



United Nations
Peacekeeping Missions
Military Logistics Unit
Manual

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Preface

We are delighted to introduce the United Nations Military Unit Manual on the Military Logistics 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.

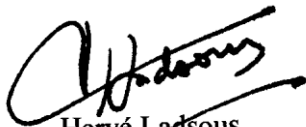
For several decades, United Nations peacekeeping has evolved significantly in its complexity. The spectrum of multi-dimensional UN peacekeeping includes challenging tasks such as restoring state authority, protecting civilians and disarming, demobilizing and reintegrating ex-combatants. In today's peacekeeping operations, Missions are deploying into environments where they can expect to confront asymmetric threats and contend with armed groups over large swaths of territory. Consequently, the capabilities required for successful peacekeeping Missions demand ever-greater improvement.

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 the performance of dangerous tasks involving the judicious use of force, particularly in situations where the host state is unable to provide security and maintain public order. Under these circumstances, the Force Commander and the senior Mission leadership play a crucial role in reaching the objectives set by the United Nations Security Council. Their success relies heavily on the support the Mission receives from its Military Logistics Unit.

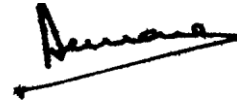
UN peacekeeping units are rarely limited to one type of activity and the tasks assigned to the UN Military Logistics Unit demonstrate this point. To meet their complex peacekeeping challenges, military components constantly balance a wide variety of security and specialty tasks. In an effort to mitigate the risks therein, the deployment of the UN Military Logistics Unit provides the peacekeeping Mission the logistical wherewithal needed to pursue the mandate's success while sustaining essential daily operational requirements.

As the UN continues its efforts to broaden the diversity of troop contributing countries, there is a vital need to formalize capability standards to ensure effective interoperability between UN military units. 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 efficiency of UN Military Logistics 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 Military Logistics 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 the 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.



Hervé Ladsous
Under-Secretary-General
Department of Peacekeeping Operations



Atul Khare
Under-Secretary-General
Department of Field Support



Military experts of the UN Peacekeeping Missions Military Logistics Unit Manual Working Group, Brazil 2014.

Purpose and Scope

This manual describes the United Nations (UN) Military Logistics Unit, a unique entity that comes into existence only when peacekeeping contingencies require a military capability due to time constraints, security, logistical shortfalls, redeployment needs, budgetary constraints, difficult terrain, environment or weather. Under these conditions, the UN Military Logistics Unit offers an alternative capability to accomplish the needed tasks. For example, if the UN's logistics system needs reinforcement, the Military Logistics Unit can be tasked to deploy its additional capacity in scalable and modular elements. Moreover, if the Mission's civilian (i.e., private contractor) transportation capacity is unable to reach certain areas due to difficult terrain or a volatile security situation, the UN Military Logistics Unit can be tasked to supplement the existing civilian transportation capability with assets capable of reaching those otherwise inaccessible or dangerous locations.

This Manual provides commanders of Military Logistics Units and their subordinate leaders the guidance they need for planning, preparing and executing their assigned UN peacekeeping tasks. Moreover, this manual provides advice and information to UN Headquarters planners and field Missions on the employment of Military Logistics Unit capabilities and functions. Troop Contributing Countries (TCCs) and their deploying contingents will benefit from this manual, as will their national military staffs, schools and units, as they become better able to support the reorientation of Military Logistics Units from national tasks to more fully integrated operations in UN peacekeeping.

The intent of this manual is not to override the national military doctrine of individual Member States or Troop Contributing Countries, nor is it our intent to impose requirements on national training, operations or structures. This manual does *not* address any military tactics, techniques and procedures that remain the prerogative of individual Member States. Nor is it the intent of this manual to serve as an instrument for Military Logistics Unit selection. Indeed, Military Logistics Unit structures will be adapted, ultimately, in accordance with any Memorandum of Understanding negotiated between the UN and Troop Contributing Country. Instead, this manual serves as a complement to existing or emerging Troop Contributing Countries' military capability, and preparation for the *enhanced performance achieved through interoperability* with other Troop Contributing Countries participating in the peacekeeping operation.

This manual is primarily written at the operational and tactical levels. It is based on UN guidance reflecting lessons learned, feedback from field Missions and input from peacekeeping practitioners experienced in UN Military Logistics Unit peacekeeping operations. Workshops conducted by interested Member States and Troop Contributing Countries 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 Military Logistics Units that is especially designed to assist contingents in the re-orientation of their Military Logistics Units from a national military element to an integral part of a unified UN peacekeeping operation.

Chapter 1 of this Manual explains the concept of employing UN Military Logistics Units within the integrated UN logistics system. It is not this manual's intent to cover the entire UN logistics system; only that portion that is directly related to UN military units operating in field Missions. This manual's description of the UN's integrated civilian and military logistics system will be informative for military personnel unfamiliar with UN

operations. In the UN system, enabling units, like the Military Logistics Unit, function as part of a Mission-wide, fully integrated logistics support network within a system controlled and managed by the civilian, not military, component.

UN planners will find helpful the Chapters on detailed capabilities/tasks and organization of a UN Military Logistics Unit as they tailor the unit according to Mission requirements and the generic standards described in Chapters 2 and 3. Military Logistics Unit commanders and staff can plan and manage their support requirements based on the guidance provided in Chapter 4, while Chapters 5 and 6 provide the training and evaluation guidance by which the UN Military Logistics Unit can achieve and maintain top operational performance.

In addition to being a guide for TCCs and their contingents, this manual is designed for use as a reference and initial starting point for military planners while developing the Statement of Unit Requirement (SUR) (see the sample of a previously- issued SUR at Annex A). TCCs experienced in peacekeeping operations can use this manual to supplement and complement national manuals. TCCs that are new to UN peacekeeping or UN Military Logistics Units can use this manual as a guide to build and field their own effective UN Military Logistics Units. In the end, however, actual UN Military Logistics Unit structures and capabilities will be in accordance with the Memorandum of Understanding (MOU) between the UN and TCC providing the UN Military Logistics Unit.

This manual should be read in conjunction with other UN manuals, especially the UN Infantry Battalion Manual, in order to gain a more comprehensive understanding of UN standards, policies and procedures related to peacekeeping operations.¹ Moreover, every 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 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 Military Logistics Unit

1.1 Rationale for the UN Military Logistics Unit

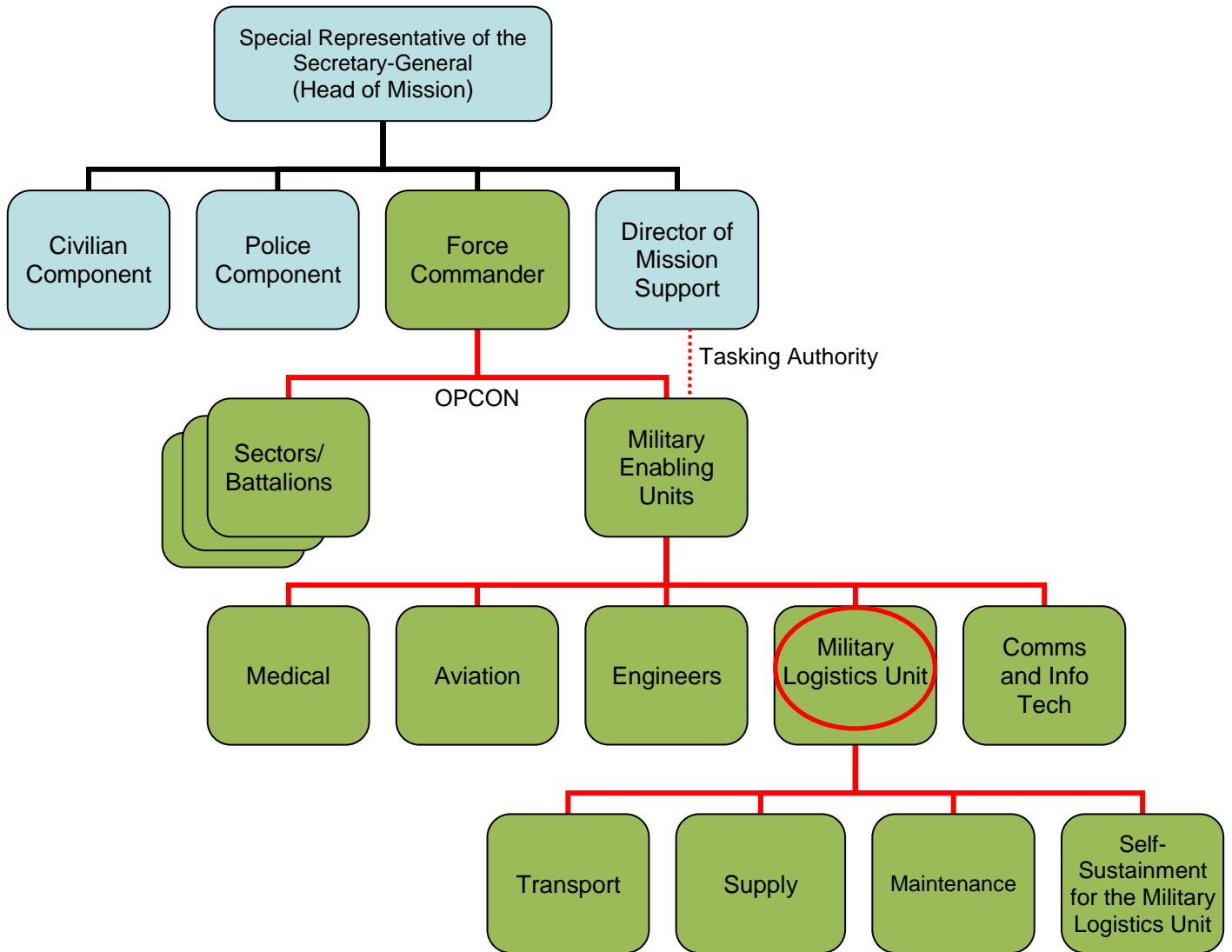
This Chapter explains the employment concept of the UN Military Logistics Unit. The UN Military Logistics Unit is not always deployed as part of a UN Mission. Instead, it is deployed only as needed to meet *contingency* logistics requirements when military capability is uniquely required, such as when contractor support cannot be obtained because security is less permissive. UN Military Logistics Units can also be more appropriate to meet short-notice requirements when UN life support contracts for rations, fuel and transport are not yet in place, or when the necessary infrastructure for contracted support is being developed in particularly remote and difficult terrain. Once the civilian logistics structure is established, the Mission's Military Logistics Unit's functions may be reduced or re-tasked to other logistics work, given the inherent flexibility of its structure and capability. Significantly, this Chapter clarifies the Military Logistics Unit's command and control arrangement between the Force Commander and the Mission's Service Delivery structure and key leaders.

1.2 UN Logistics Support Concept

1.2.1 At UN Headquarters, the Department of Field Support is responsible for delivering dedicated support to UN field Missions, including personnel, finance, field procurement, logistics support, communications, information technology, and other administrative and general management functions. At the Mission level, the UN 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, who coordinates second- and third-line support to all components and segments of the Mission.² The Director/Chief of Mission Support reports directly to the Head of Mission/Special Representative of the Secretary-General (see the following chart). Mission resources are distributed to all Mission components based on functional need and assessed priorities. The Director of Mission Support's oversight does not include first-line self-sustainment, for which Troop Contributing Countries/contingents are responsible.

² The different lines of support are described in terms of transportation responsibilities for bottled water, food and fuel. First-line self-sustainment support is the transportation of said items from battalion level to company level and below; second-line is from sector level to battalion level; third-line is from Mission level to sector; and fourth-line support is from sources outside the Mission to the Mission area.

UN Mission Integrated Support Structure



1.2.2 The preponderance of UN Mission military and civilian logistics support personnel and equipment are combined under the civilian authority of the Chief of Service Delivery (formerly known as the Chief, Integrated Support Services), who reports directly to the Director/Chief of Mission Support. While first-line self-sustainment UN military logistics resources are controlled and maintained by the respective military contingent commanders, the Chief of Service Delivery manages all second- and third-line self-sustainment resources in the Mission area.

1.2.3 As illustrated in the previous chart, the UN Military Logistics Unit functions within the Mission's Service Delivery structure that is coordinated by the Mission Support Center (formerly known as the Joint Logistics Operations Center (JLOC)). The UN Military Logistics Unit is under the Operational Control (OPCON) of the Force Commander, but day-to-day logistics management and tasking of the UN Military Logistics Unit is the responsibility of the Chief of Service Delivery.

1.3 Support Delivery Models

1.3.1 Lead Nation Support to UN Operations

The lead nation concept involves one or more nations taking the lead in providing logistical support to a UN Mission. Such arrangements usually extend across the operational and tactical levels, but normally not necessarily all levels of the Mission's Service Delivery. The existence of lead nation support does not circumvent the role and responsibilities of the Director/Chief of Mission Support, or that of the Chief of Service Delivery. Their roles remain the Mission-level prioritization and orchestration of support delivery. Moreover, lead nation support is not confined to those situations in which a new Mission is being established. However, when a lead nation or nations undertake the initial provision of logistics support, the UN, following Security Council approval, may (but not necessarily) assume responsibility for the logistical support once the operation is deemed a formal UN-mandated Mission. Due to unique Service Delivery systems and equipment, some elements of support will inevitably remain national and operate in parallel to lead nation arrangements. Lead nation support may take the following forms:

- A single nation may provide the human resources (military and/or civilian) and equipment necessary to deliver all Service Delivery required by all Mission elements. That lead nation would be responsible for command and control of the delivery of such support.
- A single nation may be responsible for command and control of the delivery of support while other nations contribute resources according to agreement. Such division of effort, while making integration complex, eases the resource load on the lead nation.

1.3.2 Host Nation Support to UN Missions

Host Nation support consists of civil and military assistance provided to a Mission that is located in, or transiting, the host nation's territory and is not normally part of a SOFA or SOMA. The Mission's support component is responsible for sourcing all goods and services required, and takes the lead in negotiating with the host nation for the provision of services including:

- Government agency support such as telecommunications, railways, airlines, utilities, police and fire services.
- Civilian labor.
- Facilities for port operations, air transport operations, warehousing and services such as air traffic control and harbor pilots.

1.3.3 Standard, Civilian-Led UN Support Delivery Model

Overall Mission-level support priorities are determined by the Senior Management Team including the Head of Mission, Director/Chief of Mission Support and the Force Commander. Under the delegated authority of the Director/Chief of Mission Support, the Chief of Service Delivery determines specific support priorities in compliance with the Senior Management Team's decisions. The Chief of Service Delivery then orchestrates the Mission's full array of support resources including contractors, host nation and Troop Contributing Country-provided military enabling units to obtain the support required. For support provided by military enabling units, the Chief of Service Delivery works in cooperation with the Force Headquarters to task military enabling units. This tasking is done through the appropriate staff element at Force Headquarters and does not apply to military enabling units in direct support of military operations. Military enabling units in direct support of military operations are OPCON to the Force and Sector Commanders and focus on their operational needs. See also Chapter 4 of this manual for further discussion of the Mission's Service Delivery support regarding Troop Contributing Country-provided military enabling units.

1.4 Logistical and Financial Responsibilities of Key Mission Leaders and Sections

1.4.1 Head of Mission

The Head of Mission (HOM) in a peacekeeping operation is the Mission's senior UN representative. The HOM reports to the Secretary-General through the Under-Secretary-General of the Department of Peacekeeping Operations. The HOM has overall authority over the activities of the UN in the Mission area and is typically designated a Special Representative of the Secretary-General (SRSG), leading UN political engagement and speaking on behalf of the UN within the Mission area. The HOM leads and directs the heads of all Mission components and ensures unity of effort and coherence among UN entities in the Mission area. The HOM provides political guidance for mandate implementation and sets Mission-wide operational direction, including taking decisions on resource allocation in the event of competing priorities. The HOM delegates the operational and technical aspects of mandate implementation to the heads of Mission components.

1.4.2 Head of Military Component

The Head of Military Component (HOMC) reports to the Head of Mission. The HOMC establishes the military operational chain of command in the field, exercises OPCON over all military personnel in the Mission and places military units under the Tactical Control (TACON) of military commanders in the operational chain of command. The HOMC maintains technical reporting and communications links with the Military Adviser in the Office of Military Affairs, Department of Peacekeeping Operations (DPKO) at UN Headquarters. This technical reporting link does not substitute for, nor circumvent, the chain

of command between the Under-Secretary-General, DPKO and the Head of Mission, nor does it interfere with decisions taken by the Head of Mission.

1.4.3 Director or Chief of Mission Support

- The Director or Chief of Mission Support (D/CMS) is appointed by the Under-Secretary-General for Field Support at UN Headquarters and leads the Mission's Division of Administration. The D/CMS reports to the Head of Mission (HOM) and is accountable to the HOM for the efficient and effective provision of administrative and logistic support to all Mission components. The D/CMS exercises his or her financial authority in consultation with the HOM.
- The D/CMS has sole UN authority in the field to commit UN financial resources for any purpose, including any contractual arrangements for the use of local resources, and is accountable for UN-owned assets, property and financial transactions made by the Mission on behalf of the UN. The D/CMS is responsible for the strict observance of, and compliance with, UN technical and administrative regulations related to the administration of the Mission and logistics management, and advises the HOM on the rules and regulations governing the commitment of UN financial resources to ensure the provision of efficient and effective administrative and logistical support to all Mission components. All financial delegations within a Mission area are under the sole responsibility and authority of the D/CMS. As such, the UN Military Logistics Unit commander has no direct financial authority.
- The D/CMS carries out his or her functions through two principal staff officers: the Chief of Administrative Services (CAS) and the Chief of Service Delivery. While the CAS is responsible for personnel, finance, and procurement, the Chief of Service Delivery manages the logistics component of the Mission.

1.4.4 Chief of Service Delivery

- The Chief of Service Delivery is an expert in UN logistics, finance, procurement and administrative procedures. In a typical Mission, the Chief of Service Delivery is assisted by a Deputy Chief of Service Delivery who is typically a seconded serving military or police officer.
- He/she is responsible for providing logistics support to all Mission components according to the priorities established by the senior Mission management. The Chief of Service Delivery controls all logistics resources in the Mission to include:
 - UN-owned, commercially contracted and military enabling units³
 - Services for military and police logistics
 - Construction and maintenance engineering
 - Medical (supplies only)⁴

³ UN Military enabling units include logistics, construction engineers, signals, aviation, transportation, and medical units.

⁴ The Chief of Service Delivery is responsible for providing military unit medical *supplies* as part of the Director/Chief of Mission Support's logistical responsibility. The remainder of medical support, such as the requirement for Medical Level 1

- Movement control
- Communications and information technology
- Supply
- Aviation
- Surface transport
- Geographical Information Services (GIS) in the Mission
- Coordinating Mission Support Center activities
- The Chief of Service Delivery exercises his or her authority through two key structures: Self-Accounting Units and the Mission Support Center:
 - **Self-Accounting Units.** The Service Delivery structure consists of a number of sections or Self-Accounting Units performing tasks specific to their area of expertise. In most cases these Self-Accounting Units have significant financial and asset management responsibilities and are directly responsible and accountable to the Chief of Service Delivery for providing technical advice, detailed technical planning and execution of their respective tasks in accordance with Mission support plans. For the purposes of standardization and uniformity, Mission-level changes in sections comprising Service Delivery are not authorized unless an exceptional and compelling reason necessitates deviation. Any such exception requires specific approval by the Under-Secretary-General, Department of Field Support.
 - **Mission Support Center.** The Mission Support Center acts as the nerve center and focal point for logistics support coordination in the Mission area. The Mission Support Center draws its authority from the Chief of Service Delivery. The Chief of the Mission Support Center serves as an advisor to and implementer for the Chief or Deputy Chief of Service Delivery in such areas as planning, coordination, monitoring and providing feedback on logistics support requirements. All Mission Support Center instructions carry the Service Delivery Chief's full authority for coordination and execution of approved plans.

1.4.5 Deputy Chief of Service Delivery

- The Deputy Chief of Service Delivery plays a key role in increasing the Mission Headquarters' understanding and coordination of both military and police operational logistical requirements. The Deputy Chief of Service Delivery plans and executes military or police operational logistics. All Mission logistics staff officers (military or police) ultimately respond to the Deputy Chief of Service Delivery, but they remain under the tasking authority of their direct supervisors. When approved by the UN Headquarters Controller, the Deputy Chief of Service Delivery may have Certifying

Hospitals and personnel, is specified in the Mission-specific Statement of Unit Requirement. Not all UN military units, including the UN Military Logistics Unit, are required to provide their own Level 1 Hospital and would, in such cases, receive Level 1 support from other Mission units. Levels 2 and above medical support is a Mission responsibility.

Officer responsibilities due to his or her background of proven financial authority and accountability.

- It is imperative that each Deputy Chief of Service Delivery familiarizes him- or herself with the functioning of UN Headquarters logistical elements. Ideally, each newly appointed Deputy Chief of Service Delivery should be assigned temporarily to the Logistics Support Division, Department of Field Support at UN Headquarters for a week of induction, orientation and familiarization training prior to deployment to the Mission.

1.5 The Military Logistics Unit and Service Delivery Planning

1.5.1 Service Delivery plans and operations support military peacekeeping plans and operations. They bring to task the Mission's full logistical capability to support commanders in the accomplishment of their various missions according to the priorities set by the Mission's senior management team. UN Military Logistics Unit commanders, working with the benefit of support from Service Delivery, can better assess those resources and capabilities available in theater and tailor replacement resources and follow-on capabilities accordingly.

1.5.2 The Mission's Service Delivery planners determine the quantities of supplies and services needed to support an operation. Before deployment begins, planners identify lines of communication capable of accommodating the types of transport available, the nature of supplies to be delivered and force elements to be sustained. Some commodities, such as fuel and ammunition (a Troop Contributing Country responsibility) require special handling.

1.5.3 The UN Military Logistics Unit commander bases his or her Service Delivery plan (which is a subset of the Mission Support Center plan) on the overall Force Commander's operations plans and orders. The concepts of operations and support are developed concurrently in coordination with Service Delivery, the UN Military Logistics Unit Commander and other service component commanders. They and their staff consider the many support factors that affect the ability of forces to conduct operations.

1.6 Logistics Operations Planning and Implementation Principles

UN Military Logistics Unit planning, accomplished within the Service Delivery planning structure, should be centralized, comprehensive, tailorable (modular), flexible (scalable) and continuous. Common to all aspects of UN Missions are the requirements for mobility and the interoperability of multinational efforts. Logistics operations for all Missions have common principles for planning and implementation:

1.6.1 Responsibility

The UN and Troop Contributing Countries have a collective responsibility to ensure that forces deployed on any UN operation are fully equipped and supported. This may be achieved through national or cooperative arrangements and must be clearly agreed upon prior to deployment. Member states and the UN each share responsibility for the care, custody and safeguarding of UN personnel and equipment.

1.6.2 Foresight

The administrative planning for any Mission begins well before the commencement of an operation. This includes first identifying resources within or close to the deployment area and obtaining information regarding the infrastructure of the sites concerned. Consideration must be given to any special on-site requirements such as clothing, munitions, accommodation and mobility. Contingency planning for strategic movement should begin at the earliest opportunity.

1.6.3 Flexibility

Flexibility in logistics means the ability to adjust operational and logistics plans that will almost inevitably be subject to frequent changes, particularly in the early stages of an operation. In conditions where lines of communication are subject to disruption, it may be necessary to deviate from pre-set methods and modify standard operating procedures to meet unexpected events.

1.6.4 Economy

In any Mission, resources are rarely plentiful and must be used effectively, efficiently and economically. Early integration of all available assets provided by the contributing member states should be a main goal. When possible, this integration must be planned prior to deployment to avoid duplication of resources at the Mission site.

1.6.5 Simplicity

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

1.6.6 Cooperation

Cooperation will always be the key to producing a workable UN Mission logistics structure. Levels and standards of support differ by nations. Almost always, there are a variety of nationalities involved with different languages, cultural requirements and capabilities. Cooperation is essential in order to achieve a workable logistics solution.

1.6.7 Sufficiency

The levels and distribution of logistical resources must be sufficient to meet the sustainability and mobility needs of the operational plan. Stock levels should take into account the expected nature and duration of the mission, consumption pattern and lead time for resupply shipments.

1.6.8 Accountability

Accurate accounts must be kept for all assets that are purchased and issued to contingents for the support of a mission. This includes any equipment classified as Contingent-Owned Equipment.

1.6.9 Visibility

Logistics assets are vital to any operation and represent a large monetary investment. It is important that a full audit trail be maintained for all assets dispatched to, in and from the Mission site. In the UN, this audit trail is achieved using a number of methods ranging from barcode and satellite tracking to basic card systems.

1.6.10 Interoperability

- From its commander's perspective, the UN Military Logistics Unit's employment concept must take into account not only the Mission's command and control and planning processes, but also the numerous external and internal logistics stakeholders affecting the Mission. Constant coordination with each of these stakeholders is essential.
- Interoperability is the capacity to cooperate and function together successfully with units from other Mission Troop Contributing Countries. For UN Military Logistics Units, logistics interoperability can be achieved in various ways to obtain different levels of cooperation and mutual reinforcement. At its lowest level, a degree of interoperability is achieved by developing a shared understanding of doctrine and procedures, supplemented by effective communication links between commanders and staffs so that separate taskings can be coordinated.
- More advanced logistics cooperation involves a wider range of communication links, as well as agreed operational doctrine, procedures and protocol. Better interoperability and cooperation for UN Military Logistics Units requires common or compatible systems and platforms, shared logistics capabilities and, at the highest level, completely integrated forces sharing compatible equipment, communications and practices.

1.6.11 Integration in Support of Combined Operations

Combined operations involves the military forces of two or more nations acting together for a common purpose. In UN Military Logistics Unit/Service Delivery operations, integrating logistics in support of combined operations is complicated by differences in logistical capabilities, doctrine and equipment. A mix of national logistics systems, operating within a land area of operations, has the potential to cause duplication in logistical efforts, confusion in command and control, and wasted resources. Careful integration of logistical support is intended to minimize, if not eliminate, the duplication, confusion and waste.

1.7 Support to Stability Operations

Stability operations range from long-term Service Delivery-focused operations in humanitarian and civic assistance Missions to major short-notice peace enforcement Missions. Inescapably, some UN stability operations may encounter armed conflict and under these circumstances, the support provided by the UN Military Logistics Unit is particularly valuable. Tailoring UN Military Logistics Units and Service Delivery to the requirements of a stability operation is pivotal to the success of the overall Mission as small, task-organized Service Delivery (including Military Logistics Unit personnel) teams may operate far from UN sources of logistical and other support. In such cases, arrangements must be made during the Service Delivery team's mission planning process to ensure that

these teams receive the support they require. These sustainment arrangements may include contracted services and support that may significantly augment UN Military Logistics Unit and Service Delivery capabilities in major stability operations.

Chapter 2

Capabilities and Tasks of the UN Military Logistics Unit

2.1 Core, Scalable and Modular Asset Capabilities

2.1.1 The UN Military Logistics Unit is a purpose-built organization with capabilities tailored to a specific Mission requirements. The generic capability includes core assets providing the Mission a wide range of transportation; supply (including warehouse storage operations; petroleum, oils and lubricants; aviation fuel handling; and fire fighters); vehicle recovery, maintenance and repair; as well as its own self-sustainment capability.

2.1.2 Additional UN Military Logistics Unit capabilities include those associated with increased quantities of the core asset capabilities (known as scalable assets), and unique, specialist capabilities (known as modular assets). See the organization charts in Chapter 3. Specialist/modular logistics requirements are considered in the Mission planning phase and specialist units with those capabilities may be requested from Troop Contributing Countries.

2.1.3 DPKO and DFS at UN Headquarters perform extensive logistics planning before arriving at the ultimate composition of a UN Military Logistics Unit. Such planning ensures a suitable logistics capability is employed in a cost effective manner. Troop Contributing Countries are identified as early as possible, including their likely roles and tasks, permitting them to commence their own planning and preparation.

2.2 Core Capabilities and Tasks

Core UN Military Logistics Unit capabilities and their associated tasks include transportation, supply, maintenance and self-sustainment operations:

2.2.1 Transportation

- **Road Transport**

Road transport is flexible and not tied to highly developed terminal facilities. However, logistics vehicles generally have limited cross-country mobility, thus requiring an adequate road system the construction and maintenance of which may require engineering effort. When large scale, continuous road movement operations are undertaken, a system of one-way routes should be employed to maximize throughput. Vulnerability to air or ground attack can be reduced by concealment, escort and dispersion techniques. Road transport is well-suited to link other transport modes, but it has a relatively low payload in proportion to the personnel required for its operation. Additionally, driver and vehicle endurance is limited, and staging facilities with recovery and repair support will be necessary.

- **Rail Transport**

In many theaters where UN peacekeeping operations are deployed, rail infrastructure can be very limited, if not non-existent. Where rail lines are established, rail transport is the most efficient means of transporting large numbers of troops and tonnage over long distances. It requires relatively few personnel for the payload carried, is suitable for the bulk movement of ammunition and heavy equipment forward, and particularly suitable for the evacuation of casualties to the rear. Rail transport is usually able to operate in weather conditions that severely limit other transport modes. However, rail is relatively inflexible as it is restricted to fixed routes and depends on other modes of transport (like road transport) to operate between railheads and deployed troops. Rail transport is also vulnerable to sabotage, ground and air attack.

- **Shipping**

Shipping can move large tonnages economically, over long distances with few personnel for the payload carried. It can move a tactically loaded and balanced force of considerable size and then hold it close to an area until it is required. However, movement by sea and inland waterways can be slow and concentrations of shipping are vulnerable to air and sea attack unless well protected. Terminal facilities are required for loading and unloading, and shipping operations are affected by weather. If shipping is a key element of support into UN area of operations, the UN Military Logistics Unit will need to factor in the distance vehicles will need to travel, route security and the ability to receive stock at a port operation.

- **Port Operations**

Because port capacity can determine the flow of materiel into a UN area of operations, there are key nodal points in the distribution network that provide the initial support to the UN Military Logistics Unit. Ports may be categorized as an:

- **Established Port.** An established port contains the facilities necessary for basic shipping operations, including berths, materiel handling equipment, and cargo handling areas for dispersion or assembly of cargo.
- **Expedient Port.** An expedient port is one that has no existing facilities and may be a beach or other suitable coastal area that allows landing of personnel and materiel.

- **Logistics Over the Shore (LOTS) Operations**

If a UN area of operations does not contain suitable secure, established ports, using an expedient port involving a LOTS operation may be necessary. The UN Force is responsible for selecting suitable beaches for LOTS operations. The UN naval or contracted shipping services provide advice on seaward approaches and beach profile below the high-watermark, either from a beach reconnaissance team or from relevant beach survey reports. Special considerations in LOTS operations include:

- Ships at the anchorage or beach will be more susceptible to the vagaries of weather, sea state, tide and navigational hazards than in an established port.
 - A suitable area will be required, adjacent to the beach, for the establishment of a transit area, transshipment points, traffic circuits and the operation of inter-modal transport.
 - Sustainability engineering will invariably be necessary for the preparation of beaches and exits to withstand the volume and weight of vehicles and cargo discharged from vessels.
 - Depending on the capacity of beaches and available exits, traffic congestion may restrict the flow of materiel into the UN Mission area of operations.
 - Although LOTS operations are conducted as unopposed landings, security should not be taken for granted.
- **Air Transport⁵**

Air transport permits the rapid deployment and movement of personnel and cargo to, from and within a UN area of operations and provides tactical mobility for all Mission elements. Air transport is fast and can cover great distances. However, aircraft payloads restrict troops to light scales of equipment that require careful preparation for air movement. Aircraft need intensive maintenance, and it is rare that sufficient aircraft and pilots are available to satisfy all air transport requirements. Aircraft use may also be constrained by the tactical air situation, weather and facilities available. Even helicopters, which provide greater flexibility in the movement of personnel and cargo, (particularly in the evacuation of casualties) are limited by low payload and high fuel consumption. Transport aircraft are divided into the following categories:

- **Strategic.** Strategic transport aircraft are designed primarily for the carriage of personnel and cargo over long distances, generally from the nation state base into the UN theatre. Strategic air transport operations involve carrying passengers and cargo *into and out of* a UN area of operations. Strategic air transport encompasses scheduled services, special Missions, air logistics support and CASEVAC/MEDEVAC⁶ conducted by military and civilian strategic transport aircraft.
- **Tactical.** Tactical transport aircraft are designed to provide air transport within a UN area of operations. They comprise medium and short range transport. The latter maybe either fixed- or rotary-wing aircraft. Tactical air transport operations are conducted *within* a UN area of operations and encompass operations including:
 - Air landing operations

⁵ See the DPKO *Aviation Manual*, 2005 for specific requirements to transport weapons on board UN-chartered aircraft.

⁶ Casualty Evacuation (CASEVAC) entails the evacuation (by air or land) of a casualty from the site of injury to the closest medical facility. This category of patient transfer shall be conducted within 1 hour of injury. Medical Evacuation (MEDEVAC) entails the evacuation of a casualty between two medical facilities; either within the Mission area (in-theatre) or out of Mission area. MEDEVAC should be conducted depending on the medical urgency. See the newly-revised UN Medical Support Manual, 2015, Chapter 10, paragraphs 9.a. and b.

- Airdrop operations
- Helicopter underslung or internal carriage
- CASEVAC/MEDEVAC operations

- **Water Transport**

Water transport is slow and restricted to navigable inland and coastal waters. Although it can carry large tonnages and items that are too bulky for other modes, water transport is vulnerable to interception, and providing protection may prove prohibitive. Pilots may be required on some waterways, and seasonal variations such as flood or drought can seriously affect capacities.

- **Transport Terminals**

The efficiency and effectiveness of a transport system depends not only on the various transport modes but also on the transport terminals at which cargo or personnel are loaded, unloaded or cross-loaded. Terminals must be efficiently managed as they are choke points that can significantly reduce the flow of personnel and materiel through the distribution network. Normally, Troop Contributing Country specialists provide terminal management for ports, inland waterways and beaches, as well as at transport nodes along road and rail networks.

- **Civil Transport Infrastructure**

Optimum use should be made of civil transport contractors and the distribution infrastructure, including road, rail and inland waterway networks and terminal facilities in both the UN area of operations and host nation. However, it may be necessary to provide military personnel to assist civil agencies with the coordination and control of both transport and terminal operations in support of the Mission.

- **Movements**

“Movements” is the function that coordinates and controls the flow of personnel and materiel including:

- Into the UN theater or area of operations from the Troop Contributing Country
- Between the host nation and the Mission area of operations
- Within the UN area of operations to meet operational priorities and timelines
- Movements are carried out by two distinct but interdependent elements:
 - **Movements Staff.** The movements staff formulate movement policy and plans, and coordinate and monitor movements in response to requirements and priorities determined by the operations staff.
 - **Movement Control Agencies.** Movement control agencies implement movement instructions issued by the movements staff. They arrange, control and regulate movement so that the movements staff can be alerted to

significant delays or adjustments. Movement control agencies also monitor the progress of movement activities.

2.2.2 Supply

Supply capabilities and tasks include:

- Receipt, warehousing and distribution/delivery of goods and materiel
- Managing general and technical supplies
- Storage, safety testing and accounting of rations (perishable, non-perishable and emergency as well as strategic stock reserves)
- Managing petroleum, oils and lubricants
- Fuel Supply Management and “Fuel Farm” Operations
- Aviation fuel handling
- Fire response (fire fighters)

2.2.3 Maintenance

Maintenance capabilities and tasks include:

- Vehicle recovery, including military recovery of heavy military vehicles
- Vehicle emergency maintenance service, including storage of maintenance and repair spare parts
- On-site vehicle repair

2.2.4 Self-Sustainment

UN Military Logistics Unit self-sustainment capabilities and tasks include:

- Catering services
- Laundry and cleaning services
- Personnel/Administrative services
- Communications and Information Technology services
- Preventive maintenance and serviceability awareness
- Maintaining internal logistic capacity in an operational state
- On-site repair and maintenance of self-sustainment equipment

2.3 Specialist Capabilities of Modular Assets

2.3.1 In contrast to scalable assets, that are primarily additional capacity of the same core capabilities, modular assets provide specialist capabilities that are not otherwise present in the UN Military Logistics Unit. Specialist modular capabilities can be provided by military, the host nation or contractor sources and may include, but are not limited to, the capacities and tasks provided by:

- Health support unit⁷
- Surgical health support specialists
- Hospital technicians
- Preventative medicine experts
- Legal specialists
- Financial/commercial/contracting specialists
- Air/Rail/Ground terminal unit specialists
- Air dispatch elements
- Movements specialists
- Bulk fuel handling specialists
- Mail specialists
- Engineer sustainability support specialists
- Specialized bridging, water and construction engineering personnel and equipment
- Water transport personnel and equipment
- Maintenance advisory services
- Specialized recovery personnel and equipment
- Specialized maintenance support personnel and equipment for armoured vehicles, aircraft and plant equipment

⁷ See the example at paragraph 3.5.

Chapter 3

Organization of the UN Military Logistics Unit

3.1 Organizational Considerations

3.1.1 This Chapter describes the composition of a generic UN Military Logistics Unit supporting a Mission. As the UN Military Logistics Unit comes into existence only when contingency requires, the deployed organization is always Mission-tailored, scalable in size and modular in function, depending on the size and composition of the UN Mission to be supported and the unique characteristics of the Mission area. Generally speaking, UN Military Logistics Units are formed under the following Mission considerations:

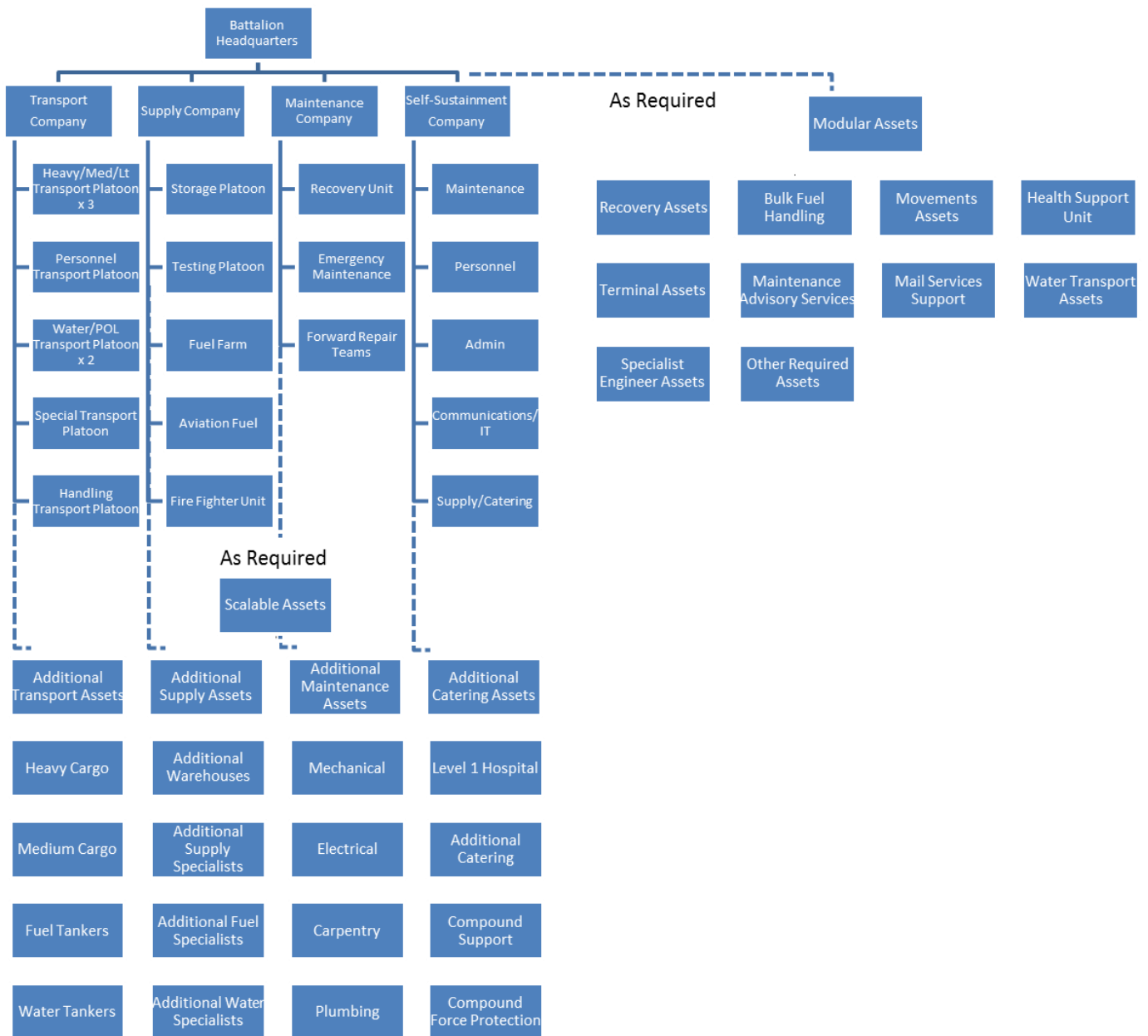
- Required urgency of deployment
- Security situation in the Mission area
- Tasks and capabilities required
- Geographic and climatic conditions in the Mission area
- Level of member state participation, especially troop strength and the provision of Contingent-Owned Equipment (COE)
- Available budget

3.1.2 To generate the most efficient, capable and cost-effective UN Military Logistics Unit responding to the aforementioned considerations, its structure is organized around three fundamental elements: core, scalable and modular assets.

3.2 Combined Organizational Structure: Core, Scalable and Modular Assets

The following diagram illustrates the combined structure of a generic battalion-size UN Military Logistics Unit consisting of core, scalable and modular assets. Scalable and modular assets are not standardized as their size and function are dependent on specific Mission requirements. Each of these organizational elements will be examined in turn.

Generic UN Military Logistics Unit Battalion-Size

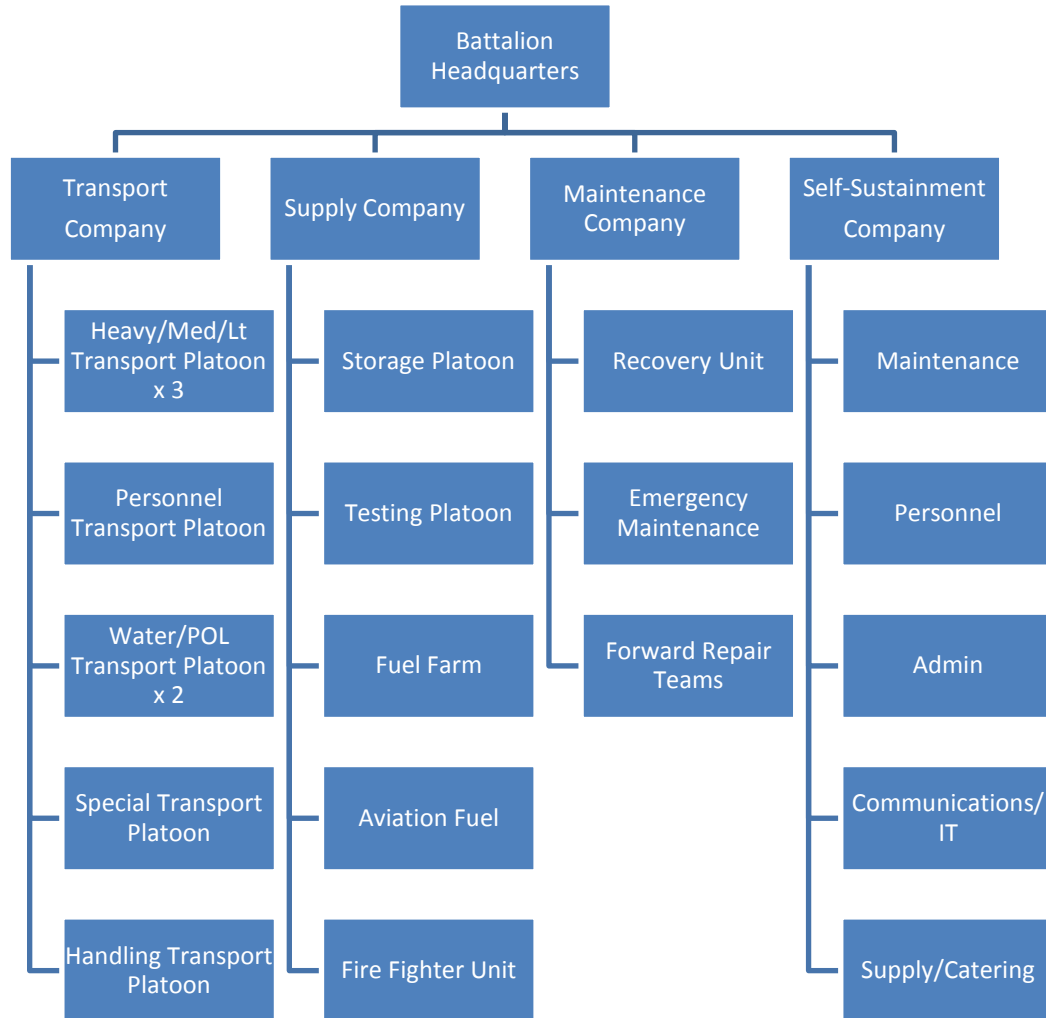


3.3 Core Assets of the UN Military Logistics Unit

The core assets of the UN Military Logistics Unit include the essential elements of contingency logistics support: transportation, supply, maintenance and self-sustainment. The strength figures in the table below are a baseline for a typical battalion-size UN Military Logistics Unit. Actual strength figures may be modified according to unique Mission requirements, the area of operations and Troop Contributing Country negotiations with the UN. A brief description of each company follows.

Military Logistics Unit

Core Assets



UNIT	COMPLEMENT		TOTAL
	Officers	Soldiers	
Military Logistics Unit (Core Assets)			
Headquarters	4	25	29
Transport Company	8	122	130
Supply Company	5	123	128
Maintenance Platoon	1	24	25
Self-Sustainment Coy	8	52	60
TOTAL	26	346	372

3.3.1 Transport Company

The Transport Company is responsible for the movement of stores, equipment and personnel. Transport company elements enable the other Service Delivery providers to deliver their support and operate throughout the Mission area.

3.3.2 Supply Company

The Supply Company conducts procurement, provisioning, warehousing, salvage, disposal and supply control activities concerned with the distribution of food, field rations, bottled water, fuel, UN equipment spare parts and related services required to equip, operate and sustain the UN Mission.

3.3.3 Maintenance Company

Maintenance support activities include materiel maintenance, maintenance engineering, recovery and configuration management to ensure that equipment within the UN force is in top operating condition.

3.3.4 Self-Sustainment Company

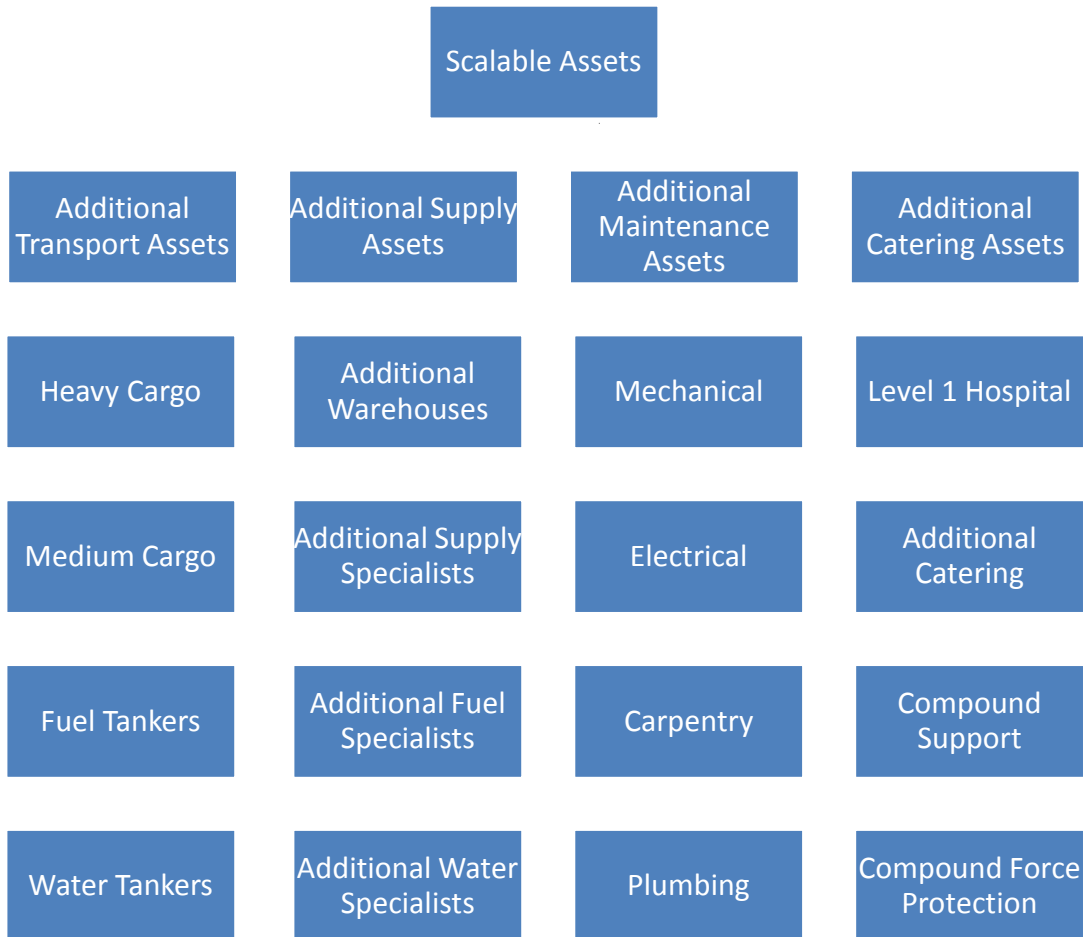
The Self-Sustainment company or unit, consisting of maintenance, personnel, administration, communications/information technology and supply/catering, provides its support to the overall UN Military Logistics Unit, not to the entire UN Mission.

3.4 Scalable Assets of Military Logistics Unit

The size of core UN Military Logistics Unit assets is referred to as the “scale” of logistics assets. Scale depends on the size of the Mission being supported, size and characteristics of the area of operations, availability and suitability of non-military service providers and specialization of the logistics elements in the UN Mission. For example, a UN Force operating in a geographically dispersed area of operations with lengthy lines of communication requires a sizeable logistics tail to meet its support requirements. Other scale considerations would include the presence of armored or aviation assets that consume an enormous amount of fuel in performing their duties; or the fact that certain environments may be prone to flooding or are influenced by river systems that require amphibious assets, water transport, aviation assets and bridging. Each of these operational factors will influence the logistics organization and scale of resources required. The following diagram illustrates the scalable assets that may be considered. The asset list under each category is by no means exhaustive.

UN Military Logistics Unit

Scalable Assets



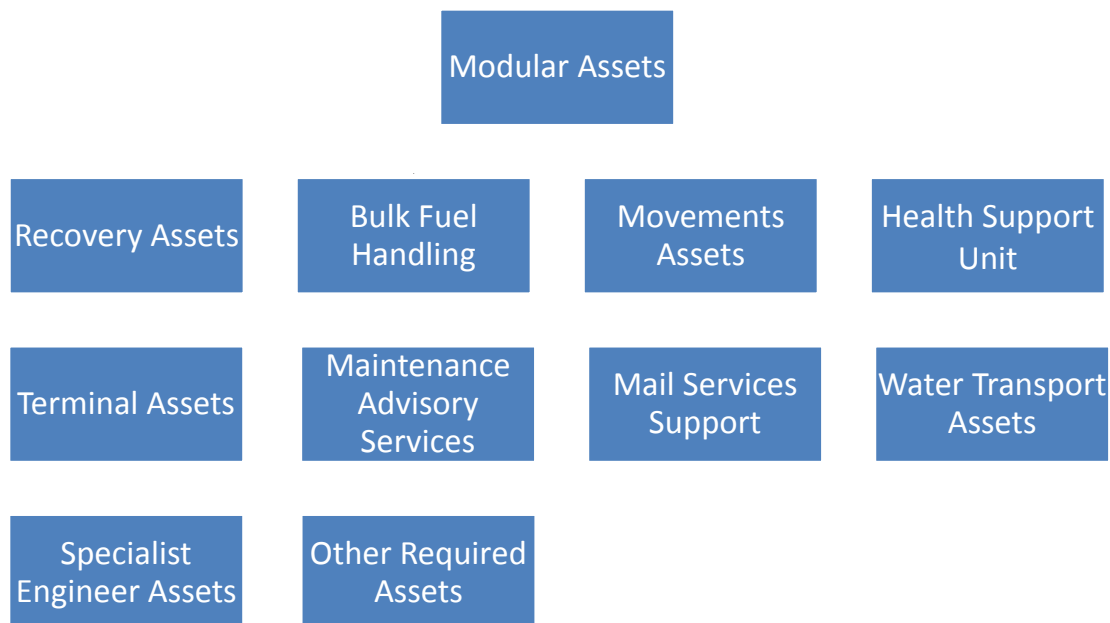
3.5 Modular Assets of the Military Logistics Unit

3.5.1 Beyond the core and scalable UN Military Logistics Unit assets, modular assets provide additional functionality. During the planning process, the extent and nature of additional modular support capability must be accurately assessed so that UN Military Logistics Unit assets are properly scoped to support the required Mission effort.

3.5.2 Modular assets frequently require specialists to operate and maintain, are resource-heavy and expensive to acquire and sustain. But modularity provides planners the flexibility to add capability, if required. For example, as with other modular assets, a “health support unit” is not integral to the UN Military Logistics Unit but could be added according to Mission needs. A health support unit would provide rapid collection, evacuation and treatment of casualties and the provision of advice to supported commanders on measures designed to promote health and prevent disease. Minor sick and wounded, not requiring further evacuation, could be held for short periods. A health support unit could also provide dental support for the supported Mission. A health support unit typically has no organic surgical capability (that could be added as a modular capability) but would have limited diagnostic facilities.

3.5.3 Specialist modules can be military, host nation or contractor provided. Modular assets therefore require careful planning consideration to ensure they are available when needed. Typical modular assets include, but are not limited to:

UN Military Logistics Unit Modular Assets



Chapter 4

Support for the UN Military Logistics Unit

4.1 Support Expectations

The UN Military Logistics Unit is expected to meet the standards of self-sustainment according to the terms of the Statement of Unit Requirement, UN-TCC Memorandum of Understanding (MOU) and Contingent-Owned Equipment (COE) Manual. The deploying UN Military Logistics Unit is also required to have and maintain the necessary resources and personnel to support itself administratively and logistically for the duration of the Mission (apart from where supplemented by the UN). 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 rations, water, shelter, medical support and supplies.

4.2 The UN Military Logistics Unit Commander's Role

Before deploying to the UN Mission's operational theater, the UN Military Logistics Unit commander must ensure that he or she can deploy, sustain and regenerate his or her force. He/she should consider the implications of casualties, consumption, materiel losses and resupply lead time; and then plan, allocate and balance resources accordingly. A UN Military Logistics 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 carefully consider UN and TCC guidelines for determining further sustainment requirements.

4.3 Major Engineering Support

Before deployment, UN-TCC negotiations should include any UN Military Logistics Unit requirement for major military engineering such as secure parking spaces 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 UN Military Logistics 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.

4.4 Self-Sustainment of the UN Military Logistics Unit

When the UN Military Logistics 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. Subject to MOU negotiations, the UN Military Logistics Unit may be required to self-sustain in the following areas:

- Catering
- Communications⁸
- Office
- Electrical
- Minor engineering
- Explosive Ordnance Disposal⁹
- Laundry and cleaning
- Tentage (see immediately below and the sample SUR at Annex A)
- Accommodation
- **Initial Accommodation:** The UN Mission will prepare green field sites under austere conditions at the deployment location. The contingent will need to deploy with sufficient tentage for all accommodation, storage, offices, ablutions and workshops, etc. Water sources will be arranged by the UN Mission; the contingent will deploy sufficient water purification units to produce and consume its own purified water. The Mission will provide Field Defense Stores (FDS) and additional FDS kits for use in mobile operations.
- **Permanent Accommodation:** The UN Mission will strive to provide hard wall accommodation after the initial six-month period in Contingent-Owned Equipment tentage; failing which the UN Mission will pay a penalty rate of reimbursement until pre-fabricated accommodation can be provided.
- **Deployable Accommodation:** The contingent must deploy with a sufficient quantity of tentage necessary for short-term operational and tactical deployments.

⁸ Internal communications within a contingent are a TCC responsibility. Contingents should come with suitable equipment for their internal communications establishing contact from their highest contingent headquarters to their respective countries and each of their subordinate Sections, Teams, Detachments, Companies and Battalions. TCCs are also responsible for providing email and Internet access for personal or welfare purposes. The UN provides only strategic communications support between the Mission, Force and Sector Headquarters; and subordinate units of the Sector that are not organic to that Sector Headquarters, such as Battalions provided by another TCC and independently deployed units.

⁹ For the UN military unit camp's internal area only. Does not apply to mine clearance activities.

- **Tentage Structure:** Tentage must include flooring and the ability to heat and cool as appropriate; and netting at doors, windows and the inner/outer fly of tents. Double-layered tents with metal pipe frames are recommended due to conditions in the field. It is also recommended to mount the tents on cement or wooden foundations to ensure their stability. Deployable accommodation noted in the paragraph above are excluded from this requirement.
- Basic fire-fighting equipment
- Fire detection and alarms
- Medical: observation and treatment identification
- Defense against Chemical, Biological, Radiological and Nuclear Weapons¹⁰
- Field defense stores
- Miscellaneous general stores
- Internet access
- Unique equipment
- Welfare items

4.5 Sustainment Support for the UN Military Logistics Unit

4.5.1 Sustainment support for UN Military Logistics Units is coordinated through the Force Headquarters (or Sector Headquarters if the UN Military Logistics Unit is allotted to a Sector). The UN Military Logistics Unit must therefore liaise with the Force Headquarters logistics structure (DCOS Operations Support, U-4 LOG, U-1 PER), the Office of the Chief of Service Delivery and the Mission Support Center (formerly the Joint Logistics Operations Centre (JLOC)). Operations planning will determine the specific logistics requirements and the associated logistics command and control structures for each operation when the UN Military Logistics Unit is committed. Following the initial period of self-sufficiency and in addition to TCC support obligations to their deployed contingent, all other UN Military Logistics Unit life support and operational requirements are satisfied by the Mission's Director or Chief of Mission Support through the Office of the Chief of Service Delivery.

4.5.2 The UN provides the following items and services:

- Food rations (storage, cooking and sometimes transportation are a contingent responsibility).

¹⁰To date, 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

- 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.
- 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.
- Blood and blood products.
- Casualty Evacuation/Medical Evacuation (CASEVAC/MEDEVAC)¹¹ transportation and support for movement of sick and wounded personnel to appropriate medical facilities.¹²

4.6 Medical and CASEVAC/MEDEVAC Support

4.6.1 Medical Capability

Depending on Mission requirements, a UN Military Logistics Units may or may not deploy with its own integral Medical Level 1 Hospital. If it does not deploy with its own Level 1 Hospital, then that level of medical support will be provided by another Mission unit. Higher levels of medical support are a Mission responsibility provided through CASEVAC/MEDEVAC. Each UN Military Logistics Unit (battalion equivalent) may deploy elements within the Mission area with an attached medical element subject to availability, if required. The ability to evacuate UN Military Logistics Unit casualties to Level 1, 2 or 3 hospitals must be pre-arranged and verified before each UN Military Logistics Unit operation.

4.6.2 CASEVAC/MEDEVAC Planning and Training

During the planning phase of each operation, special attention must be given to available CASEVAC/MEDEVAC capabilities, procedures¹³ and timing with the appropriate staff officers at Sector or Force Headquarters. UN Force/Mission MEDEVAC/CASEVAC assets and Level 1/2/3 Hospitals will provide medical support and should train with the Mission's Military Logistics Unit. CASEVAC/MEDEVAC training is aimed at interoperability with enablers, such as air assets, and other Force elements such as the Quick

¹¹ CASEVAC is the emergency transportation of any injured or sick person, whose condition is life-threatening, to Initial or Medical Treatment Facilities. Rapid evacuation of casualties is vital to operational effectiveness. MEDEVAC is the movement and en route care by medical personnel of wounded, injured or ill persons, whose condition is not life-threatening, from the area of operations or other locations to a medical treatment facility.

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

¹³ All planned aviation-related activities, such as transportation by air (including medical and casualty evacuation), reconnaissance, selection of temporary helicopter landing sites, etc., must be coordinated with the Mission Aviation and Movement Control elements in order to meet specific requirements stipulated in the respective Aviation, Movement Control and Aviation Safety policies, manuals and SOPs. See also the DPKO *Aviation Manual*, 2005 for specific requirements to transport weapons on board UN-chartered aircraft.

Reaction Force. When aerial CASEVAC/MEDEVAC assets are not available or appropriate, alternate CASEVAC/MEDEVAC is arranged using Force or Mission assets and procedures. UN Military Logistics Unit CASEVAC/MEDEVAC typically involves UN Military Logistics Units making use of all available Sector, Force and Mission capabilities.

4.7 UN Headquarters Staff Support to the UN Military Logistics Unit

4.7.1 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, communications and information technology, human resources and general administration to help field Missions. Support is delivered to field Missions and TCC contingents through DFS and its Mission Directors/Chiefs of Mission Support and their subordinate staff.

4.7.2 Equipment for communications between the Mission, Force or Sector Headquarters and the UN Military Logistics Unit is provided as UN-Owned Equipment (UNOE). UNOE ensures that the UN Military Logistics Unit has integral, secure, military-grade communications within the Force or Mission's communications network. The UN Military Logistics Unit's internal communications and information systems are provided by the respective TCC as Contingent-Owned Equipment and are used for communications within the unit.

4.7.3 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 UN Military Logistics 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 4.8 below for further explanation of 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 contributor and the UN.

4.7.4 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.

4.7.5 Force Generation and Logistics Planning

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/DFS 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 have therefore put in place mitigating arrangements.

4.8 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 lease” and “dry lease” and the option chosen is directly linked to the rate of reimbursement.

4.8.1 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:

- The troop contributor provides the vehicles and 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.

4.8.2 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 contributor provides the equipment and the UN takes responsibility for the support, spares and maintenance. The troop contributor receives reimbursement, but at the dry lease rate.
- The troop 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.

4.9 Letter of Assist

The UN may 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.

4.10 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 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. DPKO, in coordination with DFS, is responsible for negotiating SOFAs with the host state.

4.11.2 SOFAs also 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 Elements

4.12.1 With prior UN approval, Member States providing military personnel to UN Missions may 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. 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

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/Pbpb/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>

MOU, and/or as described in the Statement of Unit or Force Requirement for the specific field Mission.

4.12.2 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 unit contingent. The total personnel strength of the National Support Element will be specified in the applicable MOU between the UN and Member State, and shall be reasonably proportionate to the strength of the contingent unit concerned.

Chapter 5

Training for the UN Military Logistics Unit

5.1 Intent

This Chapter is intended to assist UN Military Logistics Unit commanders and leaders in their professional obligation to achieve the training and operational readiness of the personnel under their supervision. The following paragraphs contain brief explanations of UN training responsibilities and expectations, training requirements and professional military training recommended for emphasis. The UN fully recognizes TCC sovereignty and prerogatives when it comes to the military training of their personnel and units. TCC military training is the foundation upon which UN Military Logistics Units can then add and adapt to the UN peacekeeping context. The training requirements mentioned 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 and post-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, DPKO's Integrated Training Service (ITS), part of the Policy, Evaluation and Training Division of DPKO at UN Headquarters, is developing Specialized Training Modules to provide peacekeeping training materials for TCCs participating in UN operations.

5.2 Training Responsibilities and Expectations

Training, regardless of subject, is a command responsibility at every organizational level. Military commanders and supervisors have a professional, legal and moral obligation to ensure their personnel and units are properly trained to accomplish their missions. UN Military Logistics Units are normally composed of personnel from a single TCC, but may occasionally include elements from other TCCs. National military training is ideally within the parameters set by the UN as articulated in this Manual (to promote effectiveness and interoperability), and therefore may only require a deploying unit to undergo familiarization training on UN peacekeeping and the specific requirements of a particular Mission. ITS provides this type of UN Mission orientation training material and has developed Mission-specific training modules that, when applied, help transform and re-align UN military units 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. Planners should take into consideration training requirements as they develop timelines for deployment and troop rotation so that units can receive the necessary training before they deploy. Upon arrival in the Mission area, the Force Headquarters is responsible for producing training-of-trainers courses for induction training conducted under contingent arrangements. Individual and especially collective UN Military Logistics Unit training should also focus on interaction with different Mission elements, partners and other actors present in the area of operations.

5.3 Training Requirements

5.3.1 UN Military Logistics Unit training should be based on Mission requirements contained in the Statement of Unit Requirement and the communications and information technology training given by DFS's Information, Communications and Technology Division. These requirements should include intensive system and technology-specific training on UN-provided equipment so that the UN Military Logistics Unit is capable of communicating with its higher headquarters and other Mission elements. The Information, Communications and Technology Division of the Department of Field Support sets the framework for this part of the required training and unit preparation.

5.3.2 The UN Infantry Battalion Manual (UNIBAM) discusses common UN military unit training at length and should be studied by all units deploying for peacekeeping Missions.¹⁶ Key professional qualities worthy of 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, ability to use the UN communications and information technology system as well as familiarity with the UN logistics system. Descriptions of generic UN peacekeeping training, including the various training 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. The overarching principles of UN peacekeeping described therein are applicable to all military units regardless of specialty.

5.3.3 While military training 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 UN Military Logistics Units include:

- Mission Rules of Engagement.
- Protection of Civilians.
- Human Rights and Due Diligence Policy.
- Mission-specific equipment and SOPs.
- Mission-specific geographic and environmental conditions whose unique physical and operational characteristics present certain operating challenges.
- 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; the Integrated Training Service's Pre-Deployment Information Packages; and field Mission documents such as the Force Commander's Training Directive.

¹⁶The 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>.

- Observations resulting from reconnaissance by the incoming UN Military Logistics Unit commander and staff to the Mission area.
- Lessons learned from the outgoing UN Military Logistics Unit.
- Awareness training on asymmetric threats, particularly counter-IED training.

5.4 Professional Military Training Recommended for Emphasis

There are a number of professional military training subjects TCCs should emphasize as they prepare their personnel and units for UN peacekeeping operations. Knowledge of the UN command and control and logistics systems (particularly as explained in this Manual) is essential for contingents to operate effectively within an 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 Force's chain of command. Beyond mastering specific technical subjects, UN Military Logistics Unit leaders should be capable of orchestrating all military unit functions to achieve a coordinated application of unit assets. The ability to work with other nationalities is a fundamental requirement in UN operations. 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. Since English and French are the two languages most frequently required in UN Missions, it is highly desirable for UN Military Logistics Unit personnel to be proficient in English and/or French languages for at least basic communications needs. Preparing key contingent members to communicate in the English and/or French languages allows them to integrate their unit into the overall Mission. In summation, TCCs are encouraged 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.

Chapter 6

Evaluation of the UN Military Logistics Unit

6.1 Evaluation Criteria

6.1.1 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.

6.1.2 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 analyse task-oriented activities at each level within the military contingent to include individuals, task-oriented groups and commanders. The evaluation checklists at Annex B include broad peacekeeping evaluation criteria, as well as those that are more UN Military Logistics 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 centres 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 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 Force units when 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 can be very beneficial. 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 B, 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 (PDVs) offer a level of independent evaluation prior to a contingent's deployment to the Mission area. Pre-deployment evaluations by the TCC and DPKO/DFS 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 UN Military Logistics Unit will have undertaken the following activities:

- Raising and establishing a Military Logistics Unit in accordance with the Mission-specific UN Statement of Unit Requirement.
- Training in accordance with standard UN Military Logistics Unit tasks and operational demands. See Chapter 2 for a detailed discussion of required UN Military Logistics Unit capabilities and tasks.
- Developing *Mission-specific*, task-oriented, individual and collective expertise and capabilities.
- Identifying shortcomings and taking remedial action to improve capabilities.
- Making timely adjustments and mid-course corrections.
- Utilizing experienced trainers from other Military Logistics Units to train the new Military Logistics Unit awaiting deployment.
- Final pre-deployment inspection and rehearsal of the Military Logistics 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. In addition to this Manual, numerous other references offer guidelines and standards by which UN Military Logistics Units can evaluate operational readiness. See Annex C. 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:
 - Conducting a pre-deployment visit (for initial deployments only) to verify that provisions of the SUR/MOU are met.
 - 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 DPKO/DFS 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 Military Logistics Unit's pre-deployment preparation requirements and Mission-oriented task requirements.
- Coordinates pre-deployment reconnaissance, organizes in-Mission induction training, provides the training of trainer courses (a Force Headquarters responsibility), provides Mission Military Logistics support and defines unambiguous operational tasks, roles and responsibilities for the Military Logistics Unit that provide a basis for evaluation.
- Carries out in-Mission operational performance and capability evaluation of the contingent. 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 Military Logistics Units to improve shortfalls, adopt midcourse corrections and take action with the Mission command and staff on evaluation findings. Develops a Mission Training Plan and oversees the required training to improve the evaluated operational readiness.
- Performance Evaluation Forms (PEFs) for commanders.

6.7 Collective Responsibilities

TCCs are encouraged to modify and formalize the evaluation methodology, criteria and procedures presented herein to suit their needs in conducting evaluations. The development and use of detailed standards and checklists, focusing on peacekeeping and UN Military Logistics 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 problems. 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.

Redacted Extract of a Sample Statement of Unit Requirement

Important Note:

This extract of an actual Statement of Unit Requirement (SUR) is provided 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 UN Military Logistics Unit in other Missions should be based on Mission requirements and the guidance in this manual, not necessarily the SUR in this annex.

In this particular case, the Force Commander is also the Head of Mission. This does not alter the roles and responsibilities of the UN Military Logistics Unit.

Redacted Extract of a Sample Statement of Unit Requirement for a UN Military Logistics Unit

DETAILED FORCE REQUIREMENTS

(Strength: Redacted)

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 relations to the MOUs that will be negotiated based on the capabilities provided in this document. The provisions in such MOUs shall by no means supersede the capabilities sought in this document.

References:

- A. UNSC Resolution (Redacted).
- B. UNSC Resolution (Redacted).
- C. UNSC Resolution (Redacted).
- D. Agreement on Disengagement of Forces between (Redacted).
- E. Statement by the Chairman as agreed by the Parties, (Redacted).
- F. Letter of Understanding between (Redacted).
- G. Standard Directive for Special Representatives of the Secretary General, dated 12 April 2007.
- H. (Redacted) Military Strategic Concept of Operations (CONOPS), dated (Redacted).
- I. Generic Guidelines for Troop Contributing Countries Deploying Military Units to United Nations Peacekeeping Missions, dated March 2008.
- J. UN HQ SOP - Authority, Command and Control in UN Peacekeeping Operations, dated 15 February 2008.

- K. UN HQ SOP – Integrated Support Services in United Nations Peace Operation, dated 01 September 2009.
- L. The United Nations Manual for Contingent Owned Equipment.
- M. Report of the Secretary General to the Security Council, dated (Redacted).
- N. UNSC Resolution (Redacted).
- O. (Redacted) Mission Support Plan, dated (Redacted).
- P. (Redacted) Operational Order (OPORD), (Redacted).
- Q. (Redacted) Deployment Map ((Redacted)).

1. SITUATION

For background of the conflict and an update on the present operational and geopolitical situation, including the (Redacted) mandate and threat assessment, refer to (Redacted) Military-Strategic CONOPS, dated (Redacted), (Redacted) OPORD, dated July 2011, and the Report of the Secretary General to the Security Council, dated (Redacted)

2. GENERAL CONCEPT

a. (Redacted) under United Nations Security Council Resolution (Redacted) will use its best efforts to maintain the ceasefire and supervise the Agreement and Protocol to the Agreement with respect to the Area of Separation (AOS), and Area of Limitation (AOL). (Redacted), directly supported by the (Redacted) of the United Nations (Redacted), will achieve its mission through a combination of static observation and mobile patrolling operations, by day and night (24/7) to provide continuous surveillance across its Area of Operations (AO). (Redacted) will also conduct inspections in the AOL and undertake investigations into allegations of either party violating the (Redacted) Agreement on the Disengagement of Forces. (Redacted) will cooperate and/or liaise closely with other UN and regional stakeholders to maintain situational awareness in the region while also assisting the parties to move forward, to the extent possible, with the peace process. (Redacted) will, within capabilities, facilitate humanitarian activities and assist other UN activities in the region.

b. The overall purpose of the establishment of [UN Military Logistics Unit] is to ensure smooth running of logistic matters in all (Redacted) operations. The [UN Military Logistics Unit] will be expected to provide (1) first-line support of its own activity upon delivery of supplies by (Redacted), and (2) provide second-line support to (Redacted) and (Redacted), as directed by the Chief Integrated Support Service.

3. REQUIREMENTS

a. The [UN Military Logistics Unit] shall have a total strength of (Redacted) personnel (all ranks); it shall should be organized in a Force Level and be capable of exercising command and control of all assigned capabilities: an Operations Branch, a Camp Services [Unit], an Engineer [Unit], a Maintenance [Unit], a Signals [Unit], a

Supply [Unit], a Level 1 Medical [Unit], a Transport [Unit], a Detachment [Unit], and a Military Police [Unit]. All ranks must meet the following requirements:

1. Deploy with personal weapons.
2. Maintain situational awareness throughout of activities in the AO at all times.
3. Meet the standards established by the United Nations for service with (Redacted), inter-alia, with respect to rank, experience, physical fitness, specialization, and knowledge of languages.

b. The [UN Military Logistics Unit] must be able to provide “self-protection” while performing logistics or other operational duties. Additionally, the unit must have sufficient expeditionary capability to be able to deploy elements for extended periods and to support teams operating temporarily from other camps.

c. In emergencies, the [UN Military Logistics Unit] catering capability should be prepared to collaborate with other elements to cater for up to 500 personnel, including UN civilian personnel temporarily seeking refuge.

d. English is the official working language within (Redacted). All officers of [UN Military Logistics Unit] must be competent in both written and verbal communication in the English language. Notwithstanding, it would be desirable to have some personnel conversant with the (Redacted) language to allow for better interaction with the local community.

4. ORGANIZATION

The Organizational Chart of the [UN Military Logistics Unit] is attached at **Annex A (Redacted)**. The [UN Military Logistics Unit] will be expected to function within the Integrated Mission Support Services Concept.

5. AREA OF OPERATIONS (AO)

The [UN Military Logistics Unit] will operate in the entire (Redacted) AO.

6. MISSION LOGISTIC SUPPORT CONCEPT

a. The (Redacted) logistic support concept is based on UN-provided (UNOE) and Contingent Owned Equipment (UNCOE) resources. The administrative and logistic support to (Redacted) will be provided through the existing Mission Support and Integrated Services Support Work Plan.

b. The Office of the Chief of Integrated Support Services (CISS) has overall responsibility for managing first, second, third and fourth-line resources present in the mission area; however, first-line (once issued) and self-sustainment resources shall be controlled and maintained by the Contingent Commander. The CISS is responsible for providing logistics support to all mission components according to the priorities established by senior mission management. The office of the CISS is therefore responsible for translating UN HQ and Mission level directed strategic goals, objectives and priorities into actionable plans for implementation according to the specified priorities. Logistics personnel in ISS coordinate implementation of these plans and are responsible for translating these plans into actions, carrying out resource allocation and integrating tasking of the enabling assets.

c. Logistics tasks may be accomplished by UN civilian staff, military enabling assets, or by contractors or by any combination thereof, however, tasking orders shall be tailored according to the type(s) of logistics entity being employed.

7. MAIN TASKS

The [UN Military Logistics Unit] tasks represent a continuous operational necessity in order to facilitate contingents' rotations and support other logistic needs. The [UN Military Logistics Unit] must obtain the capability to conduct operational transport of personnel and cargo, and will be expected to perform the following non-exhaustive list of tasks within the aforementioned Integrated Mission Services Support Concept:

- Planning and coordination of transports.
- Transport of personnel and cargo.
- Military recovery of (Redacted) heavy military vehicles.
- Maintain internal logistic capacity operational.

- Transportation of goods and material from airports/seaports of entry to (Redacted) HQ.
- Provide storage, safety and accounting of rations in (Redacted) HQ including strategic stock reserves.
- Assist the General Supply Section in receipt, warehousing and distribution/delivery of goods and material.
- Maintenance, repair and recovery of vehicles and provide emergency maintenance service.
- Management of fuel for non COE supported contingents and the Strategic Fuel Reserves (SFR) of the mission.

Note: More specific tasks could be assigned by the FC within the military OPORD.

8. ADMINISTRATION AND SUPPORT

a. Administration

- Administration and discipline remain national responsibilities.
- Once the deployment of a TCC is confirmed, an advanced team should be deployed.

b. Major equipment

- The actual quantity, composition and deployment locations of the COE are subject to TCCs negotiations with DPKO.
- The performance standards of the COE offered by a TCC should meet the requirements specified in Chapter 3, Annex A of the COE Manual.
- All containers, including for general storage, refrigeration, ammunition, medical, workshops, etc., are to be no larger than the standard of International Organization for Standardization (ISO) 20 ft container.

- All minor equipment, spare parts and consumables (less fuel) are supplied by the TCCs under wet lease arrangements, including sufficient casing, screen piping, flow meters, valves, fittings, fluids and all other necessary materials and capabilities.

c. Self sustainment

Subject to MOU negotiations, the following self sustainment tasks will be shared between the mission and the TCC:

- Catering: TCC provides.
- Communications: TCC provides.
- Office: UN to provide.
- Electrical: TCC provides.
- Minor Engineering: TCC provides.
- Laundry & Cleaning: TCC provides.
- Accommodations: TCC provides.
- Medical:
 - i. Basic - 1 level: TCC provides.
 - ii. Level 2 - 4: UN to provide.
- Field Defence Stores: UN to provide.
- Miscellaneous General Stores: TCC provides.
- The personnel of the MRLU shall be suitably equipped to operate in the mission environment. The list of recommended items forming individual Soldier's Kit is detailed in the attached table at (Redacted).
- The distribution of responsibilities of the self sustainment services is detailed in the attached table at (Redacted)..

- The Contingent Owned Equipment for the Logistic Unit is detailed at in the attached table (Redacted)..
- The Contingent Owned Equipment for the Transport Unit is detailed at in the attached table (Redacted)..

d. Self sufficiency

- Drinking water: UN to provide.
- Fuel: UN to provide.
- Rations: As long as a liaison officer will be deployed in advance, fresh rations can be provided from day 1. Pack rations will be consumed until kitchen is fully operational.
- Supply: The [UN Military Logistics Unit] is to be fully self-sufficient for all supply categories, except fuel and water.

9. COMMAND AND CONTROL

a. The UN Security Council has vested with the UN Secretary-General (SG), 'Operational Authority' over Member States' troops provided to (Redacted). The SG has delegated UN HQ supervisory responsibility for all UN peacekeeping operations to the Under Secretary General for Peace Keeping Operations (USG PKO). With approval from the Security Council, the SG has appointed the Force Commander as the 'Head of Mission' who exercises 'UN operational authority in the field' on behalf of the SG and 'UN Operational Control' (OPCON) over all members of the Military component. UN OPCON includes the authority to assign separate tasks to sub units of a contingent, as required by the operational necessities within the mission AOR, in consultation with the Contingent Commander and as approved by USG PKO but does not include responsibility for personnel administration. The FC is responsible for implementing the mission's mandate and has authority over all its components and reports to the SG through the USG PKO.

b. The FC is required to establish and maintain a military chain of command for all military contingents/units in the mission, making use of the Chief of Staff (COS), National Contingent/Unit Commanders and Force HQ staff. The FC is authorized to

further assign units under UN Tactical Control (TACCON) of a designated Commander for specific purposes and periods. UN TACCON includes the detailed and local direction and control of movement or manoeuvres necessary to accomplish an assigned mission or specific tasks.

c. The CISS has tasking authority of military enabling units; tasking authority includes the authority to deploy, redeploy and employ all or part of an enabling unit to achieve the mission's mandate. Tasking authority is applicable for the routine day-to-day employment of the Logistics Unit and does not extend to Operational Control (OPCON), Tactical Command (TACCOM) or Tactical Control (TACCON) of assigned Military Forces, which is a responsibility of the Force Commander (FC).

d. In the absence of the Force Commander the Chief of Staff shall assume command of the military component, and the Chief of Mission Support shall undertake Head of Mission and (Redacted) Designated Official responsibilities.

Annexes (Redacted):

- A - ORGANIZATION AND STRENGTH
- B - (Redacted) DEPLOYMENT
- C - SOLDIER'S KIT – MISSION SPECIFIC REQUIREMENT
- D - SELF SUSTAINMENT SERVICES DISTRIBUTION OF RESPONSIBILITY
- E - CONTINGENT OWNED EQUIPMENT TABLE FOR THE LOGISTIC UNIT
- F - CONTINGENT OWNED EQUIPMENT TABLE FOR THE TRANSPORT UNIT

(Redacted).

Chief Military Planning Service

Date (Redacted).

Evaluation Checklists

A UN Military Logistics 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 as well as administrative and logistic standards. This evaluation addresses different levels within the UN Military Logistics Unit to include individuals, task-oriented groups and commanders, thus analyzing task-oriented activities at each level.

Pre-Deployment Evaluation

Serial	Evaluation Criteria	Evaluation	Remarks
a	Generic Peacekeeping Skills. Are all personnel of the UN Military Logistics 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 UN Military Logistics 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 UN Military Logistics Unit physically and mentally robust enough to be deployed to the harsh conditions of the field Mission?		
e	Core Capabilities. Is the UN Military Logistics Unit able to perform its core capabilities based on unit organization, tasks assigned and type of Mission?		
f	Organization. Is the unit organized into task-oriented groups with support structure as per the Mission 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 UN Military Logistics 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 necessary 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, RoE, Human Rights and Humanitarian Law, other relevant international legal statutes and the host nation law?		
t	Evaluation. Has the unit carried out a formal self-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	Self-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

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](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 UN military 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%20OTCCs>.

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%20OTCCs>

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

- Troop Contributing Country-specific UN peacekeeping operations manuals, guidelines and standard operating procedures.
- Mission mandate, memoranda of understanding, status of forces agreement and Rules of Engagement and Troop Contributing Country Guidelines.
- Statement of Unit Requirement issued by the UN Office of Military Affairs, DPKO.
- 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.