personnel.

a. **Basic tasks include:**

1) Catering.
2) Post Exchange (PX).
3) Barbershop.
4) Laundry.
5) Cleaning.

b. **Procedures for Providing Essential Services**

1) The Force Headquarters Support Unit will usually run kitchen and dining facilities in order to provide catering to the unit's personnel. Under certain circumstances, the Force Headquarters Support Unit may be tasked to provide catering and other essential services for the Force Headquarters or other personnel on a permanent or temporary basis. Dining facility hours should be flexible to accommodate personnel working on nightshifts and at odd hours.

2) Barber and PX services must be available to Force Headquarters Support Unit personnel. These services may be locally contracted or done by Force Headquarters Support Unit personnel. These services may only be available on certain days or during certain hours. Measures must be taken to limit the risk of theft.

3) Laundry services or laundry facilities must be available for all personnel in the Force Headquarters Support Unit. Laundry services may be locally contracted or done by Force Headquarters Support Unit personnel. If the situation does not permit laundry services, then proper facilities should be available to allow Force Headquarters Support Unit personnel to wash their own laundry.

4) The Force Headquarters Support Unit must provide cleaning facilities (including the related equipment, maintenance and supplies) for all unit personnel and ensure that all facilities have hygienic equipment that promotes a clean and healthy environment. Cleaning can also be locally contracted. In this case, measures must be taken in order to ensure operational safety and limit the risk of theft.

3. **Assist in the Management of Force Headquarters Stores**

a. **General**

To ensure the effective and efficient functioning of the Force Headquarters, the Force Headquarters Support Unit must manage its stores and assist in the management of Force Headquarters stores. The Force Headquarters Support Unit must maintain supplies to include, but not limited to: food, water, clothing, weapons, tools, spare parts, vehicles, petroleum, oil, lubricants, fortification and construction materials, vehicles, ammunition, explosives, chemical agents, medical supplies, and morale and welfare-related supplies.

b. **Basic tasks include**

1) Maintain own and assist, if required, in the maintenance of Force Headquarters supplies, clothing, individual equipment, tools, and administrative supplies and assist in the maintenance of the Force Headquarters.
2) Request own and assist, if required, in the *requisition* of Force Headquarters supplies, clothing, individual equipment, tools, and administrative supplies.
3) Provide own and assist, if required, in the *provision* of Force Headquarters supplies, clothing, individual equipment, tools, and administrative supplies.

c. **Management of Force Headquarters Stores Tasks**

The Force Headquarters Support Unit supply specialists supervise the receipt of the Force Headquarters Support Unit's own supplies, and the storage of those supplies in a secure container or area protecting them from fire, weather, theft and biological or chemical contamination. If required, the Force Headquarters Support Unit assists the Force Headquarters staff with Force Headquarters supplies. Tasks include:

1) Conducting required inventories.
2) Inspecting supplies for damage, deterioration and shelf life expiration.
3) Checking security measures to control theft.
4) Checking storage of pilferable and sensitive items of supply and storage of small arms.
5) Enforcing safety procedures.
6) Documenting supplies requested and issued.

4. **Providing Medical Level 1 Support**

a. **General**

1) The Force Headquarters Support Unit must be capable of providing Level 1 medical support for Force Headquarters Support Unit personnel. The Level 1

medical facility is defined as the first level of medical care that provides primary health care and immediate lifesaving and resuscitation services.

2) Normally included within basic Level 1 capabilities are: routine first line primary health care and management of minor sick and injured personnel for immediate return to duty, as well as casualty collection from the point of injury/wounding and limited triage; stabilization of casualties; preparation of casualties for evacuation to the next level of medical capability or the appropriate level of medical facility depending on the type and gravity of the injuries; limited in-patient services; and advice on disease prevention, medical risk assessment and force protection within the area of responsibility.

3) A Level 1 medical facility is the first level of medical care where a doctor or physician is available. A Level 1 medical facility may be United Nations-owned (United Nations Level 1), contingent-provided or commercially contracted. With a contingent-provided Level 1 medical facility, the Force Headquarters Support Unit must be capable of providing treatment for 20 ambulatory patients/day. The Level 1 facility will also have a temporary holding capacity of 5 patients for up to 2 days, and will hold medical supplies and consumables for 60 days.

b. **Basic Tasks for Medical Level 1 Support Include:**

1) Provide casualty collection, assistance and evacuation to higher levels of medical care (Level 2, 2+ and/or Level 3).
2) Handle routine sick calls and the management of minor sick and injured personnel.
3) Implement disease, non-battle injury and stress-prevention measures.
4) Educate and promote awareness and prevention of the spread of HIV and Mission area-specific diseases such as Ebola in the area of responsibility under the "Fee-for-services" reimbursement concept (Contingent Owned Equipment (COE) Manual refers).
5) Offer emergency medical services to all United Nations personnel in the area of responsibility.
6) Provide medical services based on troop/police strength up to battalion level.
7) Inspect camp areas for proper implementation of hygiene procedures.
8) Ensure availability, proper storage and replenishment of medical supplies and medications.
9) Monitor troop health status.

c. **Procedures for Providing Medical Level 1 Support**

1) Maintain a trained and ready staff to meet the minimum required composition and number of Level 1 medical personnel (2 x medical officers, 6 x paramedic/nurses, and 3 x support staff). The actual composition and number of Level 1 medical personnel may vary depending on the operational requirements and agreements in the MOU. However, basic staffing includes the capability of splitting the Level 1 medical support facility into two medical teams.

2) Provide blocks of instruction on relevant health topics. Operate a medical inspection room 24 hours a day/seven days a week. Have available at least one

medical staff person at all times. Inspect facilities daily to ensure high hygiene standards. Provide ambulances to convoys, when possible, to facilitate prompt medical evacuation when needed. Monitor expiration dates of all medications to ensure timely replenishment. Conduct periodic medical evaluation of troops.

d. **Medical and Casualty Evacuation Support**

1) **General.** Force Headquarters Support Unit personnel must be able to evacuate casualties and personnel with all types of injuries when required or tasked. As a result of hostile action, natural disaster, accident or illness, Force Headquarters Support Unit personnel may be called upon to assist in the transfer of patients to another medical facility, other unit locations or to transportation hubs.

2) **Basic tasks include:**

   a) Assist in aerial medical evacuation.
   b) Conduct ground medical evacuation.

3) **Tasks for Medical and Casualty Evacuation Support**

   a) **Aerial medical evacuation tasks:**
   - Collect all information needed for the aerial medical evacuation support request.
   - Determine the pick-up site location.
   - Establish communication with the unit or person that is in communication with the aircraft.
   - Obtain the number of patients and precedence of treatment required.
   - Determine if any type of special equipment is required.
   - Determine the number and type of patients (ambulatory or non-ambulatory).
   - Determine the security of the pick-up site.
   - Determine how the pick-up site will be marked (e.g., smoke).
   - Provide the supporting unit the following information: location of the pick-up site, the means by which you can be contacted (e.g., radio frequency, phone number), number of patients and severity of injuries, any special equipment required, security of the pick-up site, and method of marking the pick-up site.
   - Transmit the medical evacuation request.

   b) **Ground medical evacuation tasks:**
   - Prepare patients for evacuation, if required.
   - Triage patients to determine priority of treatment.
   - Provide emergency medical treatment in accordance with SOP.
   - Initiate intravenous (IV) therapy, when required.
   - Place patients on stretchers.
   - Coordinate departure with supported unit headquarters.
   - Prepare ambulance to receive patients.
   - Load stretcher patients on ambulance or in vehicle.
   - Assist in the loading of ambulatory patients.
   - Transport patients without causing further injury.

- Provide en route patient care in accordance with established procedures and SOP.
- Unload ambulance by unloading ambulatory patients first, then stretcher patients.
- Perform direct-transfer of stretchers and medical equipment at sending and receiving medical facility in accordance with SOP.
- Perform patient exchange with air ambulances or ground evacuation vehicles, as required.
- Employ safety procedures and environmental protection procedures in accordance with SOP.

5. **Welfare Activities**

a. **General.** The Force Headquarters Support Unit will be required to plan, prepare, and conduct activities that promote the welfare of its soldiers (and potentially the Force Headquarters staff). Welfare activities may include, but are not limited to, organizing and conducting sightseeing tours, attending sporting events, concerts or other forms of the arts, and managing recreation facilities and equipment.

b. **Basic tasks include:**

   1) Managing the Welfare Activities Program.
   2) Conducting the Welfare Activities Program.

c. **Tasks for Conducting Welfare Activities**

   1) Review national and Force Headquarters guidance.
   2) Plan the welfare activities program in accordance with the commander's guidance and tactical situation.
   3) Survey units to determine requirements and desires.
   4) Forward unit requests for welfare activity support to higher headquarters for approval.
   5) Develop the plan for managing the program.
   6) Implement unit security measures.
   7) Disseminate locations, schedules, and other information on welfare activities.
   8) Conduct unit sports program or activities.
   9) Establish soldier activity centers, recreation areas and unit lounges, as appropriate.
   10) Inform unit members of telephone and Internet access areas and procedures.
   11) Organize recreational activities.
   12) Maintain, control and issue supplies and equipment.
   13) Obtain newspaper, magazine, and book support.
   14) Recommend priority of welfare activities.
   15) Obtain Force Commander's priorities.
   16) Coordinate scheduling trips with unit leadership.
   17) Coordinate with U4 for transportation to and from local welfare activities and out-of-country sites.
   18) Brief soldiers on their responsibilities for personal security and protection of welfare equipment.
   19) Inspect program activities. Provide commander and staff with current program status.
   20) Inform commander and staff of any problems encountered.

Administrative and Clerical Services
Provided by the Force Headquarters Support Unit
to the Force Headquarters

1. **Common tasks include, but are not limited to:**

   a. Preparing and maintaining lists, databases, maps and documents.
   b. Information and procedure management.
   c. Assisting Force Headquarters staff in preparing and distributing orders, maps and overlays.
   d. Administrative arrangements for meetings, presentations, etc.
   e. Typing military and non-military correspondence in draft and final copy.
   f. Filing documents.
   g. Taking messages and handling memoranda.
   h. Maintaining information technology (IT) equipment and acting as IT focal points.
   i. Managing office supplies.
   j. Monitoring the daily disposition and location of troops.
   k. Operating fax machines, printers and photocopiers.
   l. Monitoring and distributing e-mails and other incoming mail.

2. **Clerical Support to the Force Headquarters Commander's Office and Force Headquarters Chief of Staff.** Tasks include, but are not limited to:

   a. Monitoring daily/monthly Situation Reports (SITREPs).
   b. Preparing the daily agenda for the Force Commander.
   c. Maintaining files and archives.
   d. Logging incoming and outgoing communications.
   e. Preparing clearances for visits from UN contingent delegations.
   f. Distributing visit plans.
   g. Distributing the weekly visit delegation report to the Special Representative of the Secretary-General's (SRSG) office.
   h. Recording the Force Commander's documents and distributing them to the appropriate personnel.

3. **Clerical Support to Personnel and Administration Staff Branch, U1.** Tasks include, but are not limited to:

   a. Preparing and processing recommendations for awards and decorations as well as arranging award ceremonies.
   b. Preparing, updating, and coordinating requests for evaluations, including responding to evaluation inquiries.
   c. Preparing and monitoring requests for personnel transfers and movements.

d. Preparing and monitoring requests for identification cards and tags, leave, and passes, orders for temporary duty and travel and personnel processing.

e. Preparing personnel accounting and strength management.

4. **Administrative and Clerical Support to Force Provost Marshal Staff:**

a. Performing First Sergeant duties or providing staff supervision. Preparing plans, procedures and operational orders as Provost Sergeant in support of the Mission, law and order operations, and the security of resources and installations.

b. Supervising and performing duties as Provost Sergeant and Force Headquarters Support Unit Operations Non-Commissioned Officer (NCO). Preparing circulation or traffic control plans and operations orders in support of law and order operations, as well as the security of resources and installations.

5. **Organize and Operate Mission Post Office:**

a. Ensuring various types of mail have been properly marked and sorted.

b. Processing and dispatching mail.

c. Maintaining postal equipment.

d. Preparing postal records and reports.

e. Requisitioning and controlling postal supplies and equipment.

f. Maintaining security for registered, certified and other special mail.

g. Operating personal computers, adding machines, weighing machines and various other machines and meters.

h. Directing and facilitating routing and transportation of mail.

6. **Clerical Support to the Military Information Cell, U2.** Tasks include, but are not limited to:

a. Maintaining information journals and files.

b. Organizing information from various established sources.

c. Maintaining military information personnel profiles.

7. **Clerical Support to Operations, U3.** Tasks include, but are not limited to:

a. Clerical support to the U3 operations room.

b. Managing schedules for the Chief, Operations Office.

c. Operations documents maintenance and tracking.

d. Recording incoming/outgoing messages.

8. **Clerical Support to Logistics, U4**. Tasks include, but are not limited to:

a. Preparing, monitoring, updating and submitting the daily and weekly operational status of major equipment from all contingents.

b. Preparing, monitoring, updating and submitting the weekly situation report on ammunition from all contingents.

c. Preparing and coordinating supply, rations and fuel and submitting the monthly logistic report.

d. Preparing and submitting the essential staff list of the U4 Logistics Office.

e. Facilitating and forwarding for approval supply requests from all contingents and offices.
f. Preparing and submitting engineering requests.
g. Preparing and submitting materiel requests.
h. Processing requests and issuing UN items to new staff officers.
i. Facilitating and maintaining vouchers.
j. Monitoring and updating movement of U4 Logistics Branch personnel.

9. **Clerical Support to Plans, U5.** Tasks include, but are not limited to:

a. Maintaining schedules and setting up meeting rooms as directed.
b. Being responsible for U5 equipment and replacements.
c. Filing reports electronically and manually.
d. Maintaining coordination/actions suspense logs.

10. **Clerical Support to Communication, U6.** Tasks include, but are not limited to:

a. Monitoring the UHF H/H radio and satellite phone checks.
b. Ensuring that the military operations center equipment is serviceable.
c. Assisting in preparing briefings.
d. Preparing weekly, monthly and annual activities reports.
e. Ensuring that the military conference room equipment is serviceable.
f. Updating contact lists of incoming and outgoing military staff officers and contingents.
g. Drafting equipment requests through eCITS application.
h. Liaising with the Digital Solution Center on technical issues and concerns encountered by staff officers and contingents.
i. Assisting the Technical Assist Visits/Inspections.

11. **Clerical Support to Training, U7.** Tasks include, but are not limited to:

a. Preparing weekly and monthly training reports for the military operations center.
b. Updating the Essential Staff List for U1.
c. Reporting patrol and other activities conducted.

12. **Clerical Support to the Force Engineer, U8.** Tasks include, but are not limited to:

a. Securing a copy of work orders.
b. Assisting the requesting unit in filling out work order forms and advising it on following correct procedures and, if necessary, guiding it to the different offices/sections as required.
c. Checking with the Asset and Material Management Section for the availability of requested materials.
d. Checking forms for completeness then advising the requesting unit to annotate required information (such as stock numbers and prices, if necessary) for requested materials.
e. Ensuring that the Military Liaison Officer signed the request for approval prior to issuing the work order number.
f. Submitting monthly fuel consumption reports to U4.

g. Initiating the requisition of monthly office supplies and submitting it to JLOC for processing.

h. Managing daily, weekly and monthly engineering reports.

i. Updating the Engineering Tasking Orders Matrix and Daily Engineering Activities Report.

13. **Clerical Support to CIMIC, U9.** Tasks include, but are not limited to:

a. Preparing on a daily basis the Civil-Military Coordination (CIMIC) summary, CIMIC statistics report and morning briefs.

b. Preparing on a weekly basis the forecast report and CIMIC statistics report.

c. Preparing the essential staff list.

d. Preparing the weekly language assistant attendance report.

e. Preparing the monthly CIMIC statistics report.

f. Preparing the monthly gender statistics report.

g. Confirming attendance at the monthly officer meeting and requesting booking for the availability of conference rooms.

h. Updating the contact list of all contingent G9 officers.

i. Preparing certificates for the outgoing contingent CIMIC officers and staff.

14. **Ceremonial Guard Duties**

a. **Basic tasks include:**

   1) Reviewing governing policies, publications and SOPs concerning memorial services and ceremonies.
   2) Developing a sequence of events for each event/ceremony.
   3) Coordinating for equipment and logistic support for each ceremony.
   4) Coordinating each ceremony with Force Headquarters U1 and U3.
   5) Briefing the presiding officer (typically the Force Commander).
   6) Rehearsing the event/ceremony before performance.

b. **Tasks for Ceremonial Guards**

   1) After receiving ceremony task from the Force Headquarters Chief of Staff, develop sequence of events for the event that invokes a spirit of esprit de corps and provides tribute to visiting dignitaries, unit members, and immediate family, relatives, and friends of deceased soldiers when the ceremony involves a fallen soldier.
   2) Coordinate with appropriate section for equipment, transportation and logistical support.
   3) Secure a site or facility for the ceremony.
   4) Coordinate ceremony with Force U1, U3 and other members of the Force Headquarters staff as required.
   5) Ensure ceremony is placed on the command calendar and publicized throughout the Force Headquarters and Force Headquarters Support Unit.
   6) Determine participant requirements, particularly the correct uniform, for the ceremony.
   7) Brief the presiding officer (typically the Force Commander) and gain approval for planned agenda.

8) Provide a written order through the U3, if required.
9) Inform Force Headquarters Support Unit personnel through training/staff meetings. Rehearse the ceremony before the performance. Inspect guard uniforms immediately prior to the event and make corrections as needed.

Force Headquarters Support Unit
Table of Equipment

Equipment	Command Element	Infantry Platoon	Military Police Detachment	Staff Support Platoon	Logistics Support Platoon	Medical Section	Remarks
Armaments							
Carbine/Automatic Rifle	7	34	23	30	40	11	Some units or individuals may also be equipped with a side arm.
Light machine gun	-	3	-	-	-	-	Up to 10 mm
Portable rocket propelled grenade launcher or recoilless rifle.	-	3	-	-	-	-	Up to 84 mm.
Flare gun	-	1	-	-	-	-	
Smoke grenade	-	✓	✓	-	✓	-	
Hand grenade	-	✓	-	-	-	-	
Stun grenade	-	✓	✓	-	-	-	
Light mortar	-	1	-	-	-	-	60 mm
Transport							
Ambulance	-	-	-	-	-	1	With VHF or HF radio
Recovery vehicle	-	-	-	-	1	-	With VHF or HF radio
Truck, maintenance medium	-	-	-	-	1	-	
All terrain SUV (4x4)	-	-	4	-	9	-	With VHF or HF radio Capacity 6 x personnel
Truck, utility/cargo	-	-	-	-	1	-	Up to 1,5 tons
Truck utility/cargo	-	-	-	-	3	-	2,5 to 5 tons

✓ Note: The check mark indicates a valid requirement whose quantity will be established on a case-by-case basis according to Mission needs.

Equipment	Command Element	Infantry Platoon	Military Police Detachment	Staff Support Platoon	Logistics Support Platoon	Medical Section	Remarks
Truck, tanker	-	-	-	-	1	-	5000 to 10000 litres
Forklift, light	-	-	-	-	1	-	Up to 1,5 tons
Bus	-	-	-	-	1	-	24 seats or more
Bus	-	-	-	-	2	-	8 to 12 seats
Crowd Management/Riot Control							
Personal equipment without gas mask (set of 10)	-	3 (total)	2	-	-	-	As per COE Manual
Platoon Equipment	-	1 (total)	1	-	-	-	As per COE Manual
Communication							
Satellite Phone	1	1	1	-	2	1	
Telephone	-	4	-	-	-	-	Tactical telephones for use in bunkers etc.
Telephone exchange PABX 1-100 lines	-	1	-	-	-	-	
Portable VHF radio	2	5	6	-	8	1	
Observation							
Binoculars	2	5	6	-	-	-	
Night vision or thermal imaging	-	5	-	-	-	-	
Rangefinder	-	1	-	-	-	-	
Generators							
41-50 KVA	-	-	-	-	3	-	

Equipment	Command Element	Infantry Platoon	Military Police Detachment	Staff Support Platoon	Logistics Support Platoon	Medical Section	Remarks
51-75 KVA	-	-	-	-	2	-	
Access and Traffic Control							
Military police traffic kits	-	-	2	-	-	-	
Under carriage inspection mirrors	-	3	-	-	-	-	
Hand held metal detectors	-	3	-	-	-	-	
Spike Belts	-	3	-	-	-	-	
Medical							
Level 1	-	-	-	-	-	1	As per COE Manual

Evaluation Checklists

A Force Headquarters Support Unit's operational readiness is evaluated based on distinct criteria like organizational structure, operational standards, the capability to perform Mission essential tasks, standards achieved in training, administrative and logistic standards. This evaluation addresses different levels within the Force Headquarters Support Unit to include individuals, task-oriented groups and commanders; analyzing task-oriented activities at each level.

Pre-Deployment Evaluation

Serial	Evaluation Criteria	Evaluation	Remarks
a	**Generic Peacekeeping Skills**. Are all personnel of the Force Headquarters Support Unit trained on and sensitized to the generic UN policy guidelines and directives of conducting peacekeeping operations? Do they demonstrate a clear understanding of these guidelines and directives?		
b	**Mission-Specific Peacekeeping Skills.** Are all personnel of the Force Headquarters Support Unit trained, equipped and organized to perform Mission essential tasks as per peacekeeping norms? Is the unit capable of performing in line with Mission mandate(s)?		
c	**Basic/Conventional Skills**. Is the unit trained in basic infantry skills like firing personal weapons and minor tactics in accordance with national standards?		
d	**Physical and Mental Robustness.** Is the Force Headquarters Support Unit physically and mentally robust enough to be deployed to the harsh conditions of the field Mission?		
e	**Core-Specific Capabilities**. Is the Force Headquarters Support Unit able to perform core-specific tasks based on unit organization, tasks assigned and type of Force Headquarters (refer to Chapter 2 and Annexes B, C, D and E for specific tasks) including: • Force Protection • Clerical support • Administrative support		

		• Provost function (if assigned) • Provision of transport to Force Headquarters leadership and staff • Ceremonial functions/guards at Force Headquarters level • Management of welfare activities • Conducting special investigations in the Force Headquarters (if assigned) • Maintaining order within the Force Headquarters perimeter		
f	**Organization**. Is the unit organized into task-oriented groups with support structure as per the Force Headquarters organization?			
g	**Leadership**. Is the unit chain of command capable, responsive and accountable for delivering in a peacekeeping environment?			
h	**Command and Staff**. Is the unit command and staff integrated, trained and capable of planning, organizing, coordinating and directing the multifaceted operational and administrative tasks in the peacekeeping environment?			
j	**Training**. Has the Force Headquarters Support Unit undertaken peacekeeping-oriented and Mission-specific training, and achieved the requisite standards?			
k	**Resources**. Is the unit carrying or in possession of the required number of personnel, arms, ammunition, equipment, accessories, spares, unit stores and expendables as per MOU and Mission requirements?			
l	**Equipment Maintenance/Management**. Does the unit maintain a minimum serviceability state of 90 percent and does it have the capability to organize preventive maintenance and repair/recovery in situ?			
m	**Weapons, Instruments and Vehicles.** Are all weapons zeroed, instruments calibrated, vehicles maintained and inspected and certified for correctness and functionality as per required standards.			
n	**Logistics**. In case of deployment at more than one location, are the COBs configured for independent and self-sustained logistics capability (food, water, accommodation, hygiene and sanitation, transport, and medical)?			
o	**Medical**. Do all personnel meet the requisite medical standards? Have they been inoculated as per Mission			

	requirements and have they cleared the periodic medical examination? Does the unit have a fully operational medical facility (Medical Level 1) in accordance with the MOU?		
p	**Integrity**. Are all unit personnel aware of applicable UN rules, regulations and code of conduct, and have they demonstrated high standards of professionalism and integrity?		
q	**Morale and Motivation**. Are all unit personnel well motivated to operate in a complex, restrictive, multinational and multidimensional environment while maintaining high morale?		
r	**Welfare**. Does the unit maintain high standards of personnel welfare as per national standards and Mission requirements?		
s	**Legal**. Do unit personnel and commanders clearly understand the responsibility to adhere to, promote and protect the legal framework for UN peacekeeping operations with specific reference to SOFA/SOMA, Rules of Engagement, Human Rights and Humanitarian Law, other relevant international legal statutes and the host nation law?		
t	**Evaluation**. Has the unit carried out a formal evaluation? Have shortcomings been rectified? Have TCC authorities certified the unit to be fit for deployment to the Mission on time?		

In-Mission Evaluation

Serial	Evaluation Criteria	Evaluation	Remarks
a	**Performance.** Does the unit plan and perform all Mission essential tasks effectively and safely as per Mission mandate(s), peacekeeping norms and Mission SOPs?		
b	**Shortcomings.** Has the unit taken corrective action on shortcomings in performance or resources observed by the unit, COE team or Mission leadership?		
c	**On-The-Job Training.** Does the chain of command institute measures for on-the-job training of all personnel (based on their basic job categories) to maintain qualification standards?		
d	**In-Mission Training.** Is the unit carrying out periodic in-Mission refresher, task-oriented and Mission-specific training as per IMTC guidelines?		
f	**Serviceability.** Is the unit carrying out periodic inspection, preventive maintenance and repairs on time and replacing items that are unserviceable?		
g	**Conduct and Discipline.** Does the unit continue to maintain high standards of conduct and discipline in all ranks?		
h	**Outreach and Engagement.** Has the unit been able to (where relevant) establish good rapport and effective interface with the local population through CIMIC, Quick Impact Projects and welfare activities?		

References

General References

Generally speaking, important UN policy documents are available at the following two UN links:

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

and,

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

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

United Nations Peacekeeping Operations, Principles and Guidelines (UN Capstone Doctrine) (2008)
http://pbpu.unlb.org/pbps/Library/Capstone_Doctrine_ENG.pdf

United Nations Infantry Battalion Manual (August 2012)
http://www.un.org/en/peacekeeping/documents/UNIBAM.Vol.I.pdf
http://www.un.org/en/peacekeeping/documents/UNIBAM.Vol.II.pdf

United Nations Security Management System, Security Policy Manual (8 April 2011)
http://ppdb.un.org/Policy%20%20Guidance%20Database/Security_management_system_policies.pdf

UN Force Link
The Online Strategic Movements and Force Generation Knowledge Center
https://cc.unlb.org/default.aspx

Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions
https://cc.unlb.org/COE%20Documents/Generic%20Guidelines%20-%20Military%20(TCC)/Generic%20Guidelines%20for%20TCCs%20Deploying%20Military%20Units%20to%20the%20UN%20Peacekeeping%20Missions(Mar%2008).pdf

Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (COE Manual)
http://www.un.org/en/peacekeeping/sites/coe/referencedocuments/COE_manual_2011.pdf?bcsi_scan_00259711a12fb51a=sOZRyx95Yi5OihONCU1qZkoP3AqaAAAAvo2FNA==&bcsi_scan_filename=COE_manual_2011.pdf

Medical Support Manual for UN PKO
http://physiciansforhaiti.org/wp-content/uploads/2013/04/DPKO-MSM.pdf?bcsi_scan_00259711a12fb51a=hmWzNdn8DV+iawiew2GfNRDw0H+aAAAAvo+FNA==&bcsi_scan_filename=DPKO-MSM.pdf

UN Integrated Assessment and Planning Handbook
http://www.un.org/en/peacekeeping/publications/2014-IAP-HandBook.pdf

UN PKO: Principles and Guidelines
http://pbpu.unlb.org/pbps/library/capstone_doctrine_eng.pdf

UN PKO Planning Toolkit – 2012
http://www.un.org/en/peacekeeping/publications/Planning%20Toolkit_Web%20Version.pdf

Training References

The following list of training references will be of great value to Force Headquarters Support Unit commanders and their staff. These documents provide better understanding of the peacekeeping training system, its participants' roles and responsibilities, and available resources. These and other important peacekeeping documents are available at:

http://ppdb.un.org/SearchCenter/Results.aspx?s=PPDB%20Scope&k=2.%09SOP%20on%20Implementation%20of%20Amendments%20on%20Conduct%20and%20Discipline%20in%20the%20Model%20Memorandum%20of%20Understanding%20Between%20UN%20and%20TCCs.

Policy on Training for all UN Peacekeeping Personnel (2010)

Policy on Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations (2009)

Guidelines on Roles and Training Standards for UN Military Staff Officers (2009)

SOP on Mobile Training Support Team (2009)

SOP on Training Recognition (2009)

SOP on Training-of-Trainers Courses (2009)

Pre-Deployment Information Packages (PIP)

UN Training Support to Member States
http://www.peacekeepingbestpractices.unlb.org/PBPS/Pages/Public/PeaceKeepingTraining.aspx?page=support&menukey=_12_4

Evaluation References

In addition to this manual, the following UN peacekeeping documents provide guidelines and standards by which UN military units can evaluate their operational readiness. The following documents are available on-line at:

http://ppdb.un.org/SearchCenter/Results.aspx?s=PPDB%20Scope&k=2.%09SOP%20on%20Implementation%20of%20Amendments%20on%20Conduct%20and%20Discipline%20in%20the%20Model%20Memorandum%20of%20Understanding%20Between%20UN%20and%20TCCs

or, through the Office of the Military Advisor, DPKO at UN Headquarters:

- TCC-specific UN peacekeeping operations manuals, guidelines and standard operating procedures.

- Mission mandate, memoranda of understanding, status of forces agreement and Rules of Engagement and TCC Guidelines.

- Statement of Unit Requirement issued by OMA.

- Mission Concept of Operations, operational directives and orders, Operational Plans, Standard Operating Procedures and Mission-specific case studies.

- Generic Guidelines for Troop-Contributing Countries Deploying Military Units (2012), the COE Manual 2011 and Guidelines on Peacekeeping Training (2011).

- Lessons learned and best practices of current and past peacekeeping Missions.

- Information obtained during the military unit's command group reconnaissance visit and feedback from the unit being relieved.

- After action reports and end of assignment reports of units and previous commanders.