

# Logistical Support to United Nations Peacekeeping Operations: An Introduction



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(Retired)

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**Peace Operations Training Institute®**



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*Cover Photo: UN Photo #652240 by Logan Abassi. The United Nations Stabilization Mission in Haiti (MINUSTAH) provides logistical support to Haiti's Provisionary Electoral Council (CEP) to transport voters' ballots from around the country to the capital Port-au-Prince for tabulation. 27 October 2015.*

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# Logistical Support to United Nations Peacekeeping Operations: An Introduction

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## Forum Questions

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- From your perspective, why is it important for all members of a UN mission to understand how logistics is provided?
- How do mission factors influence how logistics is carried out?

–Major Rod Little, 2019.



View a video introduction to this course at <https://www.peaceopstraining.org/videos/390/an-overview-of-un-peacekeeping-and-logistical-support/>.



## Method of Study

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*This self-paced course aims to give students flexibility in their approach to learning. The following steps are meant to provide motivation and guidance about some possible strategies and minimum expectations for completing this course successfully:*

- Before you begin studying, first browse through the entire course material. Notice the lesson and section titles to get an overall idea of what will be involved as you proceed.
  - The material is meant to be relevant and practical. Instead of memorizing individual details, strive to understand concepts and overall perspectives in regard to the United Nations system.
  - Set personal guidelines and benchmarks 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 possible, read the material twice to ensure maximum understanding and retention, and let time elapse between readings.
  - At the end of each lesson, take the End-of-Lesson Quiz. Clarify any missed questions by re-reading the appropriate sections, and focus on retaining the correct information.
  - After you complete all of the lessons, prepare for the End-of-Course Examination by taking time to review the main points of each lesson. Then, when ready, log into your online student classroom and take the End-of-Course Examination in one sitting.
- » ***Access your online classroom at***  
***<[www.peaceopstraining.org/users/user\\_login](http://www.peaceopstraining.org/users/user_login)>***  
***from virtually anywhere in the world.***
- Your exam will be scored electronically. If you achieve a passing grade of 75 per cent or higher on the exam, 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.
  - A note about language: This course uses English spelling according to the standards of the Oxford English Dictionary (United Kingdom) and the United Nations Editorial Manual.

### **Key Features of Your Online 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
- Forums where you can discuss relevant topics with the POTI community.

## LESSON

## 1

# An Overview of United Nations Peacekeeping and Logistical Support



UN Photo #736975 by Daniel Sandoval.

Lesson 1 discusses and gives a brief introduction of UN Peacekeeping, including how mandates are established, the spectrum of peace and security activities, types of peace operations, and how missions are supported.

## In this lesson »

- Section 1.1 Introduction to United Nations Peacekeeping
- Section 1.2 Spectrum of Peace and Security Activities
- Section 1.3 Types of UN Peace Operations

## Lesson Objectives »

- Understand the main United Nations bodies that are involved in peacekeeping.
- Discuss how UN logistics must be shaped by the type of peacekeeping activity.
- Explain the role and objectives of the Department of Operational Support.
- Explain the main differences in the types of peace operations and how logistics planning is affected depending upon the mission.



Engineers at work at the United Nations Operation in Côte d'Ivoire (UNOCI) logistics base in Abidjan's suburb of Koumassi. 7 May 2012. UN Photo #535695 by Basile Zoma.

In order to understand the UN logistics system, it is necessary to introduce the principles and guidelines for UN peace operations. While this lesson provides a basic understanding of how mission mandates and environments shape the provision of logistical support, students should consider studying the Peace Operations Training Institute course Principles and Guidelines for UN Peacekeeping Operations for a deeper understanding of UN Peacekeeping.

The main sources of Lesson 1 are from the United Nations Operations Principles, the 21 March 2018 Report to the Secretary-General "Shifting the management paradigm in the UN",<sup>1</sup> and the United Nations Core Pre-deployment Training Materials. A

1) Report of the Secretary-General, "Shifting the management paradigm in the UN", 21 March 2018, A/72/492/Add.2.



View a video introduction of this lesson at <http://www.peaceopstraining.org/videos/390/an-overview-of-un-peacekeeping-and-logistical-support/>.

necessary management reform of the UN began in 2017 and was implemented on 1 January 2019. The reform simplifies procedures and decentralizes decisions with greater transparency, efficiency, agility, and accountability.<sup>2</sup> A key result of this reform at UN Headquarters (UNHQ) regarding logistics was the elimination of duplicate functions by establishing a Department of Management Strategy, Policy, and Compliance as well as a Department of Operational Support.

## Introduction

United Nations peace operations have evolved to encompass a wide range of mandated tasks. The administrative, logistics, and other support arrangements for UN peace operations are crucial for the effective implementation of these tasks. The relationship between the military, the police, the civilian component, and the support components is of crucial importance.

Mission assets are distributed to all mission components on an equitable basis, depending on functional needs and assessed priorities. This means that the logistical planners and staff carrying out logistics must understand the mission mandate as well as the environment where the mission is operating. Peacekeeping missions are often volatile and unpredictable, and the host nation infrastructure may be minimal or severely degraded.

The logistical and administrative support for UN peace operations is more complex than many other logistical support models. This complexity is due to the requirement to support contingents deploying with widely varying levels of self-sufficiency and the differing requirements between military contingents, civilian staff, police, and military observers.

## Section 1.1 Introduction to United Nations Peacekeeping

### The United Nations

The UN is a unique international organization. Founded after the Second World War, its primary purpose is to maintain international peace and security; improve relations among nations; and promote social progress, better living standards, and human rights. The UN is made up of 193 sovereign Member States. It brings Member States together to discuss common problems and make decisions by voting on major issues. The UN is an impartial organization in which States from around the world are equal members. The impartiality and universality of the UN are essential to its legitimacy.

### The Charter of the United Nations

The UN Member States are bound together by the principles of the Charter of the United Nations. The Charter is an international treaty that spells out the rights and duties Member States have as members of the world community. It is the foundational document that guides the work of the UN, including peace and security activities. Specific parts of the Charter relate to peacekeeping mandates. These mandates shape the field mission and, subsequently, the logistical support required to carry out the mandate effectively.

#### Further reading »

*Charter of the United Nations*: <[www.un.org/en/charter-united-nations/](http://www.un.org/en/charter-united-nations/)>.

2) United Nations, "United Nations Management Reforms 'a Matter of Urgency', Secretary-General Stresses, Presenting Restructuring Proposals to Fifth Committee", SG/SM/18810-GA/AB/4260, 4 December 2017.





*Wide view of the General Assembly Hall during the general debate of the Assembly's sixty-fourth session. 23 September 2009. UN Photo #411168 by Eskinder Debebe.*

### The main UN bodies involved in peacekeeping

The **General Assembly** is comprised of representatives of all the Member States of the UN. They discuss and make decisions on international issues covered by the Charter. This ranges from development, humanitarian, social, and human rights issues to financial issues, such as approving the budget for UN peace operations. The General Assembly is the main deliberative, policymaking, and representative organ of the UN. Each Member State has one vote in the General Assembly. Decisions on important questions, such as those on peace and security, admission of new Members, and budgetary matters, require a two-thirds majority. Decisions on other questions are approved by a simple majority. The General Assembly has regular annual sessions but may also have special or emergency sessions as needed.

Under the Charter, the **Security Council** has the primary responsibility for international peace and security. It is under this umbrella that logistics plays a vital role. The Security Council has 15 Members, and each Member has one vote. According to the Charter, all Member States must comply with its decisions. The Security Council takes the lead in determining the existence of threats to the peace or acts of aggression. The Council "calls upon the parties to a dispute to settle it by peaceful means and recommends methods of adjustment or terms of settlement."<sup>3</sup> In some cases, the Security Council can resort to imposing sanctions, such as in Sudan, where the Security Council has approved an arms embargo, travel ban, and an asset freeze. The Security Council can authorize the use of force to maintain or restore international peace and security. The Security Council recommends to the General Assembly the appointment of the Secretary-General and the admission of new Members to the United Nations. In association with the General Assembly, it also elects the judges of the International Court of Justice.

The **Secretary-General** is the Chief Administrative Officer of the United Nations. The General Assembly appoints the Secretary-General on the recommendation of the Security Council. The Secretary-General has the power to bring any situation that she or he thinks may threaten international peace and security to the attention of the Security Council. The Security Council still maintains the final decision on whether the situation constitutes a threat to international peace and security.

3) United Nations, "Peace and Security". Available from: <<https://www.un.org/securitycouncil/>>.



*Jean-Pierre Lacroix (left), Under-Secretary-General for the Department of Peace Operations, is briefed by a peacekeeper from Italy serving with the United Nations Interim Force In Lebanon (UNIFIL) about the lines of buoys that marks the separation of the territorial waters of Israel and Lebanon in Ras Naqoura, south Lebanon. 11 March 2019. UN Photo #800603 by Pasqual Gorriz.*

The **Secretariat** is the administrative arm of the UN and is led by the Secretary-General. The Secretariat is made up of a wide variety of departments and offices that deal with all aspects of UN activities. The Secretariat employs international civil servants who work directly for the UN.

### Department of Peace Operations (DPO)

As previously mentioned, the key role of the UN is to maintain global peace and security. The Secretary-General delegates responsibility for the administration and executive direction of UN peace operations to the Under-Secretary-General (USG) for Peace Operations. This person is often referred to as the USG Department of Peace Operations (DPO). DPO directs and controls peace operations by maintaining close contact with the Security Council, troop and financial contributors, and parties to the conflict in the implementation of mandates from the Security Council. DPO advises the Secretary-General on all matters related to the planning, establishment, and conduct of UN peace operations. DPO must consider logistics, as it is responsible and accountable to the Secretary-General for ensuring that the requirements of the UN security management system are met by DPO-led field missions. There are three main offices of DPO: the Office of Rule of Law and Security Institutions; the Office of Military Affairs; and the Policy, Evaluation, and Training Division.

### Organization of UNHQ mission support bodies responsible for logistics

- » Department of Management Strategy, Policy, and Compliance (DMSPC)

This UN department provides policy leadership in all management areas through a clear, integrated global management strategy and policy framework. It is the department that manages the delegated spending authorities, aligning authority with responsibility, making mission support effective and efficient. The department consists of the Office of the Under-Secretary-General, Office of Finance and Budget, Office of Human Resources, and Business Transformation and Accountability Division.

» Department of Operational Support (DOS)

The Department of Operational Support is the UN department primarily concerned about UN mission logistics. It consists of the Office of the Under-Secretary-General, the Office of Support Operations, the Office of Supply Chain Management, the Office of Information and Communications Technology, the Division for Special Activities, and the Division of Administration, New York. The following is what each office/division is responsible for.

» Office of the Under-Secretary-General (OUSG)

The OUSG is responsible for performance oversight, response to audits and boards of inquiry, and environmental risk and performance management.

» Office of Support Operations (OSO)

The OSO provides human resource services, health care services, and capacity development and operational training. The OSO includes a Human Resources Services Division, which provides staffing services such as testing and examinations, organizational design, operational workforce planning, and recruitment processes. It has a Health-Care Management and Occupational Safety and Health Division responsible for clinical standards and oversight, including hospital assessments. It reviews compensation claims from uniformed personnel injured on duty. The OSO has a Capacity Development and Operational Training Service to provide mission-specific training, coordination with global training centres, training on operational application of UN software, and other business applications. It oversees the business processes.

» Office of Supply Chain Management (OSCM)

The OSCM manages the end-to-end supply chain, including vital overall logistics planning, sourcing, and delivery. It consists of the following units:

- A Logistics Division carries out supply chain planning and sourcing logistical support, conducts strategic movement control of uniformed personal and equipment, and oversees transportation support for specialized and strategic transport solutions (including aviation assets).
- A Procurement Division carries out all complex, high-value and/or strategic goods and services globally such as aviation assets, major commodities, in theatre real estate, and information technology.
- A Uniformed Capabilities Support Division processes contingent-owned equipment (COE) reimbursements to troop-contributing countries (TCCs).<sup>4</sup> It provides oversight to the COE framework. It prepares the Memorandums of Understanding (MOUs) (covered later in the course) for military and police contingents. It manages the cost and performance analysis with regard to TCC reimbursement.
- The Aviation Safety Team sets aviation standards, processes, and procedures for flight safety. It provides technical oversight for staff in field missions and supports important safety compliance of aviation service vendors.
- The Enabling and Outreach Service conducts the supply chain performance management

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4) Lesson 3 covers COE in more detail.



framework and analytics. It manages vendor registration and outreach, focusing on developing countries.

» Division of Special Activities (DSA)

The DSA manages a range of specialized operational capabilities with a focus on the direct support for operational entities. It consists of:

- A Client Support and Special Solution Section that provides advice to components during surge activities such as mission start-up/expansion, transition, and downsizing/liquidation.
- The Operational Planning Service provides planning support for significant operations, including coordination with DOS counterparts.
- The Support Partnership Service is responsible for the management of support relationships with regional organizations and other bilateral parties.
- The Resource Planning and Analysis Section conducts the analysis and review of key drivers and practices of operational support resourcing. It develops operational resourcing standards and advice on operational solutions. It coordinates input to strategic and civilian staffing reviews.

» Division of Administration, New York (DOA)

The DOA delivers fundamental administrative support functions for all the offices and departments at UNHQ in New York. It carries out facility management and commercial services. It consists of the Headquarters Client Support; providing business support to UNHQ entities with an executive office. It has a Facilities and Commercial Activities Service responsible for UN facilities management and commercial activities including travel and other transportation, archives/records management, and UN Postal Administration.

» Office of Information and Communication Technology (OICT)

The OICT reports to both the Department of Operational Support and the Department of Management Strategy and Policy Compliance. It has an Office Support Section, Policy Strategy and Governance Section, and Enterprise Solutions Section. The OICT manages IT infrastructure and services and establishes ICT-related policies and standards.

## Section 1.2 Spectrum of Peace and Security Activities

### UN logistics and the operating environment

Planning and executing UN Logistics requires taking the operating environment into careful consideration. There are both peaceful and coercive measures the Security Council can authorize in cases of conflict. Peacekeeping is only one of those activities, and it is often linked to or overlaps with conflict prevention, peacemaking, peace enforcement, or peacebuilding. While UN peace operations are generally deployed to support a ceasefire or peace agreement, they often play a role in peacemaking efforts. They may also be involved in early peacebuilding activities. It is important for peacekeeping personnel — especially logistics planners — to understand how these activities are related. Their peacekeeping work will also have an impact on conflict prevention, peacemaking, and peacebuilding



*Wide view of the Security Council chamber during the debate on conflict prevention in Africa, at UN Headquarters in New York. 28 August 2007 UN Photo #150720 by Paulo Filgueiras.*

efforts.

### **Conflict prevention**

Conflict prevention involves the use of diplomatic or other measures to prevent inter- or intra-State tensions from turning into violent conflict. Preventative diplomacy occurs before a conflict starts. It is generally a peaceful measure adapted to the particular source of the dispute or tension. Conflict prevention may include dialogue, mediation, and enquiries into sources of disagreement or confidence-building measures. One common conflict prevention measure is the use of the Secretary-General's "good offices" to engage in dialogue with the parties. The aim of this dialogue may be to decrease tension, mediate a disagreement, or help resolve a dispute. Regional organizations, such as the African Union, may be asked to provide measures to assist in conflict prevention. Logistical support to a mission in conflict prevention may be as simple as providing Mission Subsistence Allowance (MSA) to cover living expenses incurred by staff members in the field in connection with their temporary assignment or appointment to a special mission. Ground transportation using UN vehicles or rentals may also be required.

### **Peacemaking**

Peacemaking involves measures to deal with existing conflicts. It usually involves diplomatic action aimed at bringing parties to a negotiated agreement. This may include direct activities by the UN to assist in the negotiation of a peace agreement. It may also mean that the UN facilitates peacemaking by peace negotiators or other regional or international actors, for example, by providing neutral facilities for negotiations or by chairing sessions of the negotiations. The Security Council may request the Secretary-General or other peacemakers, such as regional organizations, to take action. Peacemakers may also be envoys, governments, or groups of States. Peacemaking efforts may also be undertaken by

unofficial and non-governmental groups or by a prominent personality working independently. One of the first examples of a UN peacemaking initiative was the appointment of the Swedish diplomat Count Folke Bernadotte as the UN Mediator in Palestine in 1948 to use “his good offices to promote a peaceful adjustment of the future situation in Palestine”. Another example is the appointment of the Joint United Nations-African Union Chief Mediator for Darfur by the Secretary-General and the Chairperson of the African Union in 2008. Although peacekeeping is not specifically mentioned in the UN Charter, the legal basis for peacekeeping is contained in Chapters VI and VII of the UN Charter. Logistics support for peacemaking activities can range from simple to complex, depending on the circumstances and environment of the mission area.

### **Peace enforcement**

Peace enforcement involves the use of a range of coercive measures, such as sanctions or blockades. As a last resort, the use of military force may be authorized. Because of the use of force, coercive measures are taken only after careful consideration and, in the end, with the authorization of the Security Council. Such actions are authorized to restore international peace and security where the Security Council had determined there is a threat to the peace, a breach of the peace, or an act of aggression. It is important to note that the Security Council may authorize peace enforcement action without the consent of the parties to the conflict if it believes that the conflict represents a threat to international peace and security or for humanitarian and protection purposes. Peace enforcement is different than peacekeeping as there is not a peace process in place or consent from the warring parties. However, Chapter VII of the UN Charter still provides the legal bases for such an operation or action. The UN does not generally engage in peace enforcement; rather, it may use regional organizations for peace enforcement action under Chapter VIII of the Charter. The UN may engage in “robust peacekeeping”, which is when a UN peace operation deploys with the consent of the main parties to the conflict and a strong mandate to use force if necessary to deter spoilers and ensure the peace agreement is properly implemented. Peace enforcement presents the UN with logistical challenges that require careful planning and sufficient resources to carry out. It is important that all the required logistical support is available to carry out any mandate that involves peace enforcement as the lives of peacekeepers could potentially depend on it. Force protection is a paramount logistical planning factor.

### **Peacekeeping**

Peacekeeping is the technique designed to preserve the peace where fighting has ended and to assist in implementing agreements achieved by the peacemakers along with ongoing conflict prevention measures. UN peace operations are therefore deployed in situations where the main parties to a conflict have shown their commitment to a ceasefire or a peace process. There will also need to be consent for working with the UN to lay the foundations for sustainable peace. Over the years, peacekeeping has changed from the traditional military model to a complex, multidimensional model involving military, civilian, and police personnel, each with their own logistical requirements that necessitate a flexible and integrated UN logistics model to be successful.

### **Peacebuilding**

Peacebuilding involves a range of measures aimed at reducing the risk of a country lapsing or relapsing into conflict. It is a long, careful process that is fundamental in ensuring long-lasting stability

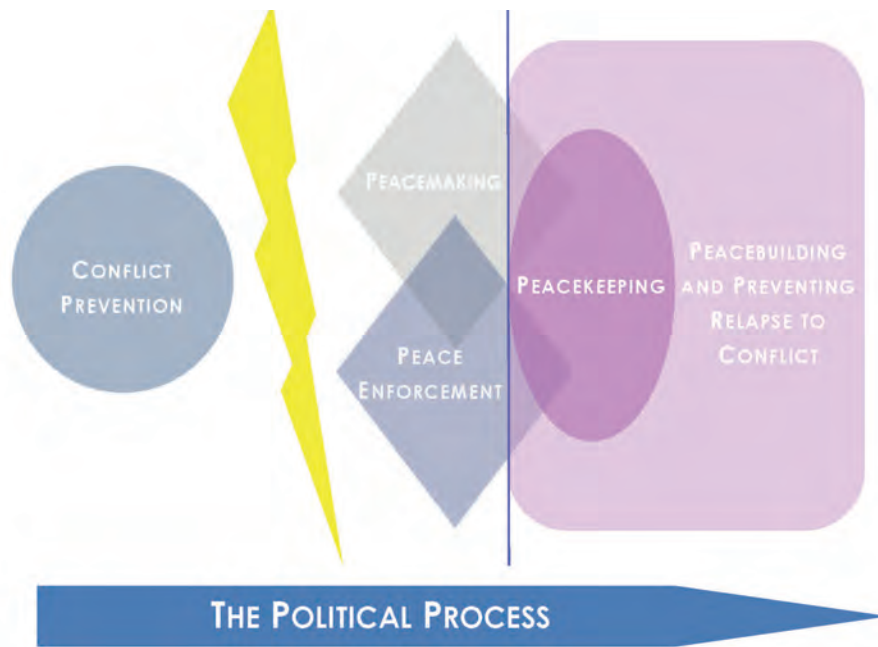


Figure 1

in a country. The national capacity to manage conflict and build a foundation for sustainable peace and development occurs at all levels. For this reason, many multidimensional peace operations are also involved in peacebuilding when they are mandated to help national authorities rebuild a State. Peacebuilding is a complex, long-term process of creating the necessary conditions for lasting peace. It works on the deep-rooted, structural causes of violent conflict in a comprehensive manner. Examples of peacebuilding activities include security sector reform (SSR), assistance to rebuild justice systems, support for the creation of national human rights institutions, and any other activity aimed at strengthening State structures. From a logistics view, support to peacebuilding will often flow from previously supporting a peacemaking, peacekeeping, or peace enforcement activity; therefore, flexibility in a UN logistics system is key. A mission support element must be flexible enough to adapt quickly to changing circumstances on the ground, allowing for greater internal capacity to respond to the mission's substantive operations.

## Section 1.3 Types of Peace Operations

### Mandates

The term UN mandate is typically used to refer to a long-term international mission that has been authorized by the Security Council. UN mandates typically involve peace operations. UN peace operations are deployed and subsequently supported logistically on the basis of mandates from the Security Council. The range of tasks assigned to UN peace operations has expanded significantly in response to shifting patterns of conflict and to best address threats to international peace and security.<sup>5</sup>

5) Jens Winther Andersen, "Current Issues Facing Land Forces and Measures by the UN to Improve Performance", in *United Nations Peacekeeping Challenge: The Importance of the Integrated Approach*, Negar Partow, Anna Powles, and Nick Nelson, eds., (England: Ashgate Publishing Limited, 2015).



*Mongolian Peacekeepers of the 8th Contingent trained at the Tavan Tolgoi Peace Operations Support Training Centre, shown here, are to be deployed for the protection of the Special Court for Sierra Leone. 26 July 2009. UN Photo #405017 by Eskinder Debebe.*

Although each UN peace operation is unique, there is a consistency in the types of mandated tasks the Security Council assigns. Depending on the mandate, peace operations may be tasked with preventing the outbreak of conflict or the spillover of issues across borders. Peacekeeping mandates can stabilize conflict situations after a ceasefire to create an environment for the parties to reach a lasting peace agreement or assist in implementing comprehensive peace agreements. It can lead States or territories through a transition to a stable government based on democratic principles, good governance, and economic development.<sup>6</sup>

### Peacebuilding activities

Depending on the specific challenges presented, UN peacekeepers are often mandated to play a critical role in the following peacebuilding activities:<sup>7</sup>

- Disarmament, demobilization, and reintegration (DDR) of ex-combatants;
- Mine action;
- SSR and other rule-of-law-related activities;
- Protection and promotion of human rights;
- Electoral assistance;
- Support for the restoration and extension of State authority; and

6) United Nations, "Mandates and the Legal Basis for Peacekeeping". Available from: <<https://peacekeeping.un.org/en/mandates-and-legal-basis-peacekeeping>>.

7) United Nations, "Mandates and the Legal Basis for Peacekeeping".



- Promotion of social and economic recovery and development.

Security Council mandates also reflect a number of tasks that are regularly assigned to UN peace operations on the basis of the following landmark Security Council resolutions:

- Security Council resolution 1325 (2000) on Women, Peace, and Security;
- Security Council resolution 1612 (2005) on Children and Armed Conflict;
- Security Council resolution 1674 (2006) on the Protection of Civilians in Armed Conflict.

### **Types of peace operations**

Based on UN mandates, there are three different types of peace operations: traditional peacekeeping, multidimensional peacekeeping, and transitional authority. Each has its own logistical challenges that must be met. These types of peace operations evolved in response to a changing international political environment and the different types of conflict in which the Security Council engaged. When the UN first became involved in peacekeeping after the Second World War, it addressed conflicts between States that tended to focus on border disputes or territorial disagreements. Since the end of the Cold War, the Security Council has increasingly considered (intra-State) civil wars as a threat to peace and security, particularly when there is massive human suffering and when the conflict threatens to spill over to neighbouring States.

### **Traditional peacekeeping**

Traditional peacekeeping is deployed as a temporary measure to help manage a conflict. It creates safer conditions for other actors to work on peacemaking activities. Traditional peace operations do not normally play a direct role in political efforts to resolve the conflict. Other actors such as diplomats or other representatives of individual States, regional organizations, or special UN envoys may be working on long-term political solutions, which would allow the peace operation to withdraw. As a result, some traditional peace operations are deployed for decades before a lasting political settlement is reached between the parties.

The tasks assigned to traditional UN peace operations are observation, monitoring, and reporting through the use of static posts, over-flights, and other technical means with the agreement of the parties. Traditional peacekeeping can mean supervision of a ceasefire and support to verification mechanisms. Traditional peacekeeping is mostly military in character and often led by military personnel. In contrast, multidimensional peace operations are headed by civilian personnel. Unlike transitional authorities or multidimensional peace operations, traditional peace operations do not carry out functions of the State, nor do they engage in governance or capacity-building activities; therefore, the mandate will not reflect these types of activities.

From a UN Logistics view, support for traditional peace operations could mean more static infrastructure, such as hard-standing permanent buildings. Lines of communications from troop-contributing countries can be established and maintained over a long period of predictable times. Long-term local contracts can be put in place. As they are mostly military in nature, military-style resupply and transport Standard Operating Procedures (SOPs) will be in place and used. Regularly scheduled movement flights can be established. Communication and medical needs can be put in place and maintained. With a mostly military contribution, the “self-reliance” concept with some local contracts



*A member of the Dutch Battalion giving a briefing on United Nations Transitional Authority in Cambodia (UNTAC) activities. 17 March 1993. UN Photo #150028 by John Isaac.*

could be in place, but most supply and equipment are brought in by the troop-contributing countries.

### **Multidimensional peacekeeping**

Since the end of the Cold War, multidimensional peace operations have become the most common form of UN Peacekeeping. These operations are usually deployed in the dangerous aftermath of a violent internal conflict, deployed as soon as there is a peace agreement in place, even if it is a fragile one. The operation's goal is to create a secure and stable environment while working with national authorities and actors to ensure the peace agreement is implemented. These missions are deployed as part of a broader international effort to help countries emerging from a conflict and make the transition to a sustainable peace. This sometimes means that the peace operation will work with other actors inside or outside of the UN to support or actively promote national dialogue and reconciliation between different groups to make sure the peace agreement holds. In this way, multidimensional peace operations are generally more involved in peacemaking than traditional peace operations. They employ a mix of military, police, and civilian components to support the implementation of a comprehensive peace agreement. The multidimensional peace operation also provides a framework for ensuring that the UN and other international actors work in coordination at the country level. This is often difficult in practice because there are so many international actors, including bodies within the UN and NGOs. This is why peacekeeping personnel need to be aware of what those actors do and how they cooperate with the UN peace operation.

Supporting a multidimensional peace operation is challenging for many reasons. First, the UN must consider the needs of the military, police, and civilian components and how best to provide logistical support on a determined priority level. The ability of the three components to self-sustain will differ. Considerations for UN agencies, police, troop-contributing countries, UN military observers (UNMOs), mission staff, international agencies, and even non-governmental organizations must be made. Each UN actor will have varying needs when it comes to engineering, transportation in the mission area, contracting abilities, and maintenance capabilities. In a multidimensional peacekeeping mission, there are often multiple troop-contributing countries creating interoperability challenges that must be met.



As situational awareness of what other actors are doing in the mission is important, communications systems must be strong to allow for successful mandate implementation. Multidimensional peace operations take place in countries where infrastructure has often collapsed, and reliance on host nation support is not possible; therefore, the mission may need to establish temporary support structures.

### Transitional authority

In rare circumstances, the Security Council will authorize a multidimensional UN peace operation to assume the legislative and administrative functions of a State temporarily. It is a measure taken to resolve issues, such as the transfer of authority from one sovereign entity to another or until sovereignty questions are fully resolved. It can be mandated to help the State establish administrative structures that may not have existed previously.

As transitional authority missions are multidimensional, challenges to the UN logistics support structure challenges and the means to meet those challenges are the same.

#### Further reading »

*Mandates and the legal basis for peacekeeping:*  
<<https://peacekeeping.un.org/en/mandates-and-legal-basis-peacekeeping>>.

### Summary

Lesson 1 introduced the main bodies of the UN that are involved in peacekeeping activities, with the Department of Operational Support (DOS) being the body engaged in UN mission logistical support. It also covered the spectrum of peacekeeping and logistical considerations. Finally, the lesson introduced the types of UN peace operations along with the logistical challenges of supporting them. As you progress throughout the course, you will be able to reflect back upon Lesson 1 to gain a comprehension of why no two missions have the same support and why the principles of logistics must be used to shape logistical support to UN peace operations.

## End-of-Lesson Quiz »

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1. **Who are the members of the United Nations?**
  - A. DPO, DOS, and DPA
  - B. 193 Member States
  - C. The Security Council
  - D. The five permanent members of the Security Council
  
2. **Which document spells out the rights and duties of UN Member States?**
  - A. The Charter of the United Nations
  - B. International Law
  - C. The Geneva Convention
  - D. UN mandates
  
3. **Which UN body is responsible for maintaining peace and security?**
  - A. The General Assembly
  - B. The Secretary-General
  - C. The Secretariat
  - D. The Security Council
  
4. **Which of the following activities preserves the peace once hostilities have ended?**
  - A. Peacebuilding
  - B. Peacekeeping
  - C. Peace enforcement
  - D. Peacemaking
  
5. **\_\_\_\_\_ is an activity to reduce the risk of lapsing or relapsing into conflict.**
  - A. Mandate implementation
  - B. Peace enforcement
  - C. Peacebuilding
  - D. Mission support
  
6. **What will lead to a mission being established to maintain peace and security?**
  - A. An International tribunal
  - B. A UN mandate
  - C. A vote in the General Assembly
  - D. All of the above
  
7. **Which type of mission is usually headed by a military commander?**
  - A. Traditional
  - B. Transitional
  - C. Multidimensional
  - D. Peace enforcement
  
8. **Which of the following is a peacebuilding activity?**
  - A. Protection and promotion of human rights
  - B. Electoral assistance
  - C. Support and extension of State authority
  - D. All of the above
  
9. **\_\_\_\_\_ authorizes a multidimensional UN peace operation to assume the legislative and administrative functions of a State temporarily.**
  - A. A UN mandate
  - B. Humanitarian Law
  - C. A transitional authority mission
  - D. The Secretary-General
  
10. **Which UN department is primarily concerned with UN Logistics?**
  - A. The Secretariat
  - B. Department of Peace Operations
  - C. The Department of Political and Peacebuilding Affairs
  - D. The Department of Operational Support

*Answer Key provided on the next page.*

## End-of-Lesson Quiz »

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### Answer Key »

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

## Appendix A: List of Acronyms

<b>Acronym</b>	<b>Definition</b>
ACABC	Advisory Committee on Administrative and Budgetary Questions
AO	Administrative Officer
APOD	Airport of Disembarkation
APOD	Airport of Disembarkation
AOR	Area of Responsibility
AR	Administrative Report
ARMS	Archives and Records Management Section
ASG	Assistant-Secretary-General
AU	African Union
BOI	Board of Inquiry
CAO	Chief Administration Officer
CMS	Chief of Mission Support (formerly CAO- Chief Administrative Officer)
CAS	Chief Administrative Officer
CCMO	Chief Civilian Medical Officer
CCPO	Chief Civilian Personnel Officer
CFO	Chief Finance Officer
CIMIC	Civilian Military Cooperation
CISS	Chief of Integrated Support Services
CITS	Communications and Information Technology Services
CivGov	Civilian Government Chief Logistics Officer Contingent-Owned Equipment Chief of Staff
CPO	Chief Procurement Officer
CTO	Chief Transport Officer

CTS	Chief Technical Services
DCISS	Deputy Chief of Integrated Support Services
DDR	Disarmament, Demobilization and Reintegration
DMS	Director of Mission Support
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DSA	Daily Subsistence Allowance
DPA	Department of Political Affairs
DPI	Department of Public Information
DPO	Department of Peace Operations
DOA	Division of Administration, New York
DSRSG	Deputy Special Representative of the Secretary-General
DSA	Division of Specialist Activities
DSS	Department of Safety and Security
EOD	Explosive Ordnance Disposal
ERP	Enterprise Resource Planning
EU	European Union
FALD	Field Administration and Logistics Division
FAO	Food and Agriculture Organization
FBFD	Field Budget and Finance Division
FC	Force Commander
FLSG	Force Logistic Support Group
FMedO	Force Medical Officer

FO	Finance Officer
FOC	Full Operating Capability
FPD	Field Personnel Division
GA	General Assembly
GFSS	Global Field Support Strategy
GIS	Geographic Information Support
GSC	Global Support Centre
HC	Humanitarian Coordinator
HCC	Headquarters Committee on Contracts
HNS	Host Nation Support
HNOE	Host Nation Owned Equipment
HOM	head of mission
HQ	Headquarters
IATA	International Air Transport Association International Monetary Fund
IED	Improvised Explosive Devices
IGO	Inter-Governmental Organization
ILO	International Labour Organization
IOC	Initial Operating Capability
IMPP	Integrated Mission Planning Process
ISS	Integrated Support Services
IT ITB	Information Technology Invitation to Bid
JLOC	Joint Logistic Operations Centre Joint Operations Centre
LCC	Local Committee on Contracts

LOA	Letter of Assist
LOS	Logistics Operations Section
LVA	Low Value Acquisition
LSD	Logistics Support Division
MAS	Mine Action Service
MEDEVAC	Medical Evacuation
MA	Military Advisor
MCC	Movement Control Centre
MHQ	Mission Headquarters
MILOB	military observers
MO	military observer
MOU	Memorandum of Understanding
MSA	Monthly Subsistence Allowance
MSU	Medical Support Unit
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
NOE	National-Owned Equipment
NY	New York
OCHA	Office for Coordination of Humanitarian Affairs
OHCHR	Office of the UN High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Service



OLA	Office of Legal Affairs
OMA	Office of Military Affairs
OO	Office of Operations
OSCE	Organization for Security and Cooperation in Europe
OSCM	Office of Supply Chain Management
OSO	Operational Support Operations
OUSG	Office of the Under-Secretary General
PCC	Police Contributing Country
PDCD	Property Disposal Coordination Committee
PKO	Peace Keeping Operation
Pmed	Preventive Medicine
PMU	Property Management Unit
POL	Petrol, Oil and Lubricants
PSB	Property Survey Board
QIPs	Quick Impact Projects
RC	Resident Coordinator
RFP	Request for Proposal
R&I	Receipt and Inspection
RSCE	Regional Service Centre in Entebbe
RSOI	Reception Staging Onward-movement and Integration
SatCom	Satellite Communications
SAU	Self-Accounting Unit
SC	Security Council

SCR	Security Council resolution
SDS	Strategic Deployment Stocks
SG	Secretary-General
SMT	Security Management Tea
SOFA	Status of Forces Agreement
SOMA	Status of Mission Agreement
SOP	Standard Operating Procedures
SOW	Statement of Work
SPOD	Seaport of Disembarkation
SPOE	Seaport of Embarkation
SRSG	Special Representative of the Secretary General
SSA	Special Service Arrangement
SSS	Specialist Support Services
TA	Transitional Administration
TAM	Technical Assessment Mission
TCC	Troop Contributing Country
TCN	Troop Contributing Nation
TMICC	Transportation and Movements Integrated Control Centre
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific, and Culture Organization

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UNFPA	United Nations Population Fund
UNHQ	United Nations Headquarters
UNMAS	United Nations Mine Action Service
UNOE	United Nations Owned Equipment
UNOPS	United Nations Offices for Project Services
UNPOL	United Nations Police
UNSAS	United Nations Standby Arrangements System
UNV	United Nations Volunteers
USG	Under-Secretary-General
UXO	Unexploded Ordinance
VAT	Value Added Tax
VHF	Very High Frequency
VR	Verification Report
WFP	World Food Program
WHO	World Health Organization

## Appendix B: Glossary

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### **Ablution facility**

Ablution unit, ablution module, Porta Cabin. Prefabricated, relocatable units (usually 10' or 20' ISO containers) for use by up to 30 people, and equipped with showers, mirrors, WCs, wash basins, urinals, hot water tanks, fans, electrical wirings and fittings etc.; they are often made of sandwich panel construction and washable surfaces.

### **Advance party, advance team**

- Sent 1) prior to a PKO, to make a reconnaissance of the area in order to assess the availability of accommodation and logistic resources and establish a list of essential items and facilities that cannot be obtained locally.
- Sent 2) to prepare the transition and contingent rotation: the incoming contingent's advance party includes logistics personnel to enable a handover of stores and equipment.

### **Airdrop**

A parachute jump or a supply delivery by parachute from an aircraft in flight; in logistics, an airdrop (for resupplying a unit) is sometimes called "vertical replenishment").

### **Airlift**

The carrying of troops and equipment over large distances by air to bring them into crisis areas rapidly, also found: "air lifters" (referring to personnel or planes).

### **Air logistics support**

Support by air landing or airdrop, including air supply, movement of personnel, evacuation of casualties and prisoners of war and recovery of equipment and vehicles.

### **Ambulance**

A ground, air or sea conveyance, manned and equipped to provide in transit care, for the sick, injured and wounded:

- • Ground: To include road/off road vehicles (wheeled/tracked) and railways.
- • Air: Fixed and rotary wing aircraft equipped and designated for medical evacuation.
- • Sea: Any vessel (ship, boat, hovercraft, but not hospital ships) intended for medical evacuation to a medical treatment facility.

### **Area of responsibility (AOR)**

A defined area of land in which responsibility is specifically assigned to the commander of the area for the development and maintenance of installations, control of movement, and the conduct of operations.

### **Apron**

A defined area on an airfield, intended to accommodate aircraft for purposes of loading or unloading passengers or cargo, refuelling, parking, or maintenance.

**Assets**

- General: All tangible or intangible property, which has a present or future value measurable in terms of money.
- Inventory: The total serviceable or repairable quantity of any item, on hand or due in.

**Audit**

Any inspection by a third person of accounting records, involving analyses, tests, confirmation or proofs. The examination of original documents, such as orders or bills, for the purpose of substantiating individual transactions is termed pre-audit or voucher audit. Internal auditing is a management service to assess the effectiveness of cost controls and appraise procedures or operations.

**Back order**

The undelivered part of a previous order, which the vendor agrees to ship later .

**Backlog**

An accumulation of work in excess of available working capacity.

**Back-up supply**

To plan (beyond and above the initial supply) a back-up supply to last for the duration of the mission as a shipment to be sent later.

**Basic stocks**

Stocks to support the execution of approved operational plans for an initial predetermined period.

**Beyond economical repair (BER)**

A condition classification assigned to an item that as a result of the financial criteria is considered uneconomical to repair.

**Beyond local repair (BLR)**

A term applied to an equipment or store, which although repairable, cannot for some reason be dealt with by the workshop to which it has been properly submitted.

**Bladder tank**

Collapsible bladder, bladder, flexible tank, flexi tank (rectangular). Collapsible drum [cylindrical and towable]. They are used for transport and for storage of water, fuel and chemicals and come in various sizes and capacities (e.g. 50,000 or 20,000, or 1,00 gallons, down to Jerri can-sized flexible containers). Some are rectangular and can be transported on trucks, some are drum shaped and are heli-transportable (slung from a helicopter) and towable.

**Border control**

Full border control requires a capability to deny passage and to act where borders had already been closed, whereas border monitoring involves observing and reporting on movements only.

**Border monitoring**

International observers only observe and report and are not in a position to check the nature of goods crossing the border.

**Bridge**

Military bridges are of three main types:

- 1. scissor-type launched bridges (foldable and often laid by an armoured vehicle)
- 2. floating (or pontoon or ribbon) bridges (several flotation units are assembled together side by side to span a river, but are transported folded)
- 3. dry support bridges (e.g. Bailey bridges) built of standardized panels and used for lines of communication (highways and railways).

**Calibration**

A comparison between a standard or measuring equipment, instrument or item of equipment with a standard of higher accuracy to detect, correlate, adjust and document the accuracy of the instrument or equipment items being compared.

**Call sign**

A combination of letter and number used to represent certain persons, teams, operations or organizations, used in communications.

**Camp**

Unit that includes dormitories, ablution units, laundries, recreation halls, power supply, drainage, waste, venting and water distribution systems. Can be soft-walled or hard-walled, for 5, 50 or 150 persons.

**Cannibalization**

Removing serviceable parts and assemblies from an unrepairable vehicle or item of equipment, to be used to repair others. In an extended usage: using personnel of one or more units to complete the authorized strength of another unit.

**Cannibalize**

To remove usable parts from an item of material as an alternate means of procurement. To remove serviceable parts from a repairable item of equipment in order to install them on another item of equipment.

**Central procurement**

The procurement of material, supplies, or services by an officially designated command or agency.

**Chain of command**

The succession of commanding officers from a superior to a subordinate through which command is exercised. Also called command channel.

**Charter of the United Nations**

The United Nations Member States are bound together by the principles of the United Nations Charter. The Charter is an international treaty that spells out the Member States' rights and duties as member of the world community. It is the foundational document that guides the work of the United Nations, including peace and security activities.

**Checklist**

A list by which something may be checked or verified, e.g. a tool kit list, an activity list.

**Chief of Mission Support (CMS)**

Civilian, seconded from NY UNHQ, and heads the civilian administrative component. Responsible for administrative functions (finance and personnel), general and technical services relative to the mission activities.

**Chief Engineering Officer (CEO)**

A civilian staff member of the UN who heads engineering component of a mission, and who, working in conjunction with the force engineer officer, is responsible for field engineer support, accommodation and construction services, power supply, geographic support (map services), etc.

**Chief Finance Officer (CFO)**

Civilian, exercises delegated authority from the controller for approving mission payments and maintaining mission accounts, supervises the Finance Section staff and the preparation of annual cost estimates and semi-annual programme budget performance reports. The CFO is responsible for the maintenance of the mission budget, commitment accounting and all financial transaction settlements (travel expenses, per-diem payments, locally hired personnel pay and benefits, materiel and services).

**Chief General Service (Section) (Officer) (CGS)**

Civilian, under direction of DMS/CMS, manages the administrative services: offices (including ground maintenance), housing accommodations (including mess halls and kitchens).

**Chief Integrated Support Services (CISS)**

The CISS and the COS exercise joint operational control over the entire mission logistic support system.

**Chief Logistics Officer (CLO)**

As a military staff member of the Force Headquarters or civilian on the Force Headquarters staff, the CLO is responsible to the Force Commander for directing and implementing the logistics support for the Force and its contingents. He manages planning and liaison services between military and civilian agencies in the mission area and is the deputy to the CISS. He is not a wholly free agent because his is answerable to the DMS/CMS conforming to the financial constraints set by the United Nations. His supply, maintenance, and equipment requirements need the approval of the DMS/CMS before being submitted to New York.



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**Chief Medical Officer (CMedO)**

CMedO is responsible officer for all medical and health matters within the Force and in Civilian staff structure. Avoid confusion with Chief Military Observer (CMO).

**Chief Movement Control Officer (CMCO)**

Civilian or military officer, responsible for the transportation of personnel (UNMOs, UNPOL, and UNVs), the control of hired and chartered aircraft and ships, for bills of landing, customs documentation and freight forwarding.

**Chief Operations Officer (COO)**

As a military staff member of the Force Headquarters, the Chief Operations Officer is responsible to the Force Commander for directing and implementing the operations of the military force and its contingents. The COO will normally control dual role units, like aviation units, and will have to coordinate prior to tasking them for use in the transportation role.

**Chief Procurement Officer (CPO)**

Chief of procurement, civilian, under the DMS/CMS, plans and budgets the procurement of goods and services, both locally and regionally, in coordination with the Logistics Section, for the timely provision of rations, equipment, stores, other supplies and contractual services. Controls bidding process.

**Chief Signals Officer (CSO)**

Military officer, responsible for the military-patterns communications equipment, is the military counterpart to the (civilian) CEO.

**Chief of Staff (COS)**

Military officer, the Commander of UNTSO, alone of all PKOs, is still termed "Chief of Staff" (COS), otherwise the term is reserved for national military.

**Chief Transportation Officer (CTO)**

The Chief Transportation Officer (CTO) is part of the civilian component. He is the chief of the Transportation Section and as such responsible for: registration of all UN-vehicles, running a motor pool of UN-owned and rental (civilian pattern) vehicles, issuing of vehicles, maintenance and repair of UN-owned vehicles, conducts driving tests, issues UN-driving licenses, and fuel accounting. He is under supervision of CISS and responsible for the allocation of vehicle transport to staff, supervises local mechanics and drivers.

**Claims Administration Unit (CAU)**

Claims and Information Management Section, FBFD, DFS.. The Unit processes claims for reimbursement from troop-contributing countries, and as of 1996, deals with COE backlog, death and disability, wet/dry leases, LOAs, third party claims and commercial disputes.

**Classification**

The segregation of items of supply into commodity classes according to their nature or application.

**Code of Conduct**

- 1. Set of principles to be followed by peacekeeping forces, such as avoidance of force, impartiality, transparency and clarity of purpose, firmness, reliability, anticipation of situations leading to violence, integration of different nationalities.
- 2. The ICRC and NGO associations have also promulgated one, to regulate the performance of organizations involved in emergency relief.

**Compatibility**

The capability of two or more items or components of equipment or material to exist or function in the same systems or environment without mutual interference.

**Container accommodation (module)**

Hard-walled prefabricated building, modular and based on 20' ISO container configuration: the base and roof of these units are completely pre-built, and walls are knocked-down and are packed between the roof and floors of each unit. Several such modules can be interconnected.

**Contingency planning**

A management tool used to ensure adequate arrangements are made in anticipation of a crisis. It involves preparing likely courses of action dealing with a range of potential scenarios and extends into preparatory activities (preparation of maps, identification of sources of equipment and supplies, prepositioning of communications and identification of possible troop-contributing States).

**Contingent Commander (CCOMD)**

The officer in charge who commands the contingent.

**Contingent-Owned Equipment (COE)**

This describes any military equipment, owned by a Member State, brought to the mission area by infantry or logistics contingents with the prior agreement of the UN secretariat becomes UN responsibility, and governments are reimbursed for its depreciation.

**Contract amendment**

A negotiated change to the terms or conditions of a contract.

**Contract maintenance**

The maintenance of material, performed under contract by commercial organizations.

**Cost estimate**

The estimate of money required for expenditure for the following fiscal year.

**Critical item**

An essential item that is in short supply or expected to be in short supply for an extended period.

**Decontamination**

The process of making any person, object or area safe by absorbing, destroying, neutralizing, making harmless, or removing, chemical or biological agents, or by removing radioactive material clinging to or around it.

**Demurrage**

A charge allowed in freight tariffs or by contract, assessed against a consignor, consignee or other responsible person for delays to transportation equipment in excess of “free time” for loading, unloading, reconsigning, or stopping in transit.

**Depth of repair (excluding aircraft)**

- Depth A: That maintenance which is directly concerned with preparing items for use and keeping them in day-to-day order. May include such operations as functional testing, replenishment, servicing and rearming. Note that the maintenance organization is not usually responsible for Depth A. This is the responsibility of the user/operator, albeit to standards defined and monitored by the maintenance organization.
- Depth B: That maintenance, which is required on items and assemblies that are unserviceable or require preventive maintenance. May include scheduled maintenance, embodiment of prescribed modifications, maintenance of assemblies and corrective maintenance beyond Depth A.
- Depth C: That maintenance which is repair, partial reconditioning and modification requiring special skills, special equipment or a relatively infrequently used facility which is not economic to provide generally, but which is short of complete strip, reconditioning and re-assembly.
- Depth D: Maintenance, which is full reconditioning, major conversion or major repair involving work of this depth.

**Deputy Special Representative (DSRSG)**

Resident Special Representative, RSRSG. Civilian, ASG or D-2, acts on behalf of the SRSG during his absence.

**Designated Official**

The senior-most United Nations decision-maker on safety and security issues, in a given country.

**Desk officer**

Military officer or civilian. Within each division of DPKO/DFS, responsibility for a PKO is assigned to a “desk”, comprising one or more political affairs officers, supported by one or more military officers. A desk can also mean responsibility for a specific region.

**Department of Operational Support (DOS)**

Responsible for delivering dedicated support to UN field operations including peacekeeping operations and special political missions. DOS provides support in the areas of finance, logistics, information, communication and technology (ICT), human resources and general administration to help missions promote peace and security

**Director of Mission Support (DMS)**

DMS/CMS is normally appointed by and is responsible to the DOS at Headquarters and acts as its representative at the force or mission headquarters. Under the overall authority of the head of mission, on behalf of DFS, the DMS/CMS is responsible for all administrative functions and for providing the requisite administrative support for carrying out this substantive work of the mission efficiently and economically. Within the DMS's/CMS's organization, a number of branches are involved in transportation: General Services, Procurement, and Finance.

**Disposal**

The removal of material from a supply system by sale, trade-in or destruction.

**Distribution point**

A point at which supplies and/or ammunition are delivered for distribution to Member States' contingents.

**Dry lease**

Arrangements or system. A COE reimbursement system whereby the troop-contributing country provides equipment to a peacekeeping mission and the UN assumes responsibility for maintaining. The equipment may be operated either by the equipment owning country or by another country.

**Durability**

The ability of an item to perform its required function under stated conditions of use and under stated conditions of preventative or corrective maintenance until a limiting state is reached.

**Duty Room**

Joint Operations Centre, JOC. Part of the Situation Centre. It serves as the UNHQ point of contact for field missions and for permanent missions of Member States and prepares daily Situation Centre reports.

**Engineering**

Service provided by Construction Engineers (or on behalf of construction engineers) that refers collectively to design, drafting, specification writing, estimating, studies and contract inspection.

**Engineering support**

The sum of those engineering activities, which take place during the life cycle of military equipment aimed at ensuring that new equipment comes into service with the maximum reliability and maintainability; with the backing of the correct scales of spares and assemblies; with adequate technical literature; accompanied by all tools, test gear and facilities needed; and that a sufficiently trained workforce is

lavavailable for its efficient maintenance. Engineering support continues during the in-service phase with the reporting, investigation and rectification of defects, and the recording of repair and reliability data for automatic processing, as may be required effectively to manage maintenance resources.

### **Equipment**

In the context of general engineering support, Equipment is defined as items required to provide a catering service and the appropriate standard of living for a mission. These include kitchen equipment, refrigerators, freezers, air conditioners, water heaters, ceiling fans, etc.

### **Estimated expenditure**

The amount appearing in the estimated expenditure block on the contract form. This funding amount includes not only the total estimated payments to the supplier by may also include some additional charges such as sales tax, customs duties and transportation costs.

### **Evacuation (of equipment)**

- 1. In the recovery system, evacuation is the movement of equipment casualties (in and out of theatre) within a logistic system. It is distinct from recovery.
- 2. The process of moving any person who is wounded, injured, or ill to and/or medical treatment facilities.

### **Excess stock**

That quantity of supply system stock that exceeds approved retention levels.

### **Expendable item**

An item of material which is expended or consumed in use or is integral to, or a structural part of, another equipment or installation.

### **Fielding**

Acquisition, delivery and distribution of new equipment to the units who are designated to use it.

### **Financial limitation**

The limit of expenditure allowed under a contract.

### **First echelon (1st line transportation)**

Comprises all transportation within a contingent area and is executed by transportation assets organic or attached to a contingent/unit and controlled by the contingent/unit commander. It may include scheduled transportation (resupply runs, local shuttle runs) and ad-hoc transportation requirements.

### **Fixed medical treatment facility**

A permanently established land based medical facility excluding ships, field units, and air transportable hospitals.

**Force Commander (FC)**

Responsible for carrying out the mandate of the mission in respect of all military operations, reports to HQ in NY through the SRSG on military personnel and operations.

**Force logistic directive**

That document produced by the Force Headquarters which details the required level of stock holding of the contingents, the overall logistic support plan, the requirements from contributing Member States and should include the Force Logistic.

**Force Logistic Support Group (FLSG)**

A group of military and civilian personnel forming the logistic support for a UN force, composed of national support element (NSE) provided by each contingent. The FLSG operates in most cases under the coordinating authority of one or more Member States. Depending on the size and geographical spread of the operation, each base area may be under a separate Member State coordinating authority. The headquarters FLSG operates under the guidance of UN Force Headquarters. It coordinates receipt of stocks and movement to forward bases, and the sustainment of the force.

**Forward repair**

A repair, normally at Depth A and B, carried out to equipment at or near the location where it became a casualty.

**Forward repair team (FRT)**

A team of tradesmen organized and equipped to carry out a forward repair.

**Four Geneva Conventions (1949) and two Additional Protocols (1977)**

- I GC: Amelioration of the condition of wounded and sick
- II GC: Shipwrecked armed forces at sea
- III GC: Treatment of prisoners of war
- IV GC: Treatment of civilians in war
- I AP: Protection of victims of internal armed conflicts
- II AP: Protection of victims of non-internal armed conflict

**Free issue**

The authorized issue of material for which no reimbursement is required.

**Free stock**

That quantity of an item of supply available for issue.

**Fully operational**

All systems of a complete equipment are working as they were designed to do and within the tolerances and specifications laid down in the design statement.

**Functional control**

The authority vested in a force functional staff officer, acting on behalf of the Force Commander, to direct the method of operation and manner of employment of the service units under their control in order to achieve a policy objective.

**Functional desks**

A JMCC function, each desk controls a single transportation mode. In a full JMCC the following desks will be operational:

- Road Transport Desk
- Air Transport Desk
- Rail Transport Desk
- Sea Transport Desk
- Inland Waterway Desk

**General Agreement**

These are basic agreements normally conducted at government to UN level. They are sometimes known as umbrella agreements or as Memorandum of Understanding.

**General support**

That support which is given to a force as a whole and not as part of a support given to a particular Member State's contingent. This is frequently referred to as second and third line support.

**Global Field Support Strategy**

The Global Field Support Strategy is to transform service delivery to field missions. It is designed as an integrated comprehensive programme that draws lessons learned from several decades of operational experience. The strategy is designed to achieve four core, operationally focused objective and two objectives that consider the impact of field mission deployment footprints.

**Global positioning system (GPS)**

The identification of position by means of satellite navigation.

**Good offices**

Procedure when for the maintenance of peace a nation intervenes in a friendly manner between two powers whose differences might well lead to armed conflict, and offers its suggestions as to possible ways and means of settling the differences; when the third power takes an actual part in the subsequent negotiations (as the channel of communication, etc.) good offices then become mediation. More generally, the disinterested use of one's official position or office in order to help others settle their differences. The term can also refer to the acts of a diplomatic relations with the State to which he is accredited.

**Gratis military officer (GMO)**

Officer on loan. Officer released by his government at no cost to the UN, as opposed to officer under contract, i.e. paid by the UN. The GMO category includes both officers on loan (short-term) and officers on secondment (longer term).

**Greenwich Mean Time (GMT)**

Mean solar time at the meridian of Greenwich, England, used as a basis for standard time throughout the world. Normally expressed in four numerals 0001 to 2400. Also called Zulu time.

**Ground handling**

Those services include interior and exterior cleaning of aircraft, de-icing, catering, provision of ground power, of tow tractors, mobile lighting and passenger embarkation and control.

**Handover procedure**

- 1. Transfer of POWs, bodies, mail and property (including domestic animals) through intermediaries, across no-man's land, United Nations buffer zones or areas of separation, with supervision by peacekeeping forces
- 2. Transfer of UN and contingent property (rations and supplies) from outgoing (on rotation) to incoming one.

**Hazardous materiel**

Any materiel which because of its properties is flammable, corrosive, an oxidizing agent, explosive, toxic or radioactive.

**head of mission (HOM)**

Military personnel appointed by the SG as either Force Commander or Chief Military Observer or civilian UN staff member appointed by the SG as his Special Representative.

**Headquarters (HQ)**

The executive and/or administrative elements of command unit.

**Headquarters Committee on Contracts**

A committee based in UN NY HQ which reviews all cases of procurement for over\$ 200,000.

**Health services**

Services intended directly or indirectly to contribute to the health and well-being of patients or a population.

**Helipad**

A prepared area designated and used for takeoff and landing of helicopters (including touch down or hover): it may be a circular or rectangular area, in or near a camp, which has been cleared of obstacles and marked for helicopter landings. The (rudimentary) equipment usually includes a wind cone, a beacon light and coloured flares.



**Holding capacity**

The quantitative potential of a holding facility to accommodate patients waiting for medical evacuation, usually in other fully supported hospital beds.

**Host Nation**

The nation or government upon whose territory the UN mission or Area of Operations is physically located.

**Host Nation Support (HNS)**

Civilian and military assistance rendered by the host country to UN forces deployed within or staging through that country, based upon agreements mutually concluded between the Member State and the UN. It includes medical support: resources and infrastructure of the host country that is available and accessible to peacekeeping forces.

**UNHQ**

United Nations Headquarters in New York is the central strategic location for all the bodies of the United Nations.

**Humanitarian Assistance**

Material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian crises. The primary objective of humanitarian assistance is to save lives, alleviate suffering, and maintain human dignity.

**Hybrid Operation**

A peace operation involving the deployment of military, police, or civilian personnel from two or more entities under a single structure.

**Immediate operational requirement (IOR)**

A demand submitted for urgently required parts or items which concern Mission essential or critical equipment which would impair a unit's operational effectiveness.

**In Theatre**

That geographical area which contains the imminent mission. Normally within the borders of a single country.

**Incident report (INCREP)**

Immediate report or incident report, to inform the force or mission headquarters by the fastest means of an actual or potential breach of the peace.

**In Survey**

Marching-in survey. Physical verification of all contingent-owned stores, equipment and vehicles and UN-owned accountable items when a member nation's contingent enters the mission area. The actual amount of the reimbursement for COE is based on the marching-in survey (which is thereafter constantly updated as issues and receipts are posted and as write-offs occur), and, in the case of equipment/stores deployed for less than four years, a "marching-out survey" is done when it leaves the mission area. These surveys are carried out by the contingent as well as by UN experts who assess the actual value of the equipment as it enters and leaves the mission area and are used by the UN as a basis for settlement of government claims for reimbursement.

**Integrated logistic support**

The process by which all available material, administrative, and sustainment systems are combined to form the most effective and cost-efficient support system.

**Integrated Mission**

A strategic partnership between a multi-dimensional United Nations peacekeeping operation and the UNCT based on a shared vision among all United Nations actors as to the strategic objectives of the United Nations presence at country-level.

**International Air Transport Association (IATA)**

IATA is a union of the majority of international air carriers, representing matters of interests to all members involved. IATA regulates the international cooperation within the worldwide net of air carriers, covering the airlift of personnel and cargo.

**International Civil Aviation Organization (ICAO)**

ICAO is an inter-governmental organization under the umbrella of the UN of approximately 160 Member States, concerning all makers of international civil aviation that need coordination and standardization for world-wide application.

**International Dangerous Goods Code (IDGC)**

IDGC regulates the international transport of dangerous goods by sea. Equivalent to ICAO-TI for handling of dangerous goods (refer to this Annex).

**International logistics**

In the context of this manual, International Logistics encompasses the process of negotiating, planning, coordinating, and implementing logistics support between the civilian and military components of Member States and international organizations. It incorporates Member States' facilities, technologies, material, and services, and aims to achieve the intermeshing of policies, programs, procedures, and other applicable components of military and national support to produce an integrated logistics system between those Member States contributing to UN sponsored missions around the world.

**International Maritime Organization (IMO)**

IMO is an inter-governmental organization under the umbrella of the UN, issuing recommendations to Member States on matters needing cooperation and standardization for world-wide sealift activities.

**Interoperability**

The ability of systems, units, or contingents to provide services to and accept services from other systems, units, or contingents and to use the services so exchanged to enable them to operate effectively together.

**Inventory control**

The control of material by means of established material accounting and management methods and procedures.

**Items, recoverable**

An item which normally is not consumed in use and is subject to return for repair or disposal.

**Joint Movement Control Centre (JMCC)**

The JMCC is tasked with coordinating all transport requirements within the mission area. It has control over all 2nd line transport assets allocated to the mission, either military or (local) civilian; it controls the use of air, sea, and inland waterway transport resources within the mission area; and coordinates the scheduling of personnel/materiel in and out of the mission area.

**Lead time (procurement)**

The period from the provisioning point to delivery point, divided into three components:

- Agency Lead Time: the period involved in the gathering of usage data, the calculation of requirements and the preparation and submission of the requisitioning documents.
- Purchase Lead Time: the period involved in the processing of the requisitioning document, the calling of tenders, and the awarding of contracts.
- Vendor Lead Time: the period involved from the time the order is placed until the item is received.

**Letter of Assist (LOA)**

This is a contracting method by which the UN arranges for the provisioning of special supplies or services to a mission from a government, based on the issue of a numbered letter as authority. It is a letter (subject to reimbursement by the UN) authorized by the UN to supplying nations so that these can make purchases directly through reliable national sources. Consequently, LOAs can involve both UNOE and COE.

**Level of medical support**

A numeric designation which identifies the functions and levels of capability a medical unit can provide.

**Lines of communication**

All the routes (land, water, and air) that connect an operating UN force with home bases of the contributing Member States, and along which supplies and personnel move. Internal lines of communication are those routes within the theatre of operations along which supplies and personnel move.

**Lines of repair support (excluding aircraft)**

- **First Line:** The maintenance organization immediately responsible for the maintenance and preparation for use of complete systems and equipment. Units normally undertake Depth A maintenance. Firstline maintenance organizations normally undertake Depth B maintenance, but may be authorized to undertake some Depth C maintenance for specialist and unique equipment. Provided by support integral to unit, operating within parent unit organization.
- **Second Line:** The maintenance organization responsible for providing support to specified first line units/organizations. Second line organizations normally undertake Depth C maintenance but may be authorized to undertake some Depth D maintenance. Normally independent workshop or repair facility. Usually operates at formation/force level.
- **Third Line:** The maintenance organization other than first and second line. Third line organizations, although able to undertake all depths of maintenance, normally undertake Depths C and D maintenance. Usually static, may include industrial organizations providing support to the services under contract.

**Liquidation (of peacekeeping mission)**

Activities executed in the closure of a field mission: includes the physical withdrawal of equipment, supplies, and personnel from the AO, and the administrative closure action (closure of accounts, finalization of property records and survey cases, and settlement of claims).

**Local Committee on Contracts**

A Committee established at the mission level to review all procurement cases between \$ 50,000 and \$ 200,000.

**Logistics**

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

**M2 Bailey Bridge (sets)**

An all-purpose (i.e. tactical and line communication) prefabricated steel panel bridge designed for portability and speed of erection.

**Mail and Diplomatic Pouch Unit (MDPU)**

In charge of mail and documents dispatched through the diplomatic pouch.

**Major equipment**

Items of equipment which, in themselves, fulfil prime operational functions and which do not lose their identity or become integral parts of other equipment or installations, e.g. ships, tanks, aircraft.

**Mandate**

The term UN mandate is typically used to refer to a long-term international mission which has been authorized the Security Council. UN mandates typically involve peacekeeping operations. UN peacekeeping operations are deployed and subsequently supported logically on the basis of mandates from the United Nations Security Council.

**Medical evacuation (MEDEVAC)**

Evacuation of medical cases between levels of care established in theatre (intra-theatre MEDEVAC) or to medical facilities out of theatre (inter-theatre MEDEVAC). Also found: "to be medevaced".

**Medical logistics support**

Includes all measures and actions to provide medical supply corresponding to the requirements/needs of the medical situation, to control and manage medical materiel and to maintain medical materiel.

**Medical officer**

A physician with officer rank.

**Medical personnel**

All ranks of medically trained individuals required in either a military or civilian facility to accomplish the assigned mission. Medical personnel are protected by the Geneva Conventions.

**Medical team**

A set of medical personnel working together for an assigned mission.

**Medically isolated area**

Any area where evacuation of a patient cannot be achieved within a reasonable time frame or where professional medical advice is only available by radio, if at all.

**Memorandum of Understanding**

The MOU is a negotiated, formal agreement between the UN and the troop/police contributing country that establishes the responsibility and standards for the provision of personnel, major equipment, and self-sustainment support services for both the UN and the contributing country. It is signed by UN representatives from the Department of Operational Support and the contributing countries Permanent Mission to the UN and remains in force until the end of the mandate of the peace operation, when the formed military/police unit repatriates from the mission, or until both parties mutually agree that the MOU requires adjustment and renegotiation.

**Mission**

An operation in a particular geographic area that has been sanctioned by the UN General Assembly to be undertaken by contingents from Member States.

**Military Adviser (MILAD)**

MILAD to the SRSG, liaises with military authorities and advises on safety of mission personnel. Is a D-1 or P-5.

**Military Liaison Officer**

An officer responsible for the maintenance of contact or intercommunication between elements of military forces to ensure mutual understanding and unity of purpose and action.

**Military Police (MP)**

The PKO MP element, normally of company strength, is drawn from all contingents in the force and is organized along functional lines: provost (discipline), traffic, investigation, and other areas.

**Mission Subsistence Allowance (MSA)**

Per diem or mission subsistence allowance is designed to cover board and lodging expenses for UN staff on mission, police monitors, and military observers.

**Mission survey team**

Assessment team sent to a new mission site to gather data and to prepare an assessment concerning the force size and composition required and the logistical needs of a new peacekeeping operation.

**Modularization**

GFSS introduces modularity as one of the four support pillars which aims at successful deployment of mission infrastructure as deliberate and predefined packages delivered by the UN provided, contracted and/or Member States provided enabling capacities.

**Mounting**

All preparations made in home bases or areas designated for that purpose, in anticipation of an operation.

**Movement control**

The planning, routing, scheduling, and control of personnel and freight movements over lines of communication. Also the organization responsible for these functions.

**Movement Control Unit (MCU)**

The headquarters of the movement control unit will normally be co-located with the civilian component's MCC under the GSB where effective coordination of this function can be exercised. The unit will be expected to cater for detached movements. Hence, this unit is usually formed of a number of detachments operating at airports, seaports, and railheads. Detachments normally number four to six personnel in size except in the initial and final stages of a peacekeeping operation during the reception and Mission Start-Up phases. Hence, this unit should increase in size during these critical periods.

**Multidimensional United Nations Peace Operations**

United Nations peacekeeping operations comprising a mix of military, police and civilian components working together to lay the foundations of a sustainable peace.

**National-Owned Equipment (NOE)**

Equipment not approved by the UN, but considered essential by a troop-contributing country, for security, communications, medical or welfare purposes, and which remains that country's responsibility (without reimbursement).

**Observer Mission**

Consists of unarmed officers, to man observation posts and to monitor ceasefires and armistices.

**Operational Command**

The authority delegated to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational and/or tactical control as may be deemed necessary. It does not of itself include responsibility for administration or logistics. May also be used to denote the forces assigned to a commander.

**Operational Control**

The authority delegated (granted) to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location by troop-contributing countries in the Security Council resolution/mandate, to deploy units concerned and to retain or assign tactical control of those units. It is a more restrictive level of authority than operational command: a commander cannot change the mission of those forces or deploy them outside the area of responsibility previously agreed to by the troop-contributing country without prior consent of this country. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control.

**Operational Plan**

Formal directives (in the same format as operation orders) designed to meet a contingency, which is expected but not yet imminent.

**Out-survey**

Physical verification of all contingent-owned stores, equipment and vehicles, and UN-owned accountable items where a contingent withdraws from the mission area.

**Overhaul (recondition)**

A comprehensive examination and restoration of materiel to a specified standard.

**Paramedical services**

Medical services that are provided by specially trained/certified medical technicians.

**Patrol**

In the context of peacekeeping operations, patrols, mounted and dismounted, are only carried out in an overt, high profile manner. In a military context, one traditionally distinguishes between “combat patrols”, “escort patrols”, “ambush patrols”, “standing patrols”.

### **Peacebuilding**

In the aftermath of conflict; It means identifying and supporting measures and structures which will solidify peace and build trust and interaction among former enemies, in order to avoid a relapse into conflict; often involves elections organized, supervised or conducted by the United Nations, the rebuilding of civil physical infrastructures and institutions such as schools and hospitals, and economic reconstruction.

### **Peacekeeper**

Peacekeeping soldier; strictly speaking “peace-keepers” can include civilian staff, whereas “peacekeeping soldier” does not; in practice, however, the term usually refers to the military component of a peacekeeping operation.

### **Peacekeeping**

Politico-military activity aimed at conflict control, which involves a United Nations presence in the field, usually involving military and civilian personnel, with the consent of the parties, to implement or monitor the implementation of arrangements relating to the control of conflicts, cease-fires, separation of forces etc., and their resolution, partial or comprehensive settlement, and/or to protect the delivery of humanitarian relief.

### **Peace operations**

Non-combat military operations undertaken by outside forces with the consent of all major belligerent parties and designed to monitor and facilitate the implementation of an existing truce agreement in support of diplomatic efforts to reach a political settlement; “PKOs” covers: peacekeeping forces, observer missions and mixed operations.

Also, peace support operations, which include preventive deployments, peacekeeping and peace-enforcement operations, diplomatic activities such as preventive diplomacy, peacemaking and peacebuilding, as well as humanitarian assistance, good offices, fact-finding, electoral assistance.

### **Peacemaking**

Diplomatic process of brokering an end to conflict, principally through mediation and negotiation, military activities contributing to peacemaking include military-to-military contacts, security assistance, shows of force and preventive deployments.

### **Peacetime stock levels**

The level at which military units in Member States maintain military material stocks in order to meet the needs of those units undertaking their normal peacetime role.

### **Per capita reimbursement**



Process of reimbursing based on average cost per outpatient visit and average of inpatient day costs.

**Personnel at risk**

Those members of a civilian or military service who are exposed to a casualty generating process.

**Petroleum, oil and lubricants (service), POL (service)**

A broad term which includes all petroleum and associated products used by the armed forces.

**Petty cash order**

An authorized document or transaction to obtain material and services with petty cash funds, a form of direct purchase.

**Pipeline**

In Logistics, the channel of support or a specific portion thereof by means of which material or personnel flow from sources of procurement to their point of use.

**Posting**

The action of entering or transcribing information onto accounting documents for the purpose of keeping records.

**Prefabricated accommodation**

Prefabricated hut; prefabricated unit; Porta Cabin, can be hard-walled or soft-walled.

**Preventive maintenance inspection**

Pre-determined and scheduled inspection procedure operating on a continual basis (normally annually), designed primarily to detect maintenance requirements early and thus prolong the useful life of works and buildings at minimum cost to meet various safety regulations.

**Procurement**

The process of obtaining material and services for use in the supply system at all levels; generally involves purchase from commercial sources. The process of obtaining personnel, services, supplies and equipment.

**Procurement document**

Normally a document requisitioning an item from commercial sources. It might also be interpreted as a document demanding an item from the supply system.

**Project officer**

The Project Officer is responsible for the evaluation of the transportation process.

**Provisioning**

The process of determining requirements and initiating procurement.

**Purchase description**

An elementary specification to identify and describe an item of purchase. The description should include sufficient data to enable evaluation of the item, either by means of reference to a formal specification or inclusion of critical performance data in the description.

**Purchase order**

A purchaser's written offer to a supplier formally stating all terms and conditions of a proposed transaction.

**Rapid deployment forces (RDF)**

Described as a short-notice contingency forces, RDFs can be formed both unilaterally and with partners, and be deployed in situations where their military organizations, training, and equipment, such as transport and communications, enable them to cope with a totally civil situation; their activities range from disaster relief (earthquakes, floods etc.), to humanitarian relief (famines), to operations to maintain the peace by separating warring sides, to actual warfare; RDF is the generic term, whereas rapid reaction force is the name given to various specific formations.

**Ration scale**

The list of entitlement for troops to a specified amount of food per day. Force demands (Q1s) are made out in accordance with this scale.

**Re-order level (ROL)**

A calculated stock level such that, action is taken to replenish system assets, if net asset fall to or below that level.

**Reaction time (Supply)**

That period of time measured from the receipt of a user demand by the Supply System to the hand-over of the demanded material to the transportation agency.

**Recall notice**

Notification to a contingent of an issue in excess of authorized holdings, including loans, temporary and other issues of material made outside the supply system, requiring the return of excess material.

**Reception Staging Onward-movement and Integration**

The essential process that transitions deploying forces, consisting of personnel, equipment, and material arriving in theatre into forces capable of meeting operational requirements.

**Reclamation**

The process whereby materiel declared worn, or scrap is restored to a condition which renders it fit for further use.

**Reconditioning**

A comprehensive restoration of an equipment or assembly to its original standard.

**Recovery**

Action taken to repossess material or to financially reimburse UN, in whole or in part, for the loss of or damage to material. Or, the extrication of an equipment casualty and, if necessary its removal to a place where it can be repaired or evacuated.

**Recovery control**

The arrangements set up to execute a recovery plan, to provide continuous control of recovery resources, and to collect and pass back recovery information.

**Recurring demand**

A demand made on the supply system that is expected to recur periodically.

**Reference number**

Any number used to identify an item of supply. Reference numbers include manufacturer's part, drawing, model, type, source, controlling numbers, specification controlling numbers and the manufacturer's trade name, when the manufacturer identifies the item by trade name only; other countries' NATO stock numbers as defined in cataloguing instructions; specifications or standard numbers; and specification or standard part, drawing, or type numbers.

**Reimbursable**

A category of personnel or material made available to the UN by agreement for use in a mission and for which reimbursement is made to the Member State concerned from the UN budget.

**Repair decision**

This is the planning decision on the repair of equipment. The decision takes into account the operational situation, classification, condition, spares availability, repair capacity, obsolescence, surplus stock, and the economics of repair. The repair decision will be taken by the planning staff at workshop or higher level or at first line where authorized.

**Repatriation**

Leaving the mission and returning home.

**Requisition**

To replenish stocks and obtain new items required by contingents.

**Reserve stocks**

Material held or controlled for use only for prescribed purposes; e.g. composite rations.

**Restriction list**

A list of items that are available for general issue, but under defined conditions.

**Roadworthy**

Fitness for use on the road. Braking system, steering gear, tires, lighting equipment and reflectors (and seat belts if applicable), shall comply with prescribed statutory requirements. In addition, there should be no evidence of major structural or mechanical failure of the chassis, body or hull, running gear, or turret.

**Rotation**

A subset of sustainment is the Rotation of personnel into and out of the Area of Operations. Normally contingent rotation will be every six (6) months.

**Route clearance**

The clearing of obstructions (e.g. broken down or damaged vehicles) along a route, in order to ensure an uninterrupted flow of traffic.

**Routine maintenance**

Small works such as the replacement of glass, repair of leaking plumbing fixtures, repair of small electrical faults.

**Salvage**

To strip serviceable parts from an item of equipment which is beyond repair, in order eventually to install them on other items of equipment. This can be damaged, worn, aged, or specialized equipment or material that cannot economically be repaired or adapted for further use but has possible value other than the scrap or material content. It can also be the saving or rescuing of materials contained in condemned, discarded, or abandoned equipment for reuse, refabrication, or scrapping.

**Scales of issue**

Lists of authorized maximum levels of holdings of stores, equipment, and vehicles as established by Mission HQ, for use by Contingent and Camp Command to meet their operational commitments.

**Second line material**

Stocks of material positioned in the Supply Unit (FLSG) and held as stock in immediate support of assigned contingents/units.

**Self-recovery**

The extrication of a vehicle using its own equipment.

**Self-Sustainment**

Self-sustainment means a logistics support concept for troop contingent/police unit in a peacekeeping mission whereby the contributing State provides some specific or all logistics support to the contingent on a reimbursable basis.

**Senior political adviser**

Civilian, part of the Force Commander's personal staff, unless a SRSO is working in the same area, in which case the political adviser will be on the latter's staff; keeps the SRSO informed of local, national, and regional developments, drafts communications.

**Serviceable**

The condition classification assigned to an item that can be used, without restriction, for its intended purpose.

**Service Centres**

Global and regional service centres have two main goals; to deliver predefined modules for goods and services which are critical enablers for rapid deployment and to host the operational support teams responsible for delivering day-to-day support services.

**Serviceable material**

Material that is ready to be used for the purpose intended; in suitable condition for use.

**Side load**

The process of transferring a repair load from one workshop to an equivalent workshop in the same or another formation.

**Standard operating procedure (SOP)**

A set of instructions covering those features of operations, which lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless prescribed otherwise in a particular case. Thus the flexibility necessary in special situations is retained.

**Status of (the peacekeeping) force(s) agreement (SOFA)**

Agreement between the UN and the host country.

**Stock control**

That aspect of inventory control, which includes the control of stock items through the maintenance of accounting records.

**Stock level**

This term is used to describe the quantity of material required for a given level of activity over a given period of time. The Force Logistic Directive will detail the stock level for any particular mission in terms of days. Member States will then translate this requirement into holdings of specific items.

**Stock position**

A statement identifying all inventory assets and liabilities for an item of supply.

**Storage**

A function of warehousing which involves the receipt of an item, putting it away for safekeeping, and subsequent retrieval when required for use, sale, or disposal.

**Substitute item**

An item of supply possessing such functional and physical characteristics as to cause it, under certain conditions or in particular applications, to be considered acceptable for issue by Supply system and the customer in lieu of the preferred or alternate item, provided alteration of the item itself or of adjoining item is not required.

**Supply**

The operations normally involved in furnishing, providing, affording, or distributing items of supply to a user to satisfy stated requirement(s); the function includes all actions from the initial determination of requirements as to kind and quality through testing, standardization, adoption, modification, procurement, acceptance, receipt, storage, issue, maintenance, distribution, evacuation, salvage, re-issue, disposal, accountability, responsibility, and stock control.

**Supply depot**

A specialized facility designed, equipped, and manned to perform the warehousing function and conduct other supply activities, particularly those associated with the maintenance of stocks.

**Surplus material**

Material for which there is no known requirement. An item may become surplus because it is obsolete, uneconomical to repair, or in excess of forecast requirements.

**Sustainment Engineering**

Sustainment engineering focuses on tasks that support peacekeeping forces including construction and repair of accommodation, logistics facilities, and keeping lines of communication open.

**Tactical control**

The detailed and, usually, local direction and control of movements or manoeuvres necessary to accomplish missions or tasks assigned.

**Technical direction**

Executive powers exercised by a maintenance officer over the policy, methods, equipment, specialist training, techniques, and procedures that will be employed by a unit in carrying out its technical function.

**Temporary reception area**

That area designated for used by Member States' contingents on first deploying to a mission area, prior to moving to designated operational areas.

**Traditional United Nations Peacekeeping Operations**

United Nations peacekeeping operations conducted with the consent of the parties to a conflict, usually States, in which "Blue Helmets" monitor a truce between warring sides while mediators seek a political solution to the underlying conflict.

**Transition**

Transition is the final phase of a UN operation that focuses on two important aspects of partnership: the transition from other security actors to a United Nations peacekeeping operation; and the hand-over of responsibilities from a United Nations peace operation to United Nations system partners and others, as it prepares to withdraw. Transition includes hand-over, withdrawal, and liquidation.

**Troop-contributing country (TCC)**

Troop contributor (UN); troop-contributing nation TCN.

**Trust funds**

Trust Fund is a fund based on contributions from Member States to a specific mission for specific projects. The money donated is not part of the regular UN budget and thus, cannot be used for any of the mission's budgetary means. The donor specifies what type of projects the funding can be used for. Planning for activities to be partially or fully financed by extra-budgetary funds (trust funds) is provisional, and such activities are implemented only if adequate funds are made available.

**Umoja**

Umoja is an Enterprise Resource Planning (ERP) solution that includes software designed to facilitate and streamline information between all business functions within the United Nations Secretariat. Umoja is the United Nations' central administrative system, replacing multiple and fragmented legacy systems.

**Unit of issue**

A statement of measure assigned as the item control unit upon which all transactions will be based.

**UN Equipment**

- UN-owned equipment: Equipment purchased and maintained by the UN.
- Contingent-owned equipment: Equipment whose ownership is retained by the Member State, but it is maintained by the UN.
- Nationally-owned equipment: Equipment that is required by the Member State but is not approved by the UN. This will be maintained by the Member State.
- Host nation-owned equipment: Equipment provided by the host nation and maintained by the UN.

**UN flights in the theatre**



In the theatre, UN flights operating for Transport or Movement missions are called Scheduled Flights or Special Flights. The following aviation missions are conducted by these flights: Liaison Transport, Intra-theatre passenger flights, Intra-theatre logistics airlifts, Theatre support to troop rotations, Intra-theatre vertical replenishment, Battalion and UNMO's support, Helicopter slinging and hoisting, and Welfare/morale support.

- Scheduled Flights are defined as UN flights operating on a fixed recurring frequency and route.
- Coordinating with the Air Operations Section (AIR OPS) under COO, the Air Transportation Officer establishes the schedules for these flights to meet frequent demands or indispensable needs such as resupply for frontier units.
- Special Flights are UN flights programmed for a specific mission. Whenever flights are necessary, they are arranged through the coordination between the Air Transportation Officer and AIR OPS. Since total available flight hours are limited for each month, these flights must be planned considering the long term view.

### **United Nations-Led Peace Operation**

A Peace operation authorized by the UN Security Council and conducted under the direction of the UN Secretary-General.

### **UN military observers (UNMO, MILOB)**

Main task: to supervise, monitor, verify, and report on ceasefire agreements, separations, and withdrawals of forces, cessation of outside assistance; to monitor checkpoints, ingress/egress point and sea/airports; to monitor regrouping, cantonment, and disarmament or demobilization processes; to locate and confiscate caches of weapons; to liaise with factions, NGOs, UN agencies, and neighbouring countries, assist humanitarian activities (POW exchange, food distribution etc.); in some cases UNMOs serve in military observer group, which consists of UNMOs and is commanded by a Chief Military Observer; in other cases they form part of a peacekeeping force.

### **UN-Owned stores**

All stores, equipment, vehicles, and spare parts supplied and paid for by the United Nations in support of the mission.

### **UN Stand-by arrangements system (UNSAS)**

Provides the UN with a database containing military units of Member States, which can in principle be made available to the UN at short notice.

### **Vehicle I Equipment**

A self-propelled, boosted, or towed conveyance for transporting a burden on land, sea, or through air or space. Those recognized on UN missions are:

- **A-vehicle:** A tracked or wheeled armoured combat land vehicle primarily designed for offensive purposes and a specialist vehicle derived from these basic designs.
- **B-vehicle:** A tracked or wheeled land vehicle, self-propelled or towed, commercial or general service, which is not primarily designed for offensive purposes but which may in some cases be armoured for defensive purposes, and which is not otherwise specifically defined.
- **C-vehicle:** A wheeled or tracked item of earth moving equipment, either self-propelled or towed; all self-mobile, self-steering, purpose-made cranes, cable laying ploughs; all industrial and agricultural tractors and rough terrain fork lift tractors excluding warehouse tractors.
- **E-vehicle:** A truck-mounted or trailer-mounted equipment or a static generator whose registered number must be recorded for legal or management purposes.
- **P-vehicle:** A powered mobile, materiel handling, equipment that is used in a warehouse or industrial environment, including a tractor, trailer, or hand pallet truck, whose registered number must be recorded for legal or management purposes.
- **R-equipment:** An item of engineer equipment or construction plant, or an ancillary, which is neither a C nor an E vehicle and whose registered number must be recorded for legal or management purposes.
- **W-equipment:** An unarmed weapon or an element of a weapon system which is not a personal weapon but whose registered number must be recorded for legal or management purposes.
- **Z-equipment:** A transportable container whose registered number must be recorded for management purposes.
- **Commercial vehicle:** A vehicle that is basically a manufacturer's standard product but incorporating the minimum of military modifications to make it suitable for its operational use.
- **General Service vehicle:** A vehicle specially built for military operational use to a military specification. Abbreviation MPV.
- **Specialist vehicle:** A vehicle with a role that dictates that special fixtures or equipment be permanently incorporated in its structure.

### **Vehicle log**

The Vehicle Log records performance and any defect affecting the efficient running of the vehicle. The Vehicle Log is printed on the backside of the Vehicle Trip Ticket. Drivers are responsible for filling out the form correctly with kilometres covered, fuel uplift, and any defects noted.

### **Vehicle trip ticket**

The Vehicle Trip Ticket is the document of authorization for each journey. It also records kilometres covered and fuel uplift. Each trip is to be authorized by a person nominated to do so. Contingent/unit commanders are to include in their SOPs the officials who are authorized to sign the Vehicle Trip Ticket.

**Vehicle registration card**

Each vehicle is to carry the UN vehicle registration card complying with the UN registration plates on the vehicle.

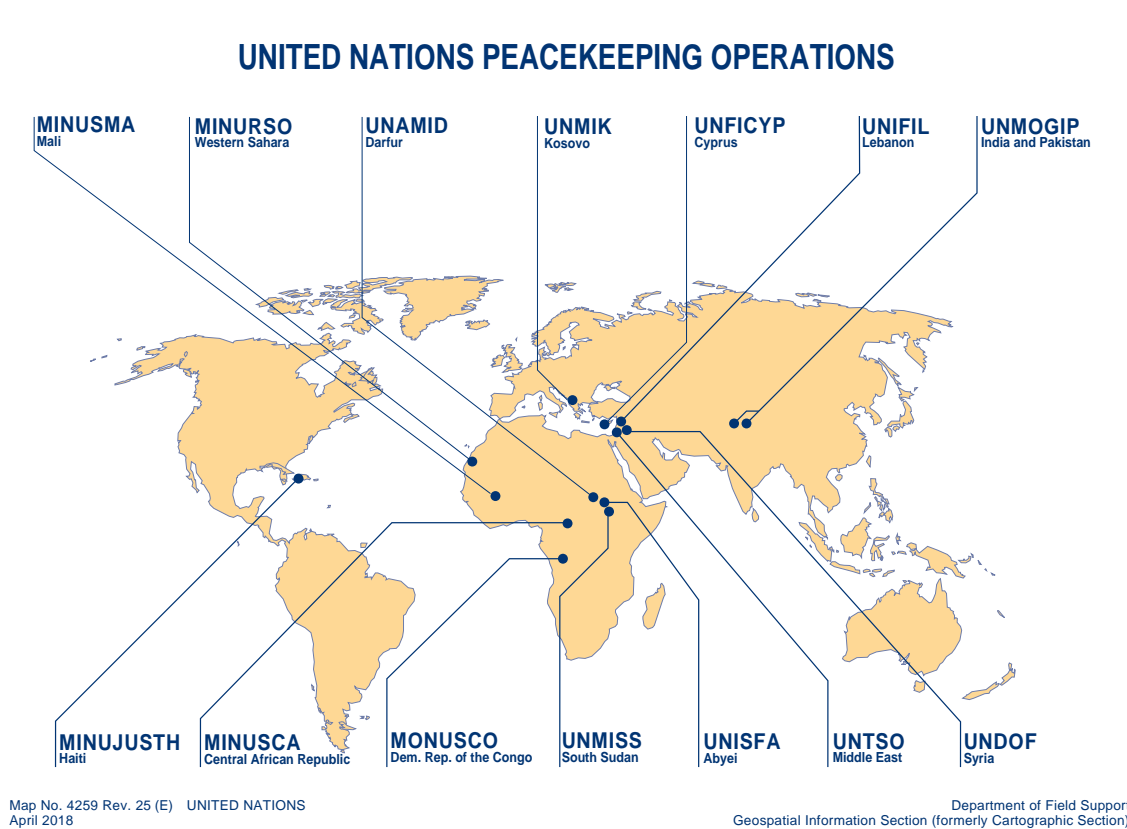
**Wet lease arrangements or system**

A contingent-owned equipment reimbursement system where the troop-contributing country assumes responsibility for maintaining and supporting depleted major or minor items of equipment and is entitled to reimbursement.

**Write-off**

The deletion from records of material on charge due to shortage, loss by fire, theft, or unauthorized destruction.

## Appendix C: Current UN Peacekeeping Missions



UN Peacekeeping Map from the UN Geospatial Information Section, April 2018: <[www.un.org/Depts/Cartographic/map/dpko/P\\_K\\_O.pdf](http://www.un.org/Depts/Cartographic/map/dpko/P_K_O.pdf)>.

- » ***Looking for statistics or other data about peacekeeping around the world today? Visit the UN Peacekeeping resource page for the most up-to-date information about current peacekeeping operations and other UN missions:***  
***<<https://peacekeeping.un.org/en/resources>>.***

## About the Author: Major Rod Little



*Photo by Rod Little.*

Major (retired) Rod Little is a former Canadian Armed Forces Logistics Officer.

He retired as the 36 Brigade G4 responsible for transportation, maintenance, and supply of all army units in Nova Scotia and Prince Edward Island. He was commissioned from the ranks to officer in November 2000 and moved from the Resource Management Support Clerk trade to Army Logistics.

In 2010, he left Canada for the International Peace Support Training Centre Nairobi, Kenya, where he completed 21 UN logistics courses in Kenya, Mali, South Africa, and Uganda. While at the centre, he was double-hatted as the officer in charge of training support. Major Little's career highlights include a tour with a Canadian Embassy; serving as a senior leader in an operational environment; and acting as a course director and directing staff working with international military, police, and civilian participants.

Major Little completed the Advanced Logistics Officers Course in Borden, Ontario. In December 2006, he completed the Army Operations Course in Kingston. He has finished all six Officer Professional Military Education courses, including four with honours. Other Officer qualifications include Financial Services, Human Resources, and Army Logistics Phase 4 training. As a Non-Commissioned Member, Major Little completed Senior Leadership Training, the highest level of Administration Clerk Training, and the Middle Management Course. He has participated in many major Army training exercises, including brigade-level exercises .

Major Little has the Canadian Decoration 1; Special Service Medal; and UN and Canadian Peacekeeping medals.

## Instructions for the End-of-Course Examination

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### Format and Material

The End-of-Course Examination is a multiple-choice exam that is accessed from the Online Classroom. Most exams have 50 questions. Each question gives the student four choices (A, B, C, and D), and only one is the correct answer. The exam covers material from all lessons of the course and may also include information found in the annexes and appendices. Video content will not be tested.

- » ***Access the exam from your Online Classroom by visiting <[www.peaceopstraining.org/users/courses/](http://www.peaceopstraining.org/users/courses/)> and clicking the title of this course. Once you arrive at the course page, click the red “Start Exam” button.***

### Time Limit

There is no time limit for the exam. This allows the student to read and study the questions carefully and to consult the course text. Furthermore, if the student cannot complete the exam in one sitting, he or she may save the exam and come back to it without being graded. The “Save” button is located at the bottom of the exam, next to the “Submit my answers” button. Clicking on the “Submit my answers” button will end the exam.

### Passing Grade

To pass the exam, a score of 75 per cent or better is required. An electronic Certificate of Completion will be awarded to those who have passed the exam. A score of less than 75 per cent is a failing grade, and students who have received a failing grade will be provided with a second, alternate version of the exam, which may also be completed without a time limit. Students who pass the second exam will be awarded a Certificate of Completion.

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- Stay connected with POTI by visiting our community page and engaging with other students through social media and sharing photos from your mission. Visit <[www.peaceopstraining.org/community](http://www.peaceopstraining.org/community)> for more. Once you pass your exam, see your name featured on the Honour Roll as well.