Module 3: Operational Framework

Lesson 1

Military Planning Process
Why is this important for me?

• All military staff officers in the FHQ of a UN mission need to understand the UN Military Planning Process for peacekeeping operations in order to fully participate in the process.

• Successful military operations rely on commanders and staff understanding and employing a common and comprehensive planning and decision-making process.
Learning Outcomes

• Identify the phases of the Military Planning Process
• Explain the basic methods to analyze the Operational Environment (OE)
• Undertake the Analysis of the OE
• Develop Courses Of Action (COA)
• Evaluate different COAs
Lesson Content

- Overview of the Military Planning Process
- Analysis of the Operational Environment
- Mission Analysis
- Course of Action Development
Definition of the Military Planning Process

A methodical process that relies on joint efforts of commanders and staff to seek optimal solutions and to make decisions to achieve an objective in a dynamic environment.
Principles of Planning

- Comprehensive
- Efficient
- Inclusive
- Informative
- Integrated (with long term goals)
- Logical
- Transparent
Themes of Planning

- Identify problems and objectives
- Gather information
- Generate options to achieve those goals
- Decide on the way ahead and then execute it
Likely Consequences of Hasty or Incomplete Planning

- Inefficient use of resources
- Potential loss of life
- Ultimately mission failure

Successful military operations rely on commanders and staff understanding and employing a common and comprehensive process.
Phases of Military Planning Process in UN Peacekeeping

1. Analysis of the Operational Environment.
3. Course of Action Development.
5. Production of Operations Orders.
Phases of MPP

1. Phase 1 – Analysis of the Operational Environment
2. Phase 2 – Mission Analysis
3. Phase 3 – Course of Action Development
4. Phase 4 – Course of Action Analysis and Decision
5. Phase 5 – Production of Operations Order
Circular Process

- **Guidance**
- **Mission Analysis**
- **Phase 2**
- **Analysis of the Operational Environment (AOE)**
- **Phase 1**
- **Production of OPORD**
  - **Phase 5**
- **COA Development**
  - **Phase 3**
- **COA Analysis & Decision**
  - **Phase 4**
Sequential Process

**Phase 1**
AOE

**Phase 2**
MISSION ANALYSIS

- Mission Analysis Brief
- WARNO 1

**Phase 3**
COA DEVELOPMENT

- COA Brief

**Phase 4**
COA ANALYSIS AND SELECTION

- Decision Brief for Cdr
- WARNO 3

**Phase 5**
PRODUCTION OF OPORD

Cdr Initial guidance

STAFF ESTIMATES
Requirements for Military Planners and Decision-makers

- Follow the process sequentially
- Consider the full scope of determining factors
- Understand the risks associated with the assumptions
- Refrain from shaping their analysis to suit a predetermined course of action
Time Allocation

One-third/Two-thirds Rule:

A general rule of thumb is to allocate a minimum of two-thirds of the time available for planning and preparation to sub-units.
Information Requirements

- Make collection plan
- Use risk-managed assumptions
Interactions with Commanders

- Analyze commander intent carefully
- Ask for commander guidance at regular intervals
- Brief commanders in each phase
The Military Planning Process relies on joint efforts of commanders and staff to seek optimal solutions in a dynamic environment.

The Principles of Planning call for the MPP to be comprehensive; efficient; inclusive; informative; integrated; logical; and transparent.

The five phases of MPP include: Analysis of the OE; Mission Analysis; COA Development; COA Analysis and Decision; and Production of OPORDs.

Summary of Key Messages
Questions?
Lesson Content

Overview of the Military Planning Process

Analysis of the Operational Environment

Mission Analysis

Course of Action Development
Phases of MPP

Phase 1 – Analysis of the Operational Environment
- Phase 2 – Mission Analysis
- Phase 3 – Course of Action Development
- Phase 4 – Course of Action Analysis and Decision
- Phase 5 – Production of Operations Order
Analysis of the Operational Environment (AOE) helps the command and staff elements to refine their situational awareness and understanding in order to have better visualization of the operational environment.
AOE Steps

A. Define Operational Environment
B. Describe Operational Effects
C. Threat Analysis and Adversary CoA
Describe Operational Environment

A. Define Operational Environment
- Review the existing situation
- Scope the likely threats
- Identify significant characteristics of the environment
- Determine AO limitations
- Identify intelligence gaps
- Determine key information requirements

B. Describe Operational Effects

C. Threat Analysis and Adversary CoA
Describe Operational Effects (the ‘so what’)
Military Threat Assessment and Adversary Courses of Action

- Focus on armed threats to the PKO that might affect the safety and security of own forces, designated persons and designated infrastructure
- Focus on physical threats to civilians
Risk Management Process

- Identify Threats
- Assess Threats
- Develop Control Measures
- Disseminate Control Measures
- Monitor
- Evaluate

A. Define Operational Environment
B. Describe Operational Effects
C. Threat Analysis and Adversary CoA
Threats

Threat: Any factors (actions, circumstances, hazards or events) which have the potential or possibility to cause harm, loss or damage to the operations.

Threat = Capability x Intent
Threat Assessment

A. Define Operational Environment
B. Describe Operational Effects
C. Threat Analysis and Adversary CoA

Military Threat Assessment

Internal Actors

External Actors

Key Leaders
Threat Evaluation

- Political agenda
- Leadership
- Force size
- Force structure and disposition
- Logistics and sustainability
- Capability and known tactics
Risks

Risk: The combination of the impact and likelihood for harm, loss or damage to the Operation from the exposure to threats.

Risk = Likelihood x Impact

Risks are categorized in levels from Low to High for their prioritization.
Risk Assessment Matrix

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>Very Unlikely</th>
<th>Unlikely</th>
<th>Moderately Likely</th>
<th>Likely</th>
<th>Very Likely/Imminent</th>
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<tbody>
<tr>
<td>Catastrophic</td>
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<tr>
<td>Severe</td>
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<td>Moderate</td>
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<td>Minor</td>
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<tr>
<td>Negligible</td>
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</table>

LIKELIHOOD

Legend:
- Catastrophic: Low, MEDIUM, HIGH, VERY HIGH, VERY HIGH
- Severe: Low, MEDIUM, HIGH, HIGH, VERY HIGH
- Moderate: Very Low, Low, MEDIUM, HIGH, HIGH
- Minor: Very Low, Low, Low, MEDIUM, MEDIUM
- Negligible: Very Low, Very Low, Very Low, Low, Low
Determination of Adversary COAs

- View the operation from the perspective of the adversaries
- Analyze the threats and risks of each COA to the peacekeeping force
- Assess Conflict Parties Most Dangerous and Most Likely COAs in detail
Differences in Military Threat Assessment

Adversaries

- Easily identifiable by military uniforms, equipment and tactics
- Clear command and control lines
- With the makings of traditional military force

War-like operations

Irregular forces
- Complex relationships
- Unstable

Peacekeeping operation
Learning Activity #1

Ask participants to determine the

Most Likely and
Most Dangerous COAs

for

MPC and
ICSC

in Carana scenario.
Learning Activity #2

Have a discussion about the questions staff and commanders need to ask when analyzing threats and risks to civilians.

For example:

- Who are at risk, where are they, and where are they moving?
- What are their vulnerabilities?
- What are the particular threats and risks facing civilians?
- What types of (armed) actors are responsible for violence against civilians?
- What are their motivations to attack civilians?
- Which HR violations are being committed, and what strategies/tactics are used?
Summary of Key Messages

- The AOE consists of: defining the OE; describing the Operational Effects; Threat Analysis and Adversary COAs.
- The military threat assessment focuses solely on armed threats to the PKO that might affect the safety and security of own forces, designated persons and designated infrastructure.
- Threats are a product of both capability and intent.
- Risk is characterized by both the probability and severity of a potential loss.
Questions?
Lesson Content

- Overview of the Military Planning Process
- Analysis of the Operational Environment
- Mission Analysis
- Course of Action Development
Phases of MPP

Phase 1 – Analysis of the Operational Environment

Phase 2 – Mission Analysis

Phase 3 – Course of Action Development

Phase 4 – Course of Action Analysis and Decision

Phase 5 – Production of Operations Order
Mission Analysis is the principal decision making tool that guides the planning process. It takes the higher-level guidance provided to the planners, challenges it against the facts and assumptions, and then refines it to better detail the mission and the planning requirements.
Mission Analysis

1. Analyse Higher Command Intent
2. Draft Commander’s Intent
3. Identify and Analyse Tasks
4. Identify and Analyse Constraints and Restrictions
5. Identify and Analyse Critical Facts and Assumptions
6. Draft the Mission Statement
Analyse Higher Command Intent

- Must understand the purpose of the operation and the key effects – Ideally at least two levels up.

- Must understand the key tasks – What is to be done.

- Must understand the commanders Scheme of Manoeuvre and synchronisation of effects – How.

- Identifies your role in the Commander’s plan and where the Main Effort will be – What are my Commander’s priorities and how do I fit into the plan
Draft Commander’s Intent

Purpose ➔ Method ➔ End State
Requirements of Commander’s Intent

- Must be understood two levels down
- Include a clear and concise statement of the success criteria and desired end-state
- Include key tasks that become the basis for planning
Commander’s Intent - Example 1

**Purpose:** Restore security in the AOR while dominating the area to ensure compliance with UN Security Council Resolution.

**Method:** Free movement of the population throughout the AOR without fear of attack or harassment by conflict parties or criminal gangs.

**End State:** Complete cessation of interference with humanitarian aid, attacks on civilians and hostilities against the UN’s presence.
Commander’s Intent - Example 2

**Purpose:** To Neutralise Conflict Parties’ ability to conduct offensive operations by conducting operational activities to seize all arms, ammunitions and war-like materials in the AO.

**Method:** Dominate the AO with a system of Checkpoints, Observation Posts and Patrols, then conduct Cordon & Search operations whiles providing intimate support to the disarmament processes in the AO.

**End state:** Conflict Parties do not have the capacity to threaten the peace process through the use of arms.
Learning Activity #1

Analyze the following example of Commander’s Intent and answer the following questions:

- What is the reason to conduct the mission?
- What are the key tasks?
- How the objective is to be achieved?
- What are the commander’s priorities?
- What are the success criteria?
Commander’s Intent – Example

• **Purpose**: To disrupt insurgents’ ability to conduct offensive operations by denying them access to XXX town, their key logistics hub.

• **Method**: I will use a robust joint military force to overwhelm insurgents and secure key infrastructure in XXX town, build defendable positions, & then expand our military presence to secure key LOC using force if required.

• **End State**: The deployment of a joint military force has reduced insurgent influence in, & ability to use, XXX town and the region; & enabled the expansion of TFG presence.
Identify and Analyse Tasks

- Specified Tasks
- Implied Tasks
- Essential Tasks
Learning Activity #2

1. Discuss what are the specified tasks, implied tasks, and essential tasks for a peacekeeping infantry battalion.

2. Analyze the latest mandate of UNMISS and determine the tasks for an infantry of this mission.
# Tasks Listed in the UN Infantry Battalion Manual

### Primary Tasks
- Patrolling
- Observation Post
- Check Point
- Outreach & Engagement
- Situational Awareness
- Cordon & Search
- Convoy & escort
- Operation Base

### Support Tasks
- Disarmament & Demobilization
- Critical Infrastructure & assets Protection
- Crowd Management
- Detention

### Other Tasks
- Buffer Zone
- Joint Operations
- Reinforce/Relief
- Extract/Evacuate
Identify and Analyse Constraints and Restrictions

- Constraints/limitations ("must do" actions)
- Restraints/Restrictions ("Must not do" actions)
- Caveats (Restrictions on the deployment or employment of forces)
Learning Activity #3

Discuss the specified tasks, implied tasks, and essential tasks for the military component in a peacekeeping mission in the implementation of the POC mandate of MINUSMA, and answer the following questions:

• How is POC stipulated in the UNSCR mandate?
• What is the role of military forces in protecting civilians?
• What are specified, implied and essential POC tasks?
• What are the constraints that affect the conduct of POC tasks and operations?
• What are the limitations of our own forces capabilities?
Identify and Analyse Critical Facts and Assumptions

- **Facts**: statements of known data concerning the situation

- **Assumptions**: suppositions about the current or future situation that are assumed to be true in the absence of facts
Assumptions should meet the tests of validity and necessity:

- Validity means the assumption is likely to be true
- Necessity is whether or not the assumption is essential for planning

Assumptions are replaced with facts as soon as possible
CCIRs identify information needed by the commander to make critical decisions, especially to determine or validate courses of action.
Draft the Mission Statement

Who - The group to execute the action.

What – The overall task or tasks to be performed.

When - the action will begin or be completed by.

Where - the action will occur - locations.

Why - (for what purpose) each unit will conduct its part.
Breakdown of a Mission Statement

_Who_ – Sector Northeast.....

_What_ – is to conduct security operations.....

_When_ – from 21 0800hr Oct 16....... 

_Where_ – in the Company A’s AOR......

_Why_ – in order to enable the delivery of humanitarian assistance to the local population within a safe and secure environment.
Acting under chapter VII of the Charter of the United Nations, the UNPKO Military Component will contribute to the development of a sustainable security environment by protecting civilians within capabilities and in its area of deployment, and supporting the implementation of the XXX peace processes in order to foster the reinsertion of state authority.
Mission Analysis Brief - Purpose

• To integrate the planning efforts

• Seek approval of the re-stated Mission Statement.

• Obtain further guidance from the Commander
### Mission Analysis Brief - Sample

<table>
<thead>
<tr>
<th><strong>Briefer</strong></th>
<th><strong>Subject</strong></th>
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<tbody>
<tr>
<td>Chief of Staff</td>
<td>Purpose of brief and current mission,</td>
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<tr>
<td><strong>U2</strong></td>
<td>AOE deductions</td>
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<td>Threats’ Most Likely COA and Most Dangerous COA</td>
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<tr>
<td><strong>U3</strong></td>
<td>Facts and Assumptions</td>
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<td></td>
<td>Analysis of Higher Commander’s Intent</td>
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<td></td>
<td>Recommended essential tasks and end state</td>
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<tr>
<td><strong>U1</strong></td>
<td>Personnel service support and key deductions</td>
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<tr>
<td><strong>U4</strong></td>
<td>Sustainment capacity to achieve the mission</td>
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<tr>
<td><strong>U5</strong></td>
<td>Initial intelligence Collection Plan (CCIRs)</td>
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<td></td>
<td>Recommended broad COAs.</td>
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<tr>
<td>Chief of Staff</td>
<td>Proposed restated mission</td>
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<tr>
<td>Commander</td>
<td>Guidance and intent</td>
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</table>
Learning Activity #4

Scenario. You are members of the FHQ staff of a UN mission. A crisis has broken out in your AOR’s neighbouring country where the UN established a new mission. UNHQ requires your mission to release an infantry battalion to support the new mission for 90 days. The COS has directed the FHQ staff to conduct a Mission Analysis and be prepared to give a Mission Analysis Brief with the following Force Commander’s guidance:

• Protection of civilians must remain our highest priority.
• We must continue to be prepared to deal with the all identified threats within the mission area.
• It is imperative that we remain prepared to respond quickly and robustly to deal with any cross-border threats to civilians.
• We will provide the reallocated infantry battalion with all necessary logistic and training support prior to its deployment.
Learning Activity #4 (cont’d)

**Requirement.** Using the reference material and the provided briefing template, each group needs to brief on the outcome of their mission analysis. The briefing is to be completed within 15 mins. Be prepared to answer questions from the FC throughout the brief.

**Group 1.** AOE summary and threat ML COA and MD COA.

**Group 2.** Facts, assumptions, higher commander’s intent, essential tasks and end-state.

**Group 3.** Recommended CCIRs, broad COAs and restated mission, if required.
Summary of Key Messages

- Mission Analysis is the principal decision-making tool that guides the planning process.
- Commander’s Intent provides direction to the planning officers so that they can determine the solution.
- Planning officers gather two categories of information concerning the mission: facts and assumptions.
- An assumption is appropriate if it meets the tests of validity and necessity.
- The mission statement should describe the task with a purpose, and can be expressed using the elements of who, what, when, where and why.
Questions?
Lesson Content

Overview of the Military Planning Process

Analysis of the Operational Environment

Mission Analysis

Course of Action Development
Phases of MPP

Phase 1 – Analysis of the Operational Environment

Phase 2 – Mission Analysis

Phase 3 – Course of Action Development

Phase 4 – Course of Action Analysis and Decision

Phase 5 – Production of Operations Order
Steps to Develop COAs

1. Confirm centre of gravity
2. Conduct critical capability analysis
3. Develop decisive points and lines of operation
4. Develop broad courses of action
5. Develop detailed courses of action
Confirm Centre of Gravity

COG is the characteristic, capability or locality from which the force derives its freedom of action, strength or will to engage in the operation.

Example Centres of Gravity

• Ability to see, move and respond quickly and decisively
• UN Mandate – legitimacy, international support
• Local support – consent and trust
Elements of Centre of Gravity

- Critical Capabilities
- Critical Vulnerabilities
- Critical Requirements

Understanding own and adversary’s COG is critical to developing a successful plan.
Example Centre of Gravity Analysis

- **Critical Capabilities**: Air operations, force mobility and firepower

- **Critical Vulnerabilities**: Limited forces, level of credibility

- **Critical Requirements**: Consent, Situation Awareness, freedom of action, robust ROE
Conduct Critical Capability Analysis

• Identify critical capabilities of the adversary that are vulnerable and can therefore be targeted

• Identify critical capabilities of own force that are vulnerable and therefore need to be well defended
Develop Decisive Points and Lines of Operation

Decisive Point (DP)

- The achievement of desired effects
- The operation cannot progress further until it has achieved
- Must be measurable and have a clearly articulated purpose

- e.g. securing a vital piece of local infrastructure, winning the support of the local population or the degradation of the adversary’s will to fight
Develop Decisive Points and Lines of Operation

**Line of Operation (LOO)**
- The linking of DPs to achieve the required effect
- May be expressed functionally or environmentally
- The operation will be broken down into distinguishable LOO with identifiable DPs

E.g. logistics LOO, humanitarian LOO, land LOO, maritime LOO.
Develop Broad Courses of Action

Each COA must meet the criteria of:

- Suitability
- Feasibility
- Acceptability
- Distinguishability/Exclusivity
- Completeness
Requirements of COA

**Suitability**
- Will it result in Mission accomplishment?
- Will it comply with the commander’s guidance?

**Feasibility**
- Is it achievable within allocated resources?
- Is it achievable within the time frame?

**Acceptability**
- Is it in line with accepted doctrine, e.g. ROE, SOP?
- Is it within the legal boundary?
- Are the inherent risks for own forces manageable or acceptable?

**Exclusivity**
- Is it different from other COAs?

**Completeness**
- Does it include answers to 5W questions?

Confirm centre of gravity.
Conduct critical capability analysis.
Develop decisive points and lines of operation.
Develop broad courses of action.
Develop detailed courses of action.
Develop Detailed Courses of Action

At a minimum the following must be considered for each COA:

- Main effort.
- Supporting effort.
- Integration of different Lines of Operation.
- Command, control and communications.
- Adversary threats, risks and COA.
- Tested against suitability, feasibility, acceptability, distinguishability and completeness.
**ME & SoM**

**Main Effort (ME)**
The Main Effort establishes an activity, the successful accomplishment of which is decisive to the achievement of the mission.

**Scheme of Manoeuvre (SoM)**
Description of how the Commanders Intent is expressed in the deployment of military assets to accomplish the mission.

## COA #1

**Intent:**

SOM: (Scheme of maneuver)

ME: (Main Effort)

**End State:**

**Success Criteria:**
# Synchronisation Matrix

<table>
<thead>
<tr>
<th>MSN</th>
<th>INTENT</th>
<th>INTENT SCHEMATIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ME</td>
<td></td>
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</tbody>
</table>

## Time Table

|--------|--------|--------|--------|--------|--------|------|--------|--------|--------|--------|--------|---------|

## Conflict Party 1 (Actions)

## Conflict Party 2 (Actions)

## Potential DB

### Maneuver

- **SUB UNIT 1**
- **SUB UNIT 2**
- **SUB UNIT 3**
- **MOBILE RES**
- **RES SUB UNIT**

### Sp Arm

- **OS**
- **ENGR**
- **COMM ETC**

### Sync Sp

- **LOG**
- **MED**
- **ES**
Phases of MPP

Phase 1 – Analysis of the Operational Environment

Phase 2 – Mission Analysis

Phase 3 – Course of Action Development

Phase 4 – Course of Action Analysis and Decision

Phase 5 – Production of Operations Order
COA Testing Guidelines

• Remaining objective and impartial

• Continuous verification of each COA’s credibility

• Avoid premature conclusions

• Each COA must be tested against each Conflict Party’s COA
## Example: Course of Action Analysis and Selection Comparison

<table>
<thead>
<tr>
<th>COA</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Surprise</td>
<td>Potential loss of domestic and international support</td>
</tr>
<tr>
<td></td>
<td>Less employment of threat’s robust capabilities</td>
<td>May compromise inter – agency cooperation</td>
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<tr>
<td>2</td>
<td>Affords flexibility</td>
<td>Lacks Long-term sustainability</td>
</tr>
<tr>
<td></td>
<td>Provides Initiative</td>
<td>Vulnerability of forward deployed forces</td>
</tr>
<tr>
<td></td>
<td>Strengthens moral authority of UN forces</td>
<td>Highly dependent on Host Nation Support</td>
</tr>
<tr>
<td>3</td>
<td>Strong moral authority and international acceptance</td>
<td>Loses military initiative</td>
</tr>
<tr>
<td></td>
<td>Domestically popular</td>
<td>Potential for attrition</td>
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</table>
Example: Course of Action Analysis Selection and Evaluation

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>COA1</th>
<th>COA2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Consent</td>
<td>3</td>
<td>2</td>
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<tr>
<td>2 Impartiality</td>
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<td>4</td>
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<tr>
<td>3 Non Use of Force</td>
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<td>2</td>
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<td>4 Legitimacy</td>
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<td>5 Credibility</td>
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<td>6 ROI</td>
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<td>7 Risk Management</td>
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<tr>
<td>8 Totals</td>
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</table>
Learning Activity

1. Analyze the two Courses of Action for the deployment of UN military component in Carana mentioned in the following slides

2. Make COA comparison with the given format

3. Give a short COA brief
Course of Action (COA1)

**Intent:** To restore peace and security in Carana through effective safeguarding of the United Nations demilitarised zone while dominating the Area of Operation to ensure compliance with UN Security Council Resolution.

**SOM:** To divide the force into three sectors, secure the demilitarised zones with a system of Checkpoints, Patrols and Obs Posts with each sector maintaining a company size reserve for employment under orders of Force HQ.

**ME:** Safeguarding the United Nations demilitarised zones and population centres in each Sector

**End State:** Complete cessation of hostilities in Carana with UNAC presence felt in the entire country

**Success Criteria:** Free movement of UNCT and locals throughout Carana without fear of attack or harassment by conflict parties or criminal gangs.
Course of Action (COA2)

**Intent:** To restore peace and security in Carana through effective safeguarding of the United Nations demilitarised zone while dominating the Area of Operation to ensure compliance with UN Security Council Resolution.

**SOM:** To divide the forces into two sectors, secure the demilitarised zones with a system of Checkpoints, Patrols and Obs Posts with a strong Force Mobile Reserve of brigade group size.

**ME:** Safeguarding the United Nations demilitarised zones and conduct offensive actions against spoilers

**End State:** Complete cessation of hostilities in Carana with UNAC presence felt in the entire country

**Success Criteria:** Free movement of UNCT and locals throughout Carana without fear of attack or harassment by conflict parties or criminal gangs.
# COA Comparison

<table>
<thead>
<tr>
<th>COA1 (Statement /or Schematic)</th>
<th>COA2 (Statement /or Schematic)</th>
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<tbody>
<tr>
<td><strong>Intent</strong></td>
<td><strong>Intent</strong></td>
</tr>
<tr>
<td>SOM</td>
<td>SOM</td>
</tr>
<tr>
<td>ME</td>
<td>ME</td>
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<table>
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<th>Score</th>
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<th>DISADVANTAGES</th>
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<td>3</td>
<td>Impartiality</td>
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<td></td>
<td>4</td>
<td>Non Use of Force</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>Legitimacy</td>
<td>3</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
<td>Credibility</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>Return on Investment</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>Risk Management</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Summary (of advantages and disadvantages)  

Total Score  

| Total Score | 26 | 19 | Total Score |
# COA Decision Brief Template

<table>
<thead>
<tr>
<th>Briefer</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief of Staff</td>
<td>Higher Commander’s Intent, situation, HOMC Guidance, conclusion</td>
</tr>
<tr>
<td>U2</td>
<td>AOE (Relevant aspects)</td>
</tr>
<tr>
<td>Chief of Ops / U3</td>
<td>Re-stated Mission and Status of own forces</td>
</tr>
<tr>
<td>Staff branches - U1, 4, 5, 6, 9</td>
<td>Own situation</td>
</tr>
<tr>
<td>Chief of Plans / U5</td>
<td>COA Comparison (Including risks and control measures)</td>
</tr>
<tr>
<td>Commander</td>
<td>Decision</td>
</tr>
<tr>
<td>Chief of Staff</td>
<td>Apportion tasks to staff areas; plan for the further development of the selected COA</td>
</tr>
</tbody>
</table>
Phases of MPP

Phase 1 – Analysis of the Operational Environment

- Phase 2 - Mission Analysis
- Phase 3 – Course of Action Development
- Phase 4 – Course of Action Analysis and Decision
- Phase 5 – Production of Operations Order
# Headings of the Op Plan

## BACKGROUND

## CURRENT SITUATION
- Conflict Parties
- Own Forces
- Assumptions
- Limitations and Constraints

## MISSION

## EXECUTION
- Concept of Operations
- Tasks
- Coordinating Instructions

## INTEGRATED SUPPORT SYSTEM
OPO xx/20XX: UN MISSION NAME OPERATIONAL ORDER

Reference:
A. United Nations Security Council Resolution...
B. ROE dated....
C. Map Bogaland Military 1:100000

Time Zone Used Throughout the Order: ZULU

Task Org. See Annex A.

1. **SITUATION**
   **Background.** *Short summary of key issues.*
   a) **Current Situation.** *Relevant detail on the current situation*
   b) **Threat Assessment.** *Key features of threat, further detail in Annex.*
Summary of Key Messages

- **Steps to develop COAs:**
  1. Confirm Centre of Gravity (COG)
  2. Conduct Critical Capability Analysis
  3. Develop decisive points (DP) and lines of operation (LOO)
  4. Develop broad COAs
  5. Develop detailed COAs

- The COG for any force can be defined as the characteristic, capability or locality from which the force derives its freedom of action, strength or will to engage in the operation.

- Each COA must be suitable; feasible; acceptable; distinguishable; and complete.
Questions?
Module 3: Operational Framework

Lesson 2

Intelligence Processing
Aim

The aim of this lesson is to inform military staff officers in missions on the concepts and practices of intelligence acquisition and processing in a complex United Nations peace operation environment.
Learning Outcomes

• Understand intelligence acquisition principles

• Understand the mission intelligence cycle

• Identify various techniques/methods of intelligence acquisition

• Identify the various products of processed intelligence

• Recognize and protect sensitive intelligence
Lesson Content

- Peacekeeping Intelligence Overview
- Peacekeeping Intelligence Cycle
- Peacekeeping Intelligence Cycle Management Tools
Why “Information” has changed to “Intelligence”

Definition and objectives of Peacekeeping Intelligence

Principles of Peacekeeping Intelligence
Why has the UN now embraced Intelligence instead of Information?
The Special Committee “recognizes that some peacekeeping missions have been deployed in fragile political and security environments with asymmetrical and complex threats. In this context, the Special Committee recalls [...] its request for the Secretariat to develop a more cohesive and integrated United Nations system for situational awareness...”

2017 report (A/71/19) of Special Committee on Peacekeeping Operations
Definition

Peacekeeping intelligence is the non-clandestine acquisition and processing of information by a mission within a directed mission intelligence cycle to meet requirements for decision-making and to inform operations related to the safe and effective implementation of the Security Council mandate.
Objectives of Peacekeeping Intelligence

- Support a common operational picture
- Provide early warning of imminent threats
- Identify risks and opportunities
Principles of Peacekeeping Intelligence

- Under rules
- Within mandates
- Independence
- Accountability, capability and authority
- Security and confidentiality
Clandestine activities are illicit and outside the boundaries of peacekeeping intelligence.

Under Rules

- In line with mandates
- In full compliance with the UN Charter
- Consistent with overall legal framework
- With full respect for human rights

Under rules
- Within mandates
- Independence
- Accountability, capability and authority
- Security and confidentiality
Learning Activity #1

Form two groups.

Debate over the pros and cons of having clandestine intelligence in peacekeeping missions.
Within Mandates

- Exclusively for mandate implementation
- With respect to the safety and security of UN personnel.
Independence

- Fully autonomous from and independent in all aspects of any national intelligence systems
- Maintain exclusively international character
- Share intelligence with non-mission entities only when UN conditions are met
Accountability, capability and authority

- Accountable for the effective execution of responsibilities
- Proper capabilities to execute functions
- Authority to make decisions
<table>
<thead>
<tr>
<th>Security and confidentiality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Secure information management and communications</td>
</tr>
<tr>
<td>Shared and disseminated on the basis of the “need to know” and “need to share” concepts</td>
</tr>
<tr>
<td>Only disclosed to trusted individuals for official duties</td>
</tr>
</tbody>
</table>
Learning Activity #2

Based on the peacekeeping intelligence principles, discuss the do’s and don’ts for military peacekeepers in the provision of intelligence support.
The fundamental purpose of peacekeeping intelligence in United Nations peacekeeping operations is to enable missions to take decisions on appropriate actions to fulfil mandates effectively and safely.

Principles of Peacekeeping Intelligence include:
1. Under Rules
2. Within Mandates
3. Independence
4. Accountability, capability and authority
5. Security and confidentiality
Questions?
Lesson Content

- Peacekeeping Intelligence Overview
- Peacekeeping Intelligence Cycle
- Peacekeeping Intelligence Cycle Management Tools
Peacekeeping Intelligence Cycle

Direction, requirements and tasking

Dissemination

Acquisition

Analysis

Examination, evaluation and collation
Direction, requirements and tasking

- Specify Information or Intelligence Requirements (IRs), prioritization of tasks and timeframes
- Under authority and accountability of the HoM or delegated authority
Tasking

- Priority Information Requirement (PIR)
- Request for Information (RFI)
- Use of collection assets
Learning Activity #1
(Part 1 of 2)

Discuss the intelligence support requirements and tasking considerations for the following situations:

• Quick Impact Projects
• Convoy escort
• IED disposal
• IDP camp protection
• UN camp perimeter defense
Learning Activity #1
(Part 2 of 2)

Based on the discussions of the different situations, answer the following questions:

• What information is required?

• How do we collect it?

• What is the priority?

• How do we synchronize/coordinate efforts?

• What is the timeframe?
Intelligence acquisition sources:

- SIGINF (including COMINF and ELINF)
- IMINF
- HUMINF
- Media
- Reports
- OSINF (open sources of information),
- Other agencies, NGOs, IOs
Learning Activity #2

Discuss the following questions:

• What intelligence acquisition means are there in a peacekeeping mission?

• Are there differences in intelligence collection for military, police and civilian components?

• What are the pros and cons of each intelligence acquisition method?
Common Intelligence Acquisition Methods

- Patrons (vehicle, aerial, foot, boat, market, day and night)
- Routine Liaison Visits
- Static or mobile checkpoints
- Observation Posts
- Community Liaison Assistants
Aerial Reconnaissance

- Reach remote and inaccessible areas
- Quickly deployable to respond to emergency situations
- Centralized airspace management
- UAVs or tethered balloon
Signals Monitoring

- Radio communication and other electromagnetic emissions
- Modalities defined in SOFA/SOMA or bilateral arrangements with the host-country
Closed Circuit Television (CCTV)

- Have dissuasive and preventive effect
- Should seek to minimize intrusiveness and impact on local population
Standardized tools for the collation of data:

- Common databases
- Taxonomies
- Planned indexing and menus
Analysis refers to

- Methodical breaking down of information
- Examination to find interrelationships
- Application of reasoning to determine the meaning of the parts and the whole
Whole-of-mission process using:

- Local expertise
- Military and Police intelligence analysis capabilities
- Security threat information analysis
Dissemination

- Convey intelligence to decision-makers and relevant personnel
- Through the mission intelligence coordination structure
- Follow “Need to know/need to share” concepts
Information should be classified on an exceptional basis and only as required
Intelligence Sharing

Within the mission:
• Default approach should allow for sharing of information within the mission

With non-mission and non-UN entities:
• Registered centrally by authorized and trained personnel

• Documented and justified in terms of the mandate

• Approved by HoM or delegated authority
Summary of Key Messages

• The peacekeeping intelligence cycle is the process by which peacekeeping intelligence is acquired, examined/collated, analysed and disseminated based on clearly identified Intelligence Requirements

• The cycle includes:
  • Direction, requirements and tasking;
  • Acquisition;
  • Examination, evaluation and collation;
  • Analysis;
  • Dissemination.
Questions?
Lesson Content

Peacekeeping Intelligence Overview

Peacekeeping Intelligence Cycle

Peacekeeping Intelligence Cycle Management Tools
Aim

The aim of this lesson is to understand key mechanisms that shall be used for the management of peacekeeping intelligence in missions.
Mission Intelligence
Coordination Structure

<table>
<thead>
<tr>
<th>Members</th>
<th>Primary Manager</th>
<th>Planning responsibility</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>SRSG/DO</td>
<td>Mission IRs</td>
<td>Medium-to-long term, threats to mandate</td>
</tr>
<tr>
<td>Joint Mission Analysis Centre</td>
<td></td>
<td>SRSG’s IRs, JMAC Acquisition Plan</td>
<td></td>
</tr>
<tr>
<td>UNDSS</td>
<td>Chief of Staff</td>
<td>DO’s IRs</td>
<td>Safety and security of UN personnel, premises, assets</td>
</tr>
<tr>
<td>Joint Operations Centre (supporting)</td>
<td>Force Cmdr.</td>
<td>FC’s IRs</td>
<td>Information management and flow</td>
</tr>
<tr>
<td>U2</td>
<td>Police Comm.</td>
<td>PC’s IRs</td>
<td>Military intel, planning of operations</td>
</tr>
<tr>
<td>Police Component</td>
<td></td>
<td></td>
<td>Criminal intel, planning of operations</td>
</tr>
</tbody>
</table>
Joint Mission Analysis Center

Chief JMAC operationalizes the central control and direction of the mission’s peacekeeping intelligence system.
Learning Activity #1

Discuss why missions should establish a coordination structure?
Peacekeeping Intelligence Management Tools

- Intelligence Requirements (IRs)
- Mission Intelligence Acquisition Plan
- Mission Intelligence Support Plan
Intelligence Requirements (IRs)

- Derived from gaps or voids
- Usually phrased as questions
- Form the basis of a Mission Intelligence Acquisition Plan
Mission Intelligence Acquisition Plan

- Translate SML strategic direction and requirements into tangible IRs
- Provide a roadmap for the fulfillment of these requirements
- Guide the development of Military Intelligence Acquisition Plan
Mission
Intelligence
Support Plan

• Describe boundaries
• Identify key considerations
• Provide direction to the peacekeeping intelligence cycle
Military Intelligence Coordination with other Mission Entities

- JMAC
- MSC
- UNPOL
- UNDSS
- Substantive Units
Example: POC Mission-wide Intelligence Support

- Have a comprehensive and current understanding of the threat environment
- Integrate threat/predictive assessments
- Identify trends of violence against civilian communities
- Assess the intentions and capabilities of perpetrators
- Analyse conflict dynamics
- Predict potential threats to civilians
- Have mission-wide information priorities
Learning Activity #2

Draft Priority Information Request (PIR) and Collection Plan for Carana Scenario with the following details:

• Define the different factors you will take into account

• Define the tasks you would assign to the collection sources

• Identify the leading source and the supporting sources
Summary of Key Messages

• Missions shall establish a mission intelligence coordination structure to direct and oversee the peacekeeping intelligence cycle within the mission.

• Intelligence Requirements (IRs) derive from gaps or voids between what is known and what is not.

• The Mission Intelligence Acquisition Plan translates the strategic direction provided by Senior Mission Leadership and requirements communicated by operational planners into tangible IRs.

• The Mission Intelligence Support Plan describes the boundaries within which the peacekeeping intelligence cycle will be executed.
Questions?
The aim of this lesson is to provide staff officers with an overview of the United Nations logistics system and its operations in support of field missions.
Learning Outcomes

- Describe UN mission support concept
- List various mission support entities in the field
- Define the Contingent Owned Equipment System (COE) and United Nations Owned Equipment (UNOE)
- Explain the medical support in the field
Mission Statement of UN Mission Support

Why they exist
We help international peace operations succeed by providing support solutions that are rapid, effective, efficient and responsible.

What they do
They prioritize strategic mandate tasks

How they do it
Rules and regulations, environment, ethical standards
Vision Statement of UN Mission Support

They are not there yet

What they aspire to achieve

We strive to be recognized for operational excellence.

measurement, awards, certification

consistent, reliable, sustainable results
### The Full Spectrum of UN Mission Support

<table>
<thead>
<tr>
<th>Category</th>
<th>Support Activities</th>
</tr>
</thead>
</table>
| Strategy, policy, advocacy | • MOU administration  
  • Troop deployment / rotation  
  • Troop reimbursements  
  • Performance and analytics  
  • Member state interaction |
| Budget development / reporting | • Budget development / reporting  
  • Trust fund management  
  • Payment / claims processing |
| Recruitment | • Recruitment  
  • Roster management  
  • Post management  
  • Entitlements and benefits |
| Property, asset, inventory mgt. | • Property, asset, inventory mgt.  
  • Procurement support  
  • Systems contract mgt.  
  • Strategic deployment stocks |
| MOU administration | • MOU administration  
  • Troop deployment / rotation  
  • Troop reimbursements  
  • COE verification  
  • COE reimbursements  
  • Death and disability claims |
| Office accommodation | • Office accommodation  
  • Living accommodation  
  • Camp facilities  
  • Construction services |
| Fuel management | • Fuel management  
  • Water supply  
  • Waste management |
| Power generation / supply | • Power generation / supply  
  • Rations management |
| IT hardware / infrastructure | • IT hardware / infrastructure  
  • Applications and solutions  
  • Geo information services  
  • User support |
| VSAT/HF/VHF infrastructure | • VSAT/HF/VHF infrastructure  
  • Telecom services |
| Air transport | • Air transport  
  • Movement control  
  • Aviation safety  
  • LOA management |
| Ground transport | • Ground transport  
  • Fleet maintenance |
| Medical services | • Medical services  
  • Medical supplies  
  • MEDEVAC / CASEVAC |
| Conduct and discipline | • Conduct and discipline  
  • Boards of inquiry |
| Conduct and discipline | • Conduct and discipline  
  • Boards of inquiry  
  • Audit management  
  • Risk management |
| Naval transport | • Naval transport |
| Strategy, policy, advocacy | • Audit management  
  • Risk management |
Mission Support: What does it involve?

- Civilian Staffing
- Logistics Operations
- Strategic Movements
- Air Transport
- Surface Transport
- Supply/Life support
- Engineering
- Comms & IT, GIS
- Medical
- Budget

Personnel

Logistics

Finance

Mission Support
Learning Activity #1

Discuss about the Activities or Tasks involved within UN Mission Support.
Complexity and Criticality

Meet the needs of **clients & stakeholders**
- Security Council
- Member States TCCs, PCCs, financial contributors, host governments
- Missions SRSGs and field staff
- Client organisations DPKO, DPA, AU, others

Deliver in **complex environments**
- Remote locations
- High security risks
- Poor infrastructure
- Weak markets
- Budget pressure
Learning Activity #2

Discuss about the Complexity and Criticality of UN Mission Support.
Operating environments are increasingly remote...

Largest ops are now in remote / hard-to-reach areas with long supply lines

Note: Circles indicate size of authorized deployment; Boundaries shown and designations used on this map do not imply official endorsement by the United Nations

63% peacekeeping personnel authorized for land-locked or hard-to-reach areas
Sharing services is now common

70% of staff in the field already use shared service providers and the objective is to reach 100%

>70% of UN staff in peace operations already use shared service providers

Note: Circles indicate size of authorized deployment; Boundaries shown and designations used on this map do not imply official endorsement by the United Nations
UN Service Centres

Types of Service centers

Global Service centers

Global delivery

Consolidate service packages

Predefined modules (goods & services)

Operational support teams

Day-to-day support services
Learning Activity #3

Discuss what are the major considerations for Mission Support on a Strategic Level.
How many troops?

$28\text{m} / \text{battalion}$

direct cost per infantry battalion (850 people at $32k per person per year)

Source: DFS calculations
How many locations?

34 locations
Typical number of locations for 8 largest missions

Source: DFS calculations
2 modalities

total cost of ownership of military support solutions often higher than for commercial solutions

Source: DFS calculations
How long?

12 years
average duration of 8 largest missions at average cost of $832m per year

Source: DFS calculations
Summary of Key Messages

• UN Mission Support aim to provide solutions that are rapid, effective, efficient and are within the rules, regulations, environment and ethical standards of the UN.

• Mission Support involves Personnel, Logistics and Finance functions meeting the needs of clients and stakeholders in complex, often remote, operating environments.

• Their Global and Regional Service Centers deliver predefined modules for goods and service and host operational support teams responsible for delivering day-to-day support services.
Questions?
Lesson Content

UN Mission Support Concept

UN Mission Support Entities in the Field

UN Mission Support for Uniformed Personnel
FIELD MISSION SUPPORT STRUCTURE

- Aviation Safety
- BOI
- Environment
- Sector/Regional Offices
- Contract Management
- Audit, Risk & Compliance
- IMTC

Office of DMS

- Mission Support Centre
- GITTS
- Budget & Finance
- Human Resources

Chief Supply Chain Management
Chief Service Delivery
SUPPLY CHAIN MANAGEMENT

Chief Supply Chain Management

- Acquisition Planning
- Procurement
- Integrated Warehousing & Property Mgmt/COE
- MOVCON
SERVICE DELIVERY

Chief Service Delivery

- Mobility (Transport and Aviation)
- Engineering & Facilities/Camp Management
- Life Support Contracts (rations, fuel, major supply items)
- Medical
Mission Support Centre

• Nerve centre for logistics support
• Provide a single point of coordination for all aspects of logistics support
• Serving all mission components, other UN and non-UN entities
MISSION SUPPORT CENTRE
DECISION-MAKING PROCESS

To receive requests for logistics support

Analyse the requirements

Prioritise according to leadership guidance

Plan and coordinate implementation

Task technical/other sections

Monitor implementation
OPERATIONAL CONTROL VS. TASKING AUTHORITY

• Force enablers are under operational control of HOMC

• DMS/CMS has tasking authority over force enablers
COMMAND & CONTROL OF MILITARY ENABLERS

DMS
- Civilian support elements
- Military Enablers

Force Commander
- Military Operational Units
- Military Enablers

Operational Control
Tasking Authority
DPKO Command & Control (C2) Policy - 2008

Integration of civilian and military support assets

Military logistics and support units are tasked by the Director of Mission Support (DMS)
Mission resources are distributed to all mission components on an equitable basis, depending on functional needs and assessed priorities.

Assets considered common to the mission:

- Engineering Units
- Transportation Units
- Aviation Units
- Communication Units
- Medical Units
- Logistics Units
ROLE OF MILITARY STAFF OFFICERS
IN SERVICE DELIVERY

Military logistics capability

- Providing special military expertise and advise in relation to military unit deployment and support
- Direct contact to contingent logistic structure

Working relations

- Deployed as Subject experts, with MSA entitlement.
- The Deputy-Chief Service Delivery is a military seconded personnel.
- Integrated planning and operational structure
FOCAL POINTS FOR PREPARING TASKING ORDERS IN FHQ

- Force Engineer (U-8)
- Military Medical Officer
- U4
COORDINATION BETWEEN FC AND DMS

FC remains involved in tasking process through consultation with DMS involving:
- mission and military priorities
- Budgeting
- Unit level requirements
EXAMPLE: MILITARY CONSTRUCTION ENGINEER UNIT TASKING PROCESS

1. **Mission and Force Priorities**
2. **Engineer Tasks Specified**
3. **Mission and Force Engineers Coordinate**
4. **Preliminary Task Orders Developed**
5. **Consultation with Relevant Entities**
6. **Task Orders submitted to Chief of Service Delivery**
7. **Task Order Sent to Military Engineer Units through U8 for Execution**
EXAMPLE: MEDICAL SUPPORT RELATIONS

Head of Mission

DMS

Dy DMS

FC

Dy FC

CMO

Mission med officer

Reporting Medical, Professional, Ethical & Clinical Issues

UNOE Clinics

Contract Clinics

TCC Level 1

TCC Level 2

TCC Level 3

FMO

Force medical officer

Force Medical Cell

MMC (Mission Medical Cell)

MMC (Mission Medical Cell)

Time Sensitive Issues

Medical Service Section
Summary of Key Messages

• Acquisition Planning, Procurement, Integrated Warehousing & Property Mgmt/COE, and MOVCON are organized by the Chief, Supply Chain Mgmt.

• The Chief Service Delivery is responsible for Mobility, Engineering and Facilities Mgmt., Life Support Services and Medical Support.

• Mission Support Centre is the nerve centre for logistics functions in a mission involving information gathering, analysis, planning, coordination, execution, monitoring and feedback.

• All force non-combat logistic support units are tasked by the Director Mission Support.
Questions?
Lesson Content

UN Mission Support Concept

UN Mission Support Entities in the Field

UN Mission Support for Uniformed Personnel
<table>
<thead>
<tr>
<th>Mission Element</th>
<th>Deployment Means</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOs, UNMOs, IPO</td>
<td>Commercial Air/LOA</td>
<td></td>
</tr>
<tr>
<td>Mil. Contingents and FPUs</td>
<td>UN short-term charter aircraft.</td>
<td>By air/road/rail to final deployment locations</td>
</tr>
<tr>
<td>UNOE and COE</td>
<td>High Priority – airlift Routine – sea-lift</td>
<td></td>
</tr>
</tbody>
</table>
## Logistic Support for Uniformed Personnel - Sustainment

<table>
<thead>
<tr>
<th>Category</th>
<th>UN Staff, SOs, UNMOs, IPO</th>
<th>Military Contingents and FPUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Accommodation</td>
<td>UN provided to SOs (or MSA).</td>
<td>Existing camps, if any. New contingents self-sufficient if required. UN provided thereafter or contingent self sustainment.</td>
</tr>
<tr>
<td>Office Accommodation</td>
<td>UN provided</td>
<td>Mission specific initial provisioning Standard UN scales thereafter.</td>
</tr>
<tr>
<td>Food</td>
<td>MSA</td>
<td>UN provides water source/contingents may provide water treatment plants.</td>
</tr>
<tr>
<td>Water</td>
<td>MSA</td>
<td>UN provided.</td>
</tr>
<tr>
<td>Fuel</td>
<td>UN provided.</td>
<td>UN provided.</td>
</tr>
</tbody>
</table>
### Logistic Support for Uniformed Personnel – Sustainment (Cont’d)

<table>
<thead>
<tr>
<th>Category</th>
<th>SOs, UNMOs, IPO</th>
<th>Mil. Contingents and FPUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface Transport</td>
<td>UN provided. Standard scales.</td>
<td>COE Major Equipment</td>
</tr>
<tr>
<td>Air Transport</td>
<td>UN provided.</td>
<td>UN provided, or under LOA.</td>
</tr>
<tr>
<td>ICT</td>
<td>UN DPKO WAN (voice, data, fax, e-mail, Internet).</td>
<td>UN provided up to Bn HQ. Self-sustained for internal comms.</td>
</tr>
<tr>
<td>Medical</td>
<td>Level 1: UN/TCC/PCC clinic.</td>
<td>Level 1: Self-sustained.</td>
</tr>
<tr>
<td></td>
<td>Level 2, 3, 4: UN provided, or under LOA.</td>
<td>Level 2, 3, 4: UN provided, or under LOA.</td>
</tr>
<tr>
<td>Waste Treatment</td>
<td>UN provided</td>
<td>UN provided /contingent sewage plants /trucks</td>
</tr>
</tbody>
</table>
Learning Activity #1

Discuss about the logistic support that uniformed peacekeeping personnel have from UN mission support entities in the field
UN EQUIPMENT SUPPORT SOLUTIONS

- UN Owned Equipment (UNOE)
- UN contracted resources
- Contingent Owned Equipment (COE)
Learning Activity #2

Discuss …

- How to get equipment for military peacekeepers in remote regions?
- How to maintain and repair equipment in harsh environment and far away from home countries?
- How to ensure quality and interoperability of equipment from various countries?
CONTINENT OWNED EQUIPMENT (COE)
COE MANUAL

• Key document for COE and MOU related issues

• Lists the current monthly reimbursement rates
  ➢ Annex B – major equipment
  ➢ Annex C – self-sustainment

COE MAINTENANCE

Dry Lease
Maintained by UN or 3rd party

Wet Lease
TCC responsible for maintenance
SELF-SUSTAINMENT

- Must meet minimum operational capabilities
- Compatible with other TCC where interface is required
- Similar to the cost if centrally arranged by the UN
Learning Activity #3

Discuss about the advantages and disadvantages of different equipment support solutions.
LEVELS OF MEDICAL CARE IN THE FIELD

• Basic Level
• Primary Care (Level One)
• Hospital care (Level two)
• Hospital care (Level three)
• Tertiary/Out of Mission Medical Support (Level four)
MEDICAL EVACUATION AND REPATRIATION

- Casualty Evacuation (Casevac)
- Medical Evacuation (Medevac)
- Medical Repatriation.
FREQUENTLY ASKED QUESTIONS

• Will the United Nations provide me with uniforms?

• What about my welfare?

• How much equipment support can I get in the mission?

• What about medical services in the mission area?
Summary of Key Messages

• UN Equipment Support are categorized under UN Owned Equipment, UN contracted resources and Contingent Owned Equipment (COE).

• The COE system was adopted to simplify reimbursement to countries providing equipment, personnel and self-sustainment support services.

• ‘Self-sustainment’, between the first 30-60 days of deployment, consist of rations/drinking water, canteen supplies, repair parts and diesel fuel.

• Medical evacuation is a mission responsibility shared between the FMedO and the CCMO.
Questions?
Module 3: Operational Framework

Lesson 4: Crisis Management
Aim

The aim of this lesson is to provide staff officers with an overview of the crisis response in the UN HQ and DPKO-led field missions as well as highlighting DSS’ role during a crisis situation.
Learning Outcomes

- Understand the principles of UN HQ crisis management policy and UN HQ response in support of DPKO-led field missions.
- Define the DPKO-led field mission crisis response.
- Comprehend the DSS role in a crisis situation.
Definition

A crisis is defined as an incident or situation, whether natural or human-made, that due to its magnitude, complexity or gravity of potential consequence, requires a UN-wide coordinated multi-dimensional response.

Such situations include two or more of the following:

• Presents an exceptional risk to the safety and security of UN personnel, premises and assets;
• Presents an exceptional threat to the effective functioning of a UN mission or other field presence;
• Presents an exceptional threat to the effective implementation of the mandate or a UN mission or other field presence;
• May have a significant negative humanitarian impact; and/or,
• May give rise to serious violations of international human rights or humanitarian law.
Principles

Crisis Management should be guided by:

- Accountability
- Field-focus
- Adaptation to context
- Inclusiveness
- Simplicity and predictability
- Respect for values, standards and principles
- Respect for Humanitarian Principles
Roles and Responsibilities

**Secretary-General**
responsible for ensuring appropriate and coordinated UN response

- **Senior leadership in the field**
- **Lead-coordinating HQ entity**

All UN entities have a joint responsibility to develop and implement UN-wide crisis response strategies.
Roles and Responsibilities in the Field

• **Senior-most UN official** in country (e.g. HoM/SRSG/DSRSG, RC, HC) is responsible/accountable at the field-level

• **RC or HC** continues in the lead for all **development or humanitarian** operational activities respectively

• **Designated Official** responsible for **security** of UN personnel, premises and assets
Roles and Responsibilities in the HQ

**Lead-entity** is responsible for the coordination of UN crisis response efforts:

- **PKM setting** → DPKO
- **SPM setting** → DPA
- **Non-mission setting** → DPA/regional UNDG Chair

**Additional entities** have responsibility for specific aspects of the response:

- **Safety/Security** → DSS
- **Humanitarian** → OCHA
- **Health** → WHO
- **Human Rights** → OHCHR
Crisis Response Coordination Mechanism

- Preparedness
- Enhanced Monitoring
- Activation
- De-activation
Preparedness Phase

- Normal day-to-day activities to ensure readiness
- JOC/JOC-like entity maintains *situational awareness* for decision-makers
- Reports significant developments and disruptive events
- JMAC provides predictive assessments and integrated analysis
Enhanced Monitoring Phase

• Response to a deteriorating situation or situation with the potential to evolve into crisis
• Standard decision-making procedures remain in place complemented by preparedness measures, e.g.
  • Update contingency plans, security and evacuation arrangements
  • Increase reporting outside
Activation of Crisis Response Procedures

Activation of crisis response procedures when a situation significantly deteriorates or in a sudden onset crisis

Crisis Response Procedures to:
• Accelerate and streamline decision-making
• Enhance operational coordination
• Ensure information flow and communications
Crisis Response Mechanism

**Crisis Management Team (CMT)**
- Leadership-level, cross-pillar decision making body
- Chaired by HoM/designated HQ Crisis Manager
- Determines coordination mechanisms
- Shares decisions
- Decides on public messaging
- Agrees on timeframe, information requirements and communication arrangements

**Operations Coordination Body**
- Working-level, cross-pillar body (possible existing coordination body)
- Chaired by HoM designate / HQ Crisis Coordinator
- Supports day-to-day operations of the crisis response, policy recommendations, and common messaging
Crisis Information Management

During crisis, there is a HQ need for enhanced and additional reporting, inter alia, to

- effectively support the mission in crisis management
- give strategic direction and advice
- respond to public information demands
- assess safety, security and location of UN personnel
Information Flow and Reporting

Mission

JOC/JOC-equivalent

HQ information and crisis hub

UNOCC

• Integrated SitReps
• Flash Reports
• Crisis Updates

CMT

Relevant UNHQ entities

Other UN entities

SOPs: Integrated Reporting from DPKO-led Field Missions to UNHQ
Crisis Communications

Important role for strategic communications and public information for staff safety and security and reputation management

CMT decides on key common messaging to ensure coherence across the system

- **External communications** (incl. reputational management) with Member States affected communities, media, private sector, donors and civil society
- **Internal communications** with staff (incl. affected staff, responders) and their dependents
De-activation of Crisis Response Procedures

- Situation abated or no longer requires sustained, accelerated and urgent support; or
- Sufficient standing capacity to manage a more protracted situation
- HQ may deactivate while crisis response continues to be activated on mission-level
Crisis Management - What to consider?

✓ Improve situational awareness and communications
✓ Integrate analysis and planning for early identification and response to deteriorating situations
✓ Decentralize crisis management
✓ Accelerate decision-making and coordination structures on all levels
✓ Develop guidance clearly outlining roles and responsibilities, authority and accountability
✓ Identify a central venue for crisis response activities
✓ Exercise flexibility of available funding in addressing urgent needs
Organizational Resilience

ORMS Elements

- Support to Staff, Survivors, and Families
- Crisis Communications
- Crisis Management
- Security
- Business Continuity
- Mass Casualty Incident Response
- IT Disaster Recovery
Summary of Key Messages

• A crisis is defined as an incident or situation, whether natural or human-made, that due to its magnitude, complexity or gravity of potential consequence, requires a UN-wide coordinated multi-dimensional response.

• Crisis Management should be guided by the principles of accountability; field-focus; adaptation to context; inclusiveness; simplicity and predictability; respect for values, standards and principles; and respect for humanitarian principles.

• The Crisis Response Coordination Mechanism consists of the following phases: preparedness, enhanced monitoring, activation and de-activation.
Summary of Key Messages (cont’d)

• The Organizational Resilience Management System (ORMS) is a comprehensive risk based emergency management methodology to prepare for, prevent, respond and recover from disasters, that can be applied in all duty stations irrespective of size, organizational structure and culture, and risk exposure.

• The OR approach has application guiding crisis response both at HQ (New York) and in the field.
Questions?
Lesson Content

UN Security Management System

UN Crisis Management Basics
Introduction to the Security Management System

The goal of the United Nations Security Management System is to enable the effective and efficient conduct of United Nations activities while ensuring the security, safety and well-being of staff as a high priority.
UNGSM
Policies and Procedures apply to...

- All UN civilian and eligible dependents
- Case by case to Individually deployed military and police personnel
- Security Risk Management model as tool also for Military and Police Components
Security Risk Management and Military and Police Components

The UN security management system applies to individually deployed military and police officers.

In peacekeeping missions, Heads of military and police components are mandatory members of the Mission/Country Security Management Team.
Applicability

However, by DPKO-DFS policy... the Security Risk Management Process is applicable to military and police components’ formed units.
The DSS role in Crisis Management

- Designated Official (DO)
- Country Representatives
- Security Management Team (SMT)
- Field Security Officers: Full-time Professionals - Principal Security Advisor (PSA) and/or Chief Security Advisor (CSA)
- Chief Security Officer for PK Missions
- Field Security Officer
- Single-agency Security Officers
- Wardens
- Personnel employed by the UN System
Security Management Team (SMT)

- Designated Official;
- Deputy Designated Official(s), as applicable;
- Heads of Agencies, Programmes and Funds;
- Chief Security Advisor;
- Representatives of IGOs/NGOs who have signed the Memorandum of Understanding; and any mission dispatched to the area by DSS.
UNDSS USG

• USG for the DSS – acting on behalf of the SG supports crisis management activities coordinated by the D.O’s through strategic guidelines and advises the SG and the Executive Heads on the process and the situation.

• If the DO and SMT are unable to fulfil their responsibilities the UNDSS USG will assume operational lead over crisis management in the field.
Roles and Responsibilities

- **Executive Group on Security** – in the most complex situations critically affecting most organizations in the United Nations Security Management System the UNDSS USG may call a meeting of the executive group on security comprising executive heads of organizations affected by the crisis to coordinate strategic issues pertaining to crisis management.

- **Host Country** - the primary responsibility for safety and protection of UN personnel, other individuals covered by the UNSMS (this excludes uniformed components unless they are individually contracted) and the property of UNSMS organizations rests with the host government.
Simple UN Country Team Model

Security Management Team

Crisis Coordinator

Crisis Management Team

Designated Official (CRISIS MANAGER)

CSA / SA
Integrated Mission Model Example

**Joint Decision Making**

- CRISIS MANAGER
  - CMT
  - CRISIS COORDINATOR
  - CRISIS OPERATIONS COORDINATION BODY

**Operational Coordination**

- Individual Tasking
  - UNDSS
  - HOST GOVERNMENT
  - AGENCY, FUNDS, PROGRAMS
  - INTERNATIONAL COMMUNITY, NGOs
  - DPKO
  - DFS
Suggested Example

HOM
CMT/SMT

ORFP
AD HOC RISK COUNCIL

ICTDR

COS
CMWG

CRISIS
MANAGEMENT

SECURITY

BUSINESS CONTINUITY / INFORMATION MANAGEMENT

SPOKESPERSON

PERSONNEL

MEDICAL

SUPPORTED BY:

CONVERSATIONS

MATTER

COLLABORATE

IDEA

IDEA
Summary of Key Messages

• The UN Security Management System (SMS) applies to all UN civilian and eligible dependents; and on a case-by-case basis to individually deployed military and police personnel.

• The DPKO-DFS Security Risk Management Process Policy is applicable to all military and police components’ formed units.

• The Security Management Team (SMT) comprises the D.O. (i.e. HoM), Heads of Agencies, Programmes and Funds, CSA and reps of IGO/NGOs who have signed the MOU.
Questions?