

OPERATIONAL LOGISTICAL SUPPORT OF UN PEACEKEEPING MISSIONS: INTERMEDIATE LOGISTICS COURSE



COURSE AUTHOR

Major Don Leslie (Retired)
Canadian Forces

SERIES EDITOR

Harvey J. Langholtz, Ph.D.



Peace Operations Training Institute®

OPERATIONAL LOGISTICAL SUPPORT OF UN PEACEKEEPING MISSIONS: INTERMEDIATE LOGISTICS COURSE

COURSE AUTHOR

Major Don Leslie (Retired)
Canadian Forces

SERIES EDITOR

Harvey J. Langholtz, Ph.D.



Peace Operations Training Institute®

© 2011 Peace Operations Training Institute.

Peace Operations Training Institute
1309 Jamestown Road, Suite 202
Williamsburg, VA 23185 USA
www.peaceopstraining.org

First edition: 1999

Second edition: 2004

Updated and revised: August 2011

Cover: UN Photo #122033 by John Isaac

The material contained herein does not necessarily reflect the views of the Peace Operations Training Institute, the Course Author(s), or any United Nations organs or affiliated organizations. Although every effort has been made to verify the contents of this course, the Peace Operations Training Institute and the Course Author(s) disclaim any and all responsibility for facts and opinions contained in the text, which have been assimilated largely from open media and other independent sources. This course was written to be a pedagogical and teaching document, consistent with existing UN policy and doctrine, but this course does not establish or promulgate doctrine. Only officially vetted and approved UN documents may establish or promulgate UN policy or doctrine. Information with diametrically opposing views is sometimes provided on given topics, in order to stimulate scholarly interest, and is in keeping with the norms of pure and free academic pursuit.

OPERATIONAL LOGISTICAL SUPPORT OF UN PEACEKEEPING MISSIONS: INTERMEDIATE LOGISTICS COURSE

METHOD OF STUDY	ix
LESSON 1: AN OVERVIEW OF UNITED NATIONS OPERATIONAL LOGISTICS	11
1.1 Introduction	13
1.2 Logistics Support Concepts	13
1.3 Operational Support Tasks	14
1.4 Command and Control of UN Logistics	15
1.5 Mission Headquarters Support Structure	17
1.6 Field Operations	20
1.7 Financial Arrangements	23
LESSON 2: UNITED NATIONS OPERATIONAL LOGISTICS PLANNING	27
2.1 Support Concepts	29
2.2 Logistics Planning Considerations	29
2.3 Phases of Peacekeeping Operations	30
2.4 Preparations	32
2.5 Verification	34

LESSON 3: SUPPLY.....37

3.1 Introduction 39

3.2 Supply Concepts 39

3.3 Supply Planning..... 40

3.4 Supply Operations 42

3.5 Food Services 49

3.6 Ammunition and Explosives..... 51

3.7 Petroleum, Oils, and Lubricants..... 52

LESSON 4: ENGINEERING SUPPORT.....55

4.1 Introduction 57

4.2 Engineering Logistics Concepts 57

4.3 Field Mission Engineering Support Concepts 58

4.4 Guidelines for Accommodation, Facilities & Utilities 59

4.5 Infrastructure 61

4.6 Fire Protection Services..... 63

4.7 Environmental Protection..... 64

4.8 Geographic Support..... 66

LESSON 5: TRANSPORTATION.....69

5.1 Organization 71

5.2 Methods and Procedures..... 71

5.3 Tasks and Responsibilities..... 75

5.4 Transportation Procedures 75

LESSON 6: AVIATION AND AIR SERVICES79

6.1 Introduction 81
6.2 Organization 81
6.3 Acquisition and General Guidance to Contribution 81
6.4 Transport of Passengers and Cargo 82
6.5 Airfield Management 83
6.6 Maintenance 84
6.7 Flight Safety..... 85

LESSON 7: MAINTENANCE89

7.1 Maintenance Doctrine 91
7.2 Maintenance Systems 91
7.3 Maintenance Planning 93
7.4 Planning Guidelines and Responsibilities 94
7.5 User Maintenance 95
7.6 Request for Repair..... 95
7.7 Recovery Request..... 96
7.8 Inspection Policy and Procedures 96
7.9 Repair Parts Supply..... 98
7.10 Maintenance Policies..... 98
7.11 Local Contract - Repair and Spares 100

LESSON 8: MEDICAL103

8.1 Introduction 105
8.2 Operational Medical Support Precepts and Principles 105
8.3 Medical Support Concept 107
8.4 Medical Support Planning Process 112
8.5 Medical Support Policies and Procedures..... 114



LESSON 9: COMMUNICATIONS	125
9.1 Introduction	127
9.2 Role and Organization	127
9.3 Implementation	128
9.4 Communications Security	129
9.5 Communications Training	129
9.6 Provision of Equipment	129
LESSON 10: POSTAL AND COURIER SERVICES	133
10.1 Postal Services	135
10.2 Postal Operations	135
10.3 Free Mail Service	138
10.4 Mail and Diplomatic Pouch Unit	139
10.5 Base Post Offices	140
10.6 Courier Services	140
APPENDIX A: LIST OF ACRONYMS	144
APPENDIX B: LIST OF UN PEACEKEEPING OPERATIONS	148
APPENDIX C: LOGISTICS DEFINITIONS	151
END-OF-COURSE EXAM INSTRUCTIONS	155
ABOUT THE AUTHOR	156



To view a video introduction of this lesson by the course author Don Leslie, you can either log in to your virtual classroom, go to www.peaceopstraining.org/users/media_page/648/, or use your mobile device to scan the QR code to the left.



Method of Study

The following are suggestions for how to proceed with this course. Though the student may have alternate approaches that are effective, the following hints have worked for many.

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

Key features of your course classroom:

- Access to all of your courses;
- A secure testing environment in which to complete your training;
- Access to additional training resources, including Multimedia course supplements;
- The ability to download your Certificate of Completion for any completed course; and
- Student fora where you can communicate with other students about any number of subjects.

Access your course classroom here:

http://www.peaceopstraining.org/users/user_login



LESSON 1
AN OVERVIEW OF UNITED NATIONS
OPERATIONAL LOGISTICS

LESSON 1



LESSON OBJECTIVES

This lesson will provide an overview of the conduct of logistics in a United Nations mission area. It will provide some of the major principles and concepts that govern logistics support such as the Lead Nation Concept and discuss the impact of the new reforms for reimbursement and the Contribution Agreement. General roles and responsibilities will also be covered.

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

- Understand the different types of UN Missions;
- Describe logistics support concepts and their application;
- Describe logistics command and control and the division of responsibilities between the UN Secretariat and the Mission headquarters; and
- Understand the financial arrangements and budgetary system used to finance peacekeeping missions.

The student should note that the main reference for this course is the United Nations Operational Support Manual (OSM), first published in 1995. The OSM is currently under review and may vary from some of the topics and descriptions contained in this course. The Department of Field Support Logistics Support Division should be contacted for any clarifications.

- 1.1 Introduction
- 1.2 Logistics Support Concepts
- 1.3 Operational Support Tasks
- 1.4 Command and Control of UN Logistics
- 1.5 Mission Headquarters Support Structure
- 1.6 Field Operations
- 1.7 Financial Arrangements



To view a video introduction of this lesson by the course author Don Leslie, you can either log in to your virtual classroom, go to www.peaceopstraining.org/users/media_page/649/, or use your mobile device to scan the QR code to the left.



1.1 Introduction

The 21st century has continued to see the emergence of larger and more complex UN peacekeeping missions that started in the early 1990's. In his 1992 *“Agenda for Peace,”* Secretary-General Boutros Boutros-Gali described the increasing size, scope, and complexity of UN missions and defined the three types of missions collectively referred to as “peacekeeping” as preventive diplomacy, peacekeeping, and peacemaking. In the 1995 *“Supplement to the Agenda for Peace,”* additional terms, such as peace building, peace enforcement, peace enhancement, and disarmament were introduced, further broadening the scope of missions now undertaken in whole or in part by the UN.

Though none of these terms are found in the UN Charter, they have come to be grouped as Chapter VI and Chapter VII interventions. These Chapters define the measures to be taken by the Security Council and Member States to resolve international disputes. Generally Chapter VI missions involve peaceful dispute resolutions between the parties. These types of mission tend to be both UN sanctioned and sponsored. Chapter VII missions on the other hand involve the use of force to maintain international peace and security. Typically these missions are only sanctioned by the UN, with the bulk of the support and finances coming from the Troop Contributors or other Member States.

It is important to bear in mind the type of mission when planning and conducting peacekeeping operations. This is particularly important for determining logistics support as the type of mission may define where support to the force will originate and who has the responsibility for sustainment of the force. UN operations are complicated by a number of peculiar characteristics that fundamentally impact upon the provision of operational support:

- Political complexity and dynamic nature of each operational scenario;
- Geographic, topographic, and climatic variations of theatres of operations;
- Number of individual nations involved in each operation;

- Variations in national standards in training, equipment, operational procedures, and operational support; and
- Language and communications differences.

1.2 Logistics Support Concepts

UN missions can vary in size from a small group of observers, who may be civilians, police, military, or a mixture, to a combined operation of land, sea, and air forces involving tens of thousands of personnel. Consequently, various logistic concepts will need to be considered to fulfil a mission's logistic requirements. Any concept will have to be tailored for a specific mission taking into account the operational task, space and time, manpower, materiel, environment, climate, infrastructure, and resources available. It may include elements that are mobile or static, civilian or military, with in-theatre warehousing or national re-supply lines or, in most cases, a combination of all elements. There are, however, a number of concepts that have proven their worth in past operations.

United Nations Support Concept

In November 1994, the General Assembly endorsed the creation of a permanent logistics base in Brindisi, Italy. The United Nations Logistics Base (UNLB) was initially a site for pack-up kits and general supplies. The role of the UNLB expanded in 2002 to include the creation of the Strategic Deployment Stocks (SDS) Concept. The SDS is the United Nation's Peacekeeping material reserve, which supports rapid deployment and the initial operational capability of a complex peacekeeping mission. The UNLB stores and maintains the SDS, provides airlift support to missions, and conducts UN logistics training.

Self Reliance Concept

In some smaller missions, reliance on the local economy may be the best method of support. There may be a requirement for a small reception team at a point of entry to maintain logistic links with contributing member states and the UN. While specialist repair of vehicles, communication or technical equipment may be achieved

out-of-theatre, self-sufficiency is highly effective in many areas of the world where a relatively modern civilian infrastructure is available. UN technical staff may also effect repairs.

Lead Member State Concept

Medium sized missions may be centred around one principal member state's contingent. In such cases that member state may assume responsibility for all logistic support and would usually maintain re-supply links to its home base. Other elements of the force would rely on the principal member state for their administrative and logistic needs. Bilateral or UN negotiated agreements may be required between the different elements of the mission to ensure financial reimbursement of the services provided. A national representation within the lead member states' logistic organization will ensure that national interests are met.

The Force Logistic Support Group Concept

Specialized logistic support groups can better support large missions with considerable equipment and volume of transactions. One member state may be required to assume overall responsibility for the coordination of the Force Logistic Support Group (FLSG) and to incorporate logistic units (National Support Elements - NSEs) from the contributing member states into the Force Logistic Base. Implementing this concept is a function of the planning process and will be coordinated by Department of Field Support (DFS) and the Force Headquarters.

Civilian Contract Support Concept

As missions stay longer in an area, the opportunities to arrange logistic support from civilian contractors increase. Assuming that civilian support is possible and cost effective, the net effect is a release of military personnel for other employment.

1.3 Operational Support Tasks

The operational support responsibility of the UN Secretariat for Peacekeeping Operations is "to plan, organize, mount, sustain and account for duly authorized UN operations."

This responsibility implies performance of the individual services and integration and coordination of all types of operational support.

Integration

Operational support functions at an UN field mission must be considered as 'common' to the mission as a whole, and provided on a uniform and equitable basis, depending on assessed priorities, irrespective of whether the unit or element dispensing the function consists of military, UN civilian staff, civilian staff provided by governments, commercial contractor personnel, or a combination.

Coordination

To be effective, the coordination function of UN operational support should draw together all those elements at the mission and at the UN Headquarters which are involved in tasking or furnishing operational support to peacekeeping operations. This requirement for coordination implies fully integrated offices at both locations. The different support activities for UN operations are discussed in subsequent lessons.

Sources of Logistic Support

The UN normally draws logistic support for its field missions from a combination of five main sources:

- UN infrastructure, including the UNLB, other UN HQs, field missions HQs and on occasion, other UN agencies (UNHCR, WHO, UNDP, etc);
- Functional logistics units or elements provided by contributing countries and operating under the auspices of the UN;
- Commercial sources engaged by the UN;
- Contributing countries via stand-alone national arrangements; and
- Support independently provided by member states in support of specific UN operations.

1.4 Command and Control of UN Logistics

The responsibility for direct administrative and logistics support to peacekeeping missions operations within UNHQ is detailed below.

The Department of Peacekeeping Operations (DPKO)

The DPKO is responsible for developing policy; planning and conducting peacekeeping operations; and acting as focal point between the Secretariat and Member States on all operational and administrative aspects of peacekeeping.

The Department of Field Support (DFS)

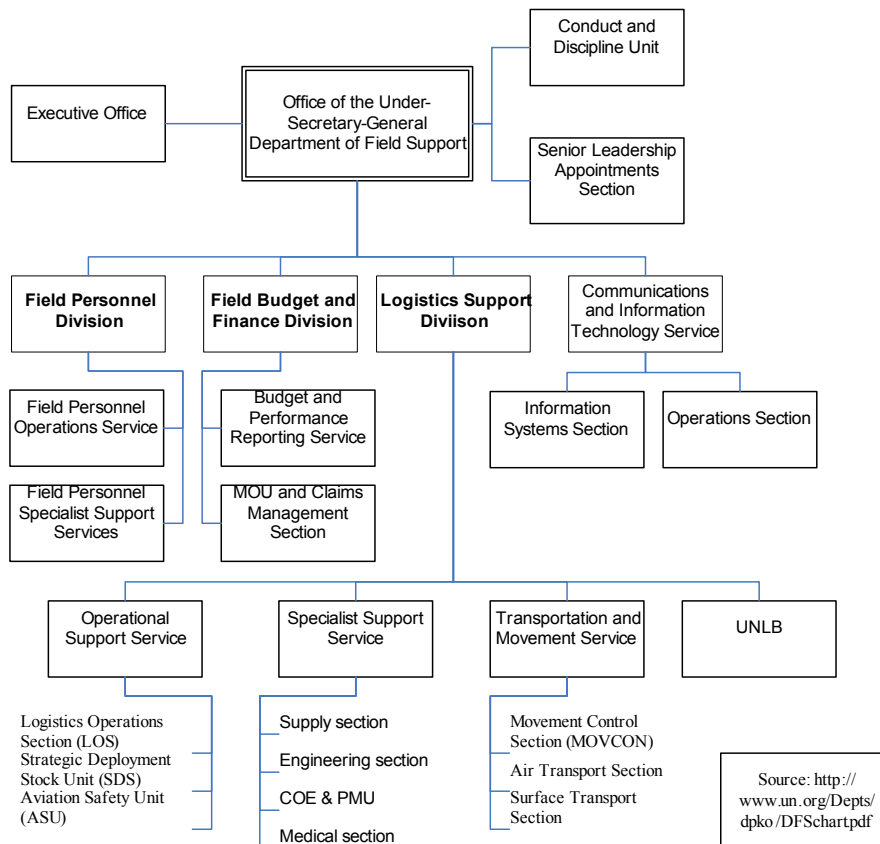
At the United Nations Headquarters level, DFS is responsible for delivering dedicated support to United Nations field operations, including personnel, finance, field procurement, logistical, communications, information technology, and other

administrative and general management issues. Headed by the Under-Secretary-General (USG/DFS), the DFS organization is shown in Figure 1-1. The following are the responsibilities of the DFS divisions.

The Field Personnel Division (FPD)

FPD is responsible for recruiting, managing, developing, and retaining highly qualified civilian staff for service in UN field operations. FPD sets the strategic human resources vision for UN peace operations; exercising overall leadership and responsibility for the conduct of human resources management (HRM) authorities delegated to DFS. FPD is also the primary human resources policy advisor to DPKO and the Department of Political Affairs (DPA) senior leadership at Headquarters and in the field; and conducts representational duties before legislative bodies, Member States, and the Secretariat leadership.

Figure 1-1



The Field Budget and Finance Division (FBFD)

FBFD is responsible for managing an efficient budgeting process with effective guidance to UN peace operations on the formulation of their budget proposals and performance reports, and providing guidance to the field and senior management in DFS. FBFD also provides guidance to DPKO and DPA on financial rules and regulations, policies and procedures, results-based budgeting, and recommendations of legislative bodies. FBFD ensures the efficient processing of contingent-owned equipment and death and disability claims for contingents in field operations, and the communication and interaction with Member States on related memoranda of understanding, policies, and procedures providing strategic direction and oversight in these core activities.

The Logistics Support Division

The Logistics Support Division is responsible for the implementation and monitoring of policies and procedures for all logistic issues in peacekeeping. The Division consists of four elements:

Operation Support Service

The Operational Support Service (OSS) is responsible for planning and coordinating integrated logistic support activities for existing, expanding, and new field missions including several political affairs offices. OSS manages the SDS inventory to ensure readiness, rapid deployment, and replenishment. It is responsible for managing the safety of DPKO air operations and assets to ensure that they meet the required international safety standards.

Specialist Support Service

The Specialist Support Service (SSS) role is to support requirements for peacekeeping missions, special political missions, and the United Nations Logistics Base. They assist peacekeeping missions in planning and management of materiel and services under a variety of strategic conditions. Specifically, the sections within SSS coordinate the provision supply, engineering, property

management, and medical support to missions while establishing arrangements with TCCs for contingent owned equipment.

Transport and Movement Service

The role of the Transport & Movement Service (TMS) is to ensure that effective logistic capabilities in terms of Air Support, Strategic Air and Sea Lift for movement of Military and that Civilian personnel and cargo, vehicles, and spare parts are provided at the required time and place, in the most efficient manner, in order to support UN peacekeeping and other field operations. This involves transforming capability requirements into detailed plans for acquisition of goods and services, enhancing the recruitment and development of field staff, and developing and updating policies, procedures, and manuals.

Communications and Information Technology Service

The Communications and Information Technology Service (CITS) is responsible for the management and administration of the department's IT and communication systems on a global basis. CITS is also responsible for the operations and support of the United Nations Logistics Base (UNLB) Data Centre, Enterprise Network Systems, and Satellite Communications Hub infrastructure supporting UN operations globally. CITS manages the data used by mission staff in the performance of their duties, with the growth in data managed globally by DFS supported missions, and backed up in UNLB. They are required to be able to rapidly configure data for use by mission staff.

1.5 Mission Headquarters Support Structure

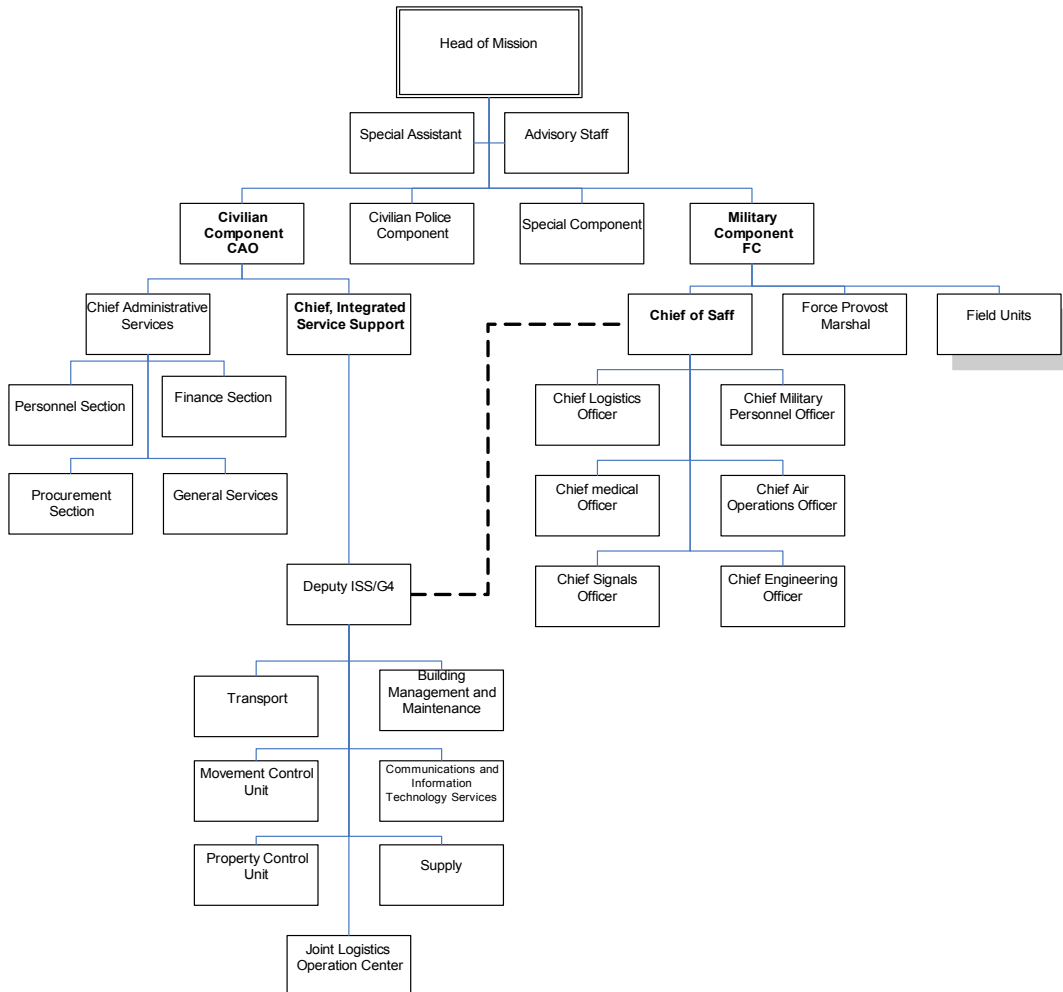
The organizational structure of a specific mission will be tailored by its mandate. As missions mature this organizational structure may change. Although missions differ in their specific organizational structure, they have common elements, including:

- A Head of Mission; Special Representative of the Secretary-General (SRSG) or Force Commander (FC);

- An administrative component;
- A military component;
- A civilian police component; and
- Specialist civilian components (such as electoral, referendum, and legal).

Figure 1-2 shows the structure of a typical mission headquarters. The actual composition of the headquarters will vary depending on the size and functions required for the mission.

Figure 1-2



The following paragraphs describe the roles and responsibilities of the sections depicted above.

Head of Mission

Depending on the mandate and makeup of a particular operation, the Secretary-General (SG) may appoint a Special Representative of the Secretary-General (SRSG) to exercise overall command of all components of a UN operation (electoral, civil affairs, military, civilian police, and administration, etc.). UN specialist agencies (such as UNHCR, WHO, or UNICEF) may also be made responsive or accountable to the SRSG for particular aspects of multi-role missions.

From an operational logistics point of view, there are two major components, Civilian and Military, under the Head of Mission that are responsible for the efficient and effective delivery of logistics services.

Civilian Component

Within the civilian component of the headquarters, the following appointments are involved in operational support:

Chief of Administration or Chief Administrative Officer (CAO)

The CAO is appointed by and is responsible to the USG/DFS at UN Headquarters. The CAO is responsible for carrying out all administrative functions of the mission efficiently and economically. The CAO acts as the principal advisor to the Head of Mission on all matters relating to the administration of the mission. For personnel, technical and transportation services matters, this responsibility relates only to civilians; in financial and procurement matters, this extends to the whole Mission including the military components. In Missions where military support components are not available, the CAO exercises control over these functions through contractual arrangements or with international civilian staff.

The Chief, Administrative Services (CAS)

The CAS is responsible to the CAO for the provision of UN personnel and financial administration support to the mission. The CAS main sections are:

Personnel Section

The Chief Civilian Personnel Officer (CCPO) is responsible for the administration of the civilian staff of the mission in accordance with the UN staff rules and regulations and other administrative instructions, and provides advice on the interpretation and implementation of UN staff rules and regulations.

Finance Section

The Chief Finance Officer (CFO) is responsible for the maintenance of the mission budget, commitment accounting, and all financial transaction settlements (travel expenses, per-diem payments, locally hired personnel pay and benefits, materiel, and services).

General Services Section

The Chief General Services Officer (CGSO) provides:

- Mail, courier, and central registry operations;
- Service institutes;
- Reproduction services;
- Travel and traffic services, in coordination with the military movement control staff;
- Office supplies and general stores in coordination with military supply staffs;
- Claims, Property surveys, and investigations; and
- Security and safety in consultation with the Force Provost Marshall.

Procurement Section

The Chief Procurement Officer (CPO) procures all materiel and services required by all components of the mission.

The Chief of Integrated Support Services (CISS)

The CISS is responsible to the CAO for the provision of UN logistics support to the mission. The CISS main sections are:

Transport Section

The Chief Transportation Officer (CTO) is responsible for the coordination, allocation, distribution, accounting, and maintenance of UN owned vehicles. The CTO may also run a motor pool of UN-owned and rental vehicles.

Building Management and Maintenance Section

The Civilian Chief Engineering Officer (CCEO) is responsible, in conjunction with the CEO, for accommodation and construction services, infrastructure engineering, and electrical and generator services for the HQ area.

Communications and Information Technology Section (CITS)

The Chief Communications Officer (CCO) provides global communications between UN missions and UNNY, intra-theatre communications services to civilian components and military installations not covered by military signal elements, and maintenance of UN owned communications equipment. CITS also handles computer-related services to all components of the mission, and arranges for programming and hardware support.

Movement Control Unit.

The Chief Movement Control Officer (CMCO) is responsible for the deployment and redeployment of force to the mission areas. The section also coordinates the intra-theatre movement of personnel and equipment in conjunction with the JLOC. All modes of transportation (land, sea, and air) and managed through the operation of a Joint Movement Control Centre (JMCC).

Property Control Unit

The Property Control Officer (PCO) is responsible for UN property control and inventory management.

The Property Control Unit is also responsible for overseeing the compliance to MOUs for COE through verification of units' inventories of equipment and supplies.

Supply Section

The Chief Supply Officer (CSO) provides general warehousing, central receipt and issues processing, and order fulfilment services to the mission. They are also responsible for managing bulk force supplies such as petroleum, oils, and lubricants (POL); water; and rations. They work in conjunction with the Transport Section and the JLOC to coordinate the forward delivery of supplies.

Joint Logistics Operation Centre (JLOC)

The JLOC coordinates the provision of logistics support to the force. Staff by civilian and military component personnel, the JLOC plans and conducts logistics operations. The JLOC has a Movement Control Centre staffed by the Movement Control Unit to facilitate transportation requirements for personnel, equipment, and supplies.

Military Component

The Force Provost Marshall (FPM)

The FPM is responsible to the Force Commander for coordinating physical security over UN personnel (in consultation with UN security staffs), property and materiel in consultation with the military operations staff, conducting police investigations (in cooperation with local authorities), and traffic control.

The Chief of Staff (COS)

The COS is responsible to the Force Commander for the coordination of logistics and administrative support to the consignments within a mission. The COS works closely with the CISS to harmonize all aspect of support for the mission. Within the military headquarters, the following appointments are involved in operational logistics support:

Chief Logistics Officer (CLO)

The CLO is responsible to the Chief of Staff (COS) for directing the logistics support for the Force. Through the Joint Logistics Operation Centre, the CLO works with the DCISS to ensure that logistics activities conform to the financial constraints set by the UN. The Chief Logistics Officer will establish, organize, and operate the force logistics base and prepare the Standard Operating Procedures that will govern the functioning of the mission logistics support system. He/she will be assisted in his task by a small policy and planning staff at Force Headquarters and an operating staff in the logistic base who will coordinate:

- Supply support and services including re-supply, replenishment, warehousing; and materiel services with national contingents and the CISS Supply Section;
- Maintenance including military vehicle and equipment repair beyond basic/unit capability;
- Food services to include dietary services, catering standards, and, in consultation with the medical staff, hygiene standards; and
- Postal and courier services in consultation with national contingents and the mail operations section of CAS General Services Section.

Chief Military Personnel Officer (CMPO)

The CMPO is responsible for those aspects of UN logistics related to:

- Personnel administration such as identification, unit personnel status, leave policies, administrative investigations, and boards of inquiry;
- Personnel recreation and welfare to meet prescribed objectives of morale, and recreational and sports activities;
- Maintaining the military component central registry and records section; and
- Coordinating the production and issue of military component publications.

Chief Medical Officer (CMedO)

The CMedO is responsible for policies and directives regarding handling and treatment of mission civilian and military personnel, preventive medicine (hygiene), and medical air MEDEVAC, in consultation with the Air Staff and in accordance with the personnel directive on Medical Evacuations for UN Staff. In addition, this officer is responsible for the integration of services provided by multiple contingents, medical elements, and air MEDEVAC systems. The CMedO coordinates the medical requirements for repatriation or out-of-theatre air MEDEVAC of UN personnel with the CAO.

Chief Air Operations (CAirOps)

The CAirOps is responsible for the coordination of all air resources in support of operations and issuing air taskings.

Chief Signals Officer (CSO)

In consultation with the CISS Communications and IT Section, the CSO is responsible for coordinating the provision of in-theatre communications for the military component. In addition, they are responsible for providing computer-related services in terms of requirements, training, and maintenance for the military component.

Chief Engineer Officer (CEO)

The CEO is responsible for the coordination of field engineer support, accommodation, and construction services in consultation with the CISS Engineering and Building Management Section.

1.6 Field Operations

Logistics support in the field typically follows an integrated civilian and military structure, always headed by a civilian (e.g. CISS). In missions with military formations, the deputy Integrated Support Services is usually a senior ranking (Colonel or Lieutenant-Colonel) military officer. The latter, however, cannot make financial commitments on behalf of the UN. The streamlining of integrated

structures and elimination of parallel and duplicated military/civilian structures is ongoing in a number of UN peacekeeping operations.

Military Operational Support Units

The extent of the military component's involvement in operational support depends on the offers from Troop Contributing Countries and will depend upon each unit's level of self-sufficiency, the extent of local and international contracting for materiel and services, and the general infrastructure within the theatre of peacekeeping operations. The following are typical logistics units providing support to the force.

Supply Units

Two types of supply units may be required for a particular mission. First, mission-wide supply depots in cases where the size of the mission is very large in number of personnel and in geography. Second, conventional (composite) supply units operating as part of a national multi-role logistics battalion/unit (responsible for supply, transport, and maintenance). In all cases, supply agencies should be capable or requisitioning, receiving, warehousing, packaging, issuing, and disposing of materiel and stores destined for all components of a mission.

Field and Multi-Role Engineer Units

These units should be prepared for detached operations. Their operational field engineer tasks include Explosive Ordnance Reconnaissance (EOR) and mine awareness/sweeping/removal tasks. If construction engineering expertise is required this will cover the basic requirements of both horizontal and vertical construction engineering. Moreover, multi-role engineer units shall be capable of providing potable water production and treatment. Technical engineering expertise such as engineer tradesmen, draftsmen, structural design, electrical design, specification writers and inspectors should form part of the unit where local hiring is limited. For operational reasons, engineer units may be grouped together. Should this occur, the Chief Engineer would assume command of the grouping.

Transport Units

Transport units may be part of a larger national or multinational logistic organization. Transport units will manage both Contingent owned and UN owned vehicles comprising the mission pool of transportation resources beyond unit capability. Although the precise types and quantities of vehicles may vary, transport units will usually be deployed with a preponderance of general-purpose vehicles (cargo and buses).

Movement Control

Movement Control HQ will normally be collocated with the JLOC where effective coordination of this function can be exercised. The unit will be expected to cater to detached operations. Hence, it is usually formed of a number of detachments operating at airports, seaports, and railheads.

Air Units

These units are generally sub-divided into the following components:

- Liaison Transport;
- Heavy Tactical Transport;
- Utility Short Take-Off and Landing (STOL) Transport;
- Medium Tactical Transport Helicopter;
- Utility Tactical Transport Helicopter; and
- MEDEVAC/Air Rescue fixed-wing planes and helicopters.

Each country and contractor providing air assets and personnel will include sufficient elements to form the mission's air operations control centre and air staff, air maintenance capabilities, and air-to-ground and air-to-air communications. One of the air units might be expected to deploy with a meteorological element. Traffic control, flight safety, airfield management as well as mobile air movement sub-units and elements may be called in. Size and final structure will depend upon the role assigned to each unit.

Maintenance and Repair Units

Maintenance support and resources required for a particular mission will largely depend upon facilities available locally and the level of self-sufficiency of mission units. Maintenance elements may form part of a larger national or multinational logistic group. The principal task of maintenance units is vehicle repair and recovery. Therefore they must deploy with sufficient vehicle recovery trucks to cater to the worst case scenario. Other maintenance units will include the equipment necessary to perform repair on electromechanical and electronic components.

Medical Units

The size, composition, and mission of the medical units depends upon the size of the mission or force, the threat against these forces, distances between levels of care and time constraints in evacuation, the medical infrastructure of the country where the mission is deployed, the contingent providing the support, and the level of self-sufficiency in each of the units. Structure of the units and their configuration will follow international definitions of levels of care, capabilities, and capacities at each of these levels. Lines of communication, transport resource availability and response, including air, and the distances involved between levels of care will determine the medical capabilities required.

Communications Units

Operating from a central unit headquarters, normally collocated with Mission and/or Force headquarters, the Force Signals unit fulfils its role (in consultation and coordination with the UN Communications element) by providing global UN communications in early stages of mission deployment (if required), communications detachments Mission, Force, or subordinate headquarters, and repair of military pattern communications equipment if beyond unit capability.

Postal Unit

This unit provides a mail service for deployed personnel interfaces with national contingents, may have detachments located in major UN locations, and could be responsible for the movement of classified and unclassified official mail within the operational area.

Local and Regional Support

A Memorandum of Understanding (MOU) may be negotiated with the host country or a neighbouring country's government for the provision of goods and services such as:

- Health services;
- Labour;
- Public facilities and installations;
- Search and rescue;
- Telephone services; and
- Interpreters.

Private Sector

Private sector support via contracting arrangements (particularly local arrangements) might be made for:

- Services (public utilities and services and other infrastructure support);
- Facilities and assistance to procure supplies and petroleum products;
- Laundry and dry cleaning;
- Air transport services; and
- Repair and maintenance contracts.

1.7 Financial Arrangements

This section describes the UN financial system and sets out in broad terms the principles and procedures to be followed in order to secure reimbursement of eligible costs.

Financial Responsibilities within the UN Secretariat

The Methods of Financing

The methods of financing United Nations' peacekeeping operations may vary depending on the type of operation and on the decisions taken by the Security Council in respect to each one. The common denominator is that the budgets of peacekeeping operations must be approved by the General Assembly taking into account the advice of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and of the General Assembly Fifth Committee. This is accomplished through:

- A regular UN budget;
- Assessed contributions in accordance with a formula determined by the General Assembly; and
- Voluntary contributions. The UN must rely entirely on voluntary contributions to finance its share of the cost of that operation.

After political departments recommend an operation to the Secretary-General, a survey mission is sent to the area targeted for an operation to evaluate the required resources. The Secretary-General submits a report prepared by the political departments to the Security Council. This report indicates the level of resources required. Based on this information, DFS prepares preliminary estimates that are reviewed by the Controller's office. The Secretary-General attaches this estimate to the report to the Security Council. The Security Council approves an operation for a specific period of time, often six months.

DFS prepares a detailed budget, which is reviewed by the Budget Unit and submitted as the Secretary-Generals' proposed total budget. The budget is reviewed by the Advisory Committee on Administrative and Budgetary Questions.

The General Assembly approves the budget. The Secretary-General has the authority to spend for that particular operation.

Financial Responsibilities within a Mission Area

CAO

Once funds are allocated for the purpose of supporting a mission, the CAO will then be issued with instruments of "Delegation of Authority" by the Secretary-General as required for the proper functioning of the mission. The financial limits of such authority, including those for the purchase of non-expendable property, shall be specified in each case and will include the authority to enter into support contracts, in addition to limits on property survey and claims review.

The CAO is responsible for overall supervision of financial management systems, budgetary control, preparing and submitting budget estimates for the mission, when required, and reconciliation of the financial and related requirements of the mission.

Chief Finance Officer (CFO)

Under the general supervision of the CAS, the CFO is responsible for:

- Approving mission payments and maintaining the mission accounts;
- Coordinating the preparation and production of budget estimates and program budgets for the mission; and
- Ensuring full implementation of and compliance with all existing UN financial rules, regulations, instructions, and procedures laid down in the UN Financial Manual.

Financial Agreements with the UN

Financial agreements with the UN will normally be included as part of the Contribution Agreement negotiated between respective contributing states and the UN. This agreement will detail, amongst other matters, the financial responsibilities of each party.

Cost Calculation

When calculating costs, which may be charged to the UN, it is the general practice only to seek recovery of the additional costs to the troop contributing member state. In some instances such as capital purchase, this will equal the full cost of providing a service. Full visibility of all costs, which are to be the subject of reimbursement by the UN, will be required if payment is to be authorized. Lack of supporting documentation will likely result in significant delay or even non-payment.

There may be some occasions where a member state decides not to seek recovery of its legitimate costs from the UN. On other occasions, the UN may agree that the costs incurred will be credited as an offset against assessed contributions. More commonly a member state may decide to deploy more assets than the UN has sought as a contribution, on the understanding that the additional resources will be funded nationally (and remain under the direct control of the state concerned). Some national deployments in support of the UN contain elements of cost, which are not accepted as a legitimate charge by the UN. These can cover such diverse matters as expenditure on the welfare of troops or the provision of some natures of ammunition. Before agreeing to introduce new equipment into theatre, or implementing improvements to the deployed troops' conditions of service, contributing states must establish whether they will be eligible for UN reimbursement or whether the cost incurred will be a national funding responsibility. Such inquiries should be addressed through member states' permanent missions to UNNY.

Nature of Reimbursement

Most cost reimbursement is authorized through New York on presentation of the necessary documentation by the troop contributing state. The following list, although not exhaustive, details those reimbursable costs that a member state may incur when contributing to a UN mission:

- Memorandum of Understanding for Contingent Owned Equipment (MOU COE) including loss or write-off of equipment valued over US\$250,000.00;

- Mission subsistence allowance;
- Standard troop cost reimbursements including elements for personal clothing, equipment, and ammunition;
- Welfare costs including an element for recreational leave;
- Rations;
- Daily allowance to troops;
- Travel to mission area, rotation, and repatriation;
- Death and disability awards;
- Locally recruited staff salaries;
- Rental and maintenance of premises;
- Renovation of premises;
- Building materials;
- Utilities;
- POL;
- Vehicle insurance (if incurred); and
- Damage sustained in transit.

Letters of Assist (LOA)

When essential items or services are not available through commercial sources, a requisition, known as a Letter of Assist (LOA), may be raised for the requisitioning of that item from a Government, whether or not they are supplying troops to the mission. LOAs can involve both UN Owned Equipment (UNOE) and Contingent Owned Equipment (COE), and can be used for extraordinary events not covered under a Memorandum of Understanding or Contribution Agreement (e.g. equipment sales). Reimbursement for the provision of the item will be processed through UNNY. The authority for the approval of LOA always remains with the Department of Field Support (DFS) in the United Nations Headquarters.

End-of-Lesson Quiz

- 1. Which of the following is not a term used by SG Boutros-Boutros Gali to describe peacekeeping?**
 - A. Peace enhancement
 - B. Peace building
 - C. Disarmament
 - D. Law enforcement

- 2. In the UN Charter, the term peacekeeping is found in:**
 - A. Chapter VII
 - B. Chapter VI
 - C. Chapter I
 - D. None of the above

- 3. Which of the following is not a UN logistics support concept?**
 - A. Host Nation Support
 - B. Civilian Contract Support
 - C. Self-reliance Support
 - D. Force Logistics Support

- 4. Which organization in UN Headquarters is responsible for developing policy, planning, and conducting peacekeeping operations?**
 - A. Department of Peacekeeping Operations
 - B. Department of Field Support
 - C. Office of Operations
 - D. Office of the Military Adviser

- 5. The CAO is appointed by:**
 - A. The Special Representative to the Secretary-General;
 - B. The Under Secretary-General, Department of Field Support;
 - C. The Head of Mission;
 - D. The Under Secretary-General, Department of Peacekeeping Operations.

- 6. The control and inventory management of UN property is the responsibility of:**
 - A. The CLO
 - B. The CEO
 - C. The PCO
 - D. The CGSO

- 7. Who approves the budget for peacekeeping operations?**
 - A. The ACABQ
 - B. The General Assembly
 - C. The Fifth Committee
 - D. The Security Council

- 8. What is the normal time period that Security Council approves an operation?**
 - A. Three months
 - B. Six months
 - C. Twelve months
 - D. Eighteen months

- 9. Which of the following is not normally reimbursable by the UN?**
 - A. Loss of equipment over US\$ 250,000.00
 - B. Rental and maintenance of premises
 - C. Special natures of ammunition
 - D. Blood products

- 10. The Letter of Assist is a method for requisitioning goods and/or services from which of the following?**
 - A. Local contractors
 - B. Department of Field Support
 - C. A Government
 - D. A UN Logistics Base

ANSWER KEY

1D, 2D, 3A, 4A, 5B, 6C, 7B, 8B, 9C, 10C