



United Nations
Peacekeeping Missions
Military Reconnaissance Unit
Manual

April 2015

Preface

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

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

UN peacekeeping operations are rarely limited to one type of activity. While deployed in the context of a political framework supporting a peace agreement, or in the context of creating the conditions for a return to stability, peacekeeping Missions may require military units to perform challenging tasks involving the judicious use of force, particularly in situations where the host state is unable to provide security and maintain public order. To meet these complex peacekeeping challenges, military components often play a pivotal role in providing and maintaining a secure environment. Under these circumstances, the deployment of a UN Reconnaissance Unit can contribute decisively by providing situational awareness and a highly mobile means of maintaining operational stability and security.

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



Military experts of the UN Peacekeeping Missions Military Reconnaissance Unit Manual Working Group, South Africa 2014.

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

A stylized, handwritten signature in black ink, appearing to read 'H. Ladsous'.

Hervé Ladsous
Under-Secretary-General
Department of Peacekeeping Operations

A stylized, handwritten signature in black ink, appearing to read 'Atul Khare'.

Atul Khare
Under-Secretary-General
Department of Field Support

Purpose and Scope

This first edition of the United Nations (UN) Reconnaissance Unit Manual provides field commanders and their staff a guide for planning and conducting UN Reconnaissance Unit operations in support of UN peacekeeping Missions.¹ Field Missions and UN Headquarters planners will also benefit from a common understanding of the employment, capabilities, tasks and organization of UN Reconnaissance Units as they develop the Statement of Unit Requirement (SUR) that is the basis for generating and deploying UN military units (see the sample of a previously-issued SUR at Annex A).

Troop Contributing Countries will find this Manual an essential reference as they plan, generate and employ Reconnaissance Units for peacekeeping operations. Troop Contributing Countries experienced in peacekeeping operations can use this Manual to supplement and complement national manuals, while those Member States that are new to UN peacekeeping can use this Manual as a guide to build and field UN-compatible Reconnaissance Units. National military staffs, schools and deploying contingents will also benefit as they become better able to support the reorientation of their Reconnaissance Units from national tasks to more fully integrated UN operations.

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

Primarily written at the operational and tactical levels, this Manual is based on UN guidance reflecting lessons learned, feedback from field Missions and input from peacekeeping practitioners experienced in UN Reconnaissance Unit operations. Workshops conducted by interested Member States and Troop Contributing Countries produced the original draft that was finalized after extensive coordination within DPKO and DFS. The result is a most comprehensive body of thought on UN Reconnaissance Units that is especially designed to assist contingents in becoming integral members of a unified UN peacekeeping operation. This Manual should be read in conjunction with other UN manuals, especially the UN Infantry Battalion Manual, in order to gain a more comprehensive understanding of UN standards, policies and procedures related to peacekeeping operations.² Moreover, every detail of the Mission framework can be more thoroughly studied in the UN Capstone Doctrine which, along with other important UN policy documents, is available at the following UN links:

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

² The Infantry Battalion Manual, Volumes I and II, can be found at:
<http://www.un.org/en/peacekeeping/documents/unibammanualvol1.pdf> and
<http://www.un.org/en/peacekeeping/documents/unibammanualvol2.pdf>.

“Policy and Practice Database,” accessible only to UN staff on the UN network (including field Missions) at:

http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx

and,

"Resource Hub," recently developed for Member States to access UN documents including the Military Unit Manuals (such as this one) at:

<http://research.un.org/en/peacekeeping-community>

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Chapter 1

Employment Concept for UN Reconnaissance Units

1.0 Role

The UN Reconnaissance Unit acquires information needed for the planning and conduct of Mission operations. It is a highly mobile means of maintaining stability and security, and can play a vital role in the Protection of Civilians by offering situational awareness in remote areas not otherwise covered by UN personnel. The UN Reconnaissance Unit accomplishes its mission through the collection and reporting of detailed information on terrain, population, potential threats, mandate compliance and Battle Damage Assessment. The information it provides enables the supported commander to make rapid, well-informed decisions that can have tactical and sometimes strategic effect. The UN Reconnaissance Unit can conduct overt and discreet mounted and dismounted reconnaissance operations covering typically large operating areas, and has the ability to deploy, support or extricate long range patrols anywhere within the area of operations. The size of the area of operations and type of operation being conducted determine the size of the UN Reconnaissance Unit required.

1.1 Size and Composition

A company-size UN Reconnaissance Unit is capable of absorbing elements of military enabling units³ as attachments. It can also detach elements as required in support of other Mission requirements and is capable of task organizing and detaching a composite reconnaissance platoon capable of operating independently for up to 30 days. The unit is designed to incorporate new technologies in accordance with the latest developments in UN peacekeeping and is composed of modular and scalable reconnaissance, specialist and support elements, including reconnaissance platoons, a specialist platoon of technical reconnaissance capabilities and a logistics support platoon to sustain its operations. See the organizational chart in Chapter 3 of this Manual.

1.2 Reconnaissance Operations

The following are types of reconnaissance operations conducted by the UN Reconnaissance Unit at the company and platoon level:

1.2.1 Area Reconnaissance. Area Reconnaissance provides awareness of a general area's terrain and geographic characteristics (to include the availability of cover and concealment), the effect of local weather on hydrographic and infrastructure conditions (such as flooding and trafficability), as well as the needs of the local population. Area Reconnaissance objectives may be a small village or town; facilities such as water treatment plants, weapons storage sites and cross country mobility.

³ UN military enabling units include construction engineers, signals, military aviation, transportation, medical and logistical units.

1.2.2 Route Reconnaissance. Route Reconnaissance analyzes trafficability, terrain features (including obstacles), security (including human activity) and the capacity to achieve operational capability along a specified route and the adjacent terrain from which movement along the route can be affected. Route Reconnaissance can be performed as either a stand-alone mission, or as an additional task during a larger Area Reconnaissance mission. Route Reconnaissance will normally have a directed start and end point along the route.

1.2.3 Surveillance. Surveillance is the systematic and continuous observation of a designated area, place, person(s), or thing(s) by visual, sound, electronic, photographic or other means. Surveillance operations provide the commander information to prevent surprise, provide reaction time, and allow the commander to make informed decisions for planning and action.

1.2.4 Topographic Reconnaissance. Topographic Reconnaissance is the collecting of information on the nature of the terrain (including soil composition, natural relief and man-made structures), the impact of weather (flooding and trafficability), cover and concealment (from weapons fire and observation), and the availability and condition of water sources as they may affect UN operations and the local population.

1.2.5 Determine Population Disposition. These are tasks aimed at collection of information about the local population and its disposition towards UN and negative forces. Determine Population Disposition tasks help commanders understand the threat against the local population, and develop countermeasures to mitigate that threat and other negative factors affecting the community.

1.3 Security Operations

Security operations are conducted to provide early and accurate warning of activities posing a threat to protected groups or areas. Security operations provide the Force with the time and operating space within which it can react to negative forces. Security operations are not distinctly separate from reconnaissance missions and therefore should be considered in the overall information collection plan. There will be times and circumstances when UN Reconnaissance Units are tasked to conduct security operations. Security operations include:

1.3.1 Area Security. Area Security is a task conducted to protect civilians, forces, installations, routes, and actions within a specified area. UN Reconnaissance Units conduct area security to allow freedom of movement, reorientation and action. Area Security may involve other military units and support agencies to conduct authorized operations. The commander may task UN Reconnaissance Units to conduct a number of reconnaissance and security tasks in support of Area Security including Area/Route Security, Screen or Convoy Security.

1.3.2 Screen. A Screen is an operation conducted to provide early warning. The intent of the Screen is to report activity that may be a threat and, if directed by the commander and within the UN Reconnaissance Unit's capabilities, prevent the threat from affecting those being protected. A Screen is used when early warning is needed to allow others to prepare for action. It is defensive in nature. Therefore, a Screen is normally used to protect the front, flank, or rear of a protected position but can also be used to protect the flanks or rear of a moving entity. A Screen is established by emplacing a series of observation posts, augmented with patrols, to ensure continuous reconnaissance and surveillance of dead space.

1.3.3 Establish Observation Posts. Observation Posts (OPs) are manned positions established to detect activity, or monitor and observe a specific location, area, event or avenue of approach. An OP can be permanent, temporary, static or mobile. Reports from OPs provide timely, accurate and relevant information to the UN Reconnaissance Unit headquarters, supported commander and adjacent units. In addition to observation, the OP site must provide clear radio communications and protection from negative force influence within the commander's intent. To enhance security, whenever possible OPs should be placed within mutually supporting distance of each other.

1.3.4 Border Monitoring. Border Monitoring operations involve the focused observation of border crossing areas to detect illegal activities such as weapons and human trafficking, negative force activity, activity along lines of communications, etc. Border Monitoring may be accomplished through a combination of reconnaissance and surveillance operations.

1.3.5 Convoy Security. The purpose of conducting convoy security is to facilitate a secure and frictionless movement of a group of vehicles from a designated start point to an intended destination. Convoy security missions are conducted when insufficient friendly forces are available to continuously secure routes in an area of operations. A convoy security force operates to the front, flanks and rear of a convoy element moving along a designated route. Convoy security missions orient on the element being protected. All convoy security elements fall under the control of the protected convoy commander. If a negative force engages the convoy, the commander and security element must ensure the security of the convoy while simultaneously reacting to neutralize any threat.

1.3.6 Local Security. Local Security includes measures that prevent or interdict negative force efforts. Local Security is an enduring and priority task for all units and is essential to maintaining the initiative. Local Security tasks prevent units from being surprised. Local Security involves avoiding detection, when required, or deceiving negative forces about friendly actions, positions and intentions. It includes identifying negative forces in the immediate vicinity and knowing as much as possible about their capabilities and intentions. UN Reconnaissance Units use active and passive measures to provide Local Security. They use a combination of active measures such as patrolling and reconnaissance, and passive measures including camouflage, noise and light discipline, proper communications procedures, ground sensors, night-vision and day sights.

1.3.7 Link-Up Force. The purpose of this operation is to join two or more reconnaissance units. This operation can include host nation forces and supported units. Link-up operations normally occur in contested territory and may involve different types of UN forces.

1.3.8 Evidence Collection. Evidence collection is the systematic collection, documenting, and safeguarding of material that may be evidence of illegal activity. Within the prescribed mandate and commander's orders, UN Reconnaissance Units have the capability to secure illegal weapons or stores (explosives, equipment, and materials), and safeguard evidence of atrocities or human rights violations until properly turned over to appropriate authorities. If required, the UN Reconnaissance Unit will collect, document, and secure evidence in accordance with SOPs and as otherwise directed.

1.3.9 Battle Damage Assessment. Battle Damage Assessment is the timely and accurate estimate of damage resulting from the activities of negative forces and/or other applicable UN forces. This is a detailed assessment of damage to personnel and property, the results of which should be communicated through the chain of command as quickly as possible.

1.3.10 Guide Moving Forces. Operations to guide moving forces involve identifying, marking and securing lines of communication, advance routes, assembly areas, start lines and other control measures.

1.3.11 Observe, Direct and Control Joint Fires. With a Forward Air Controller (FAC) and ground observer capability, the UN Reconnaissance Unit has the ability to direct and control joint fires in support of Mission forces, gather information and, when required, prosecute targets.

1.3.12 Exploitation. Exploitation operations are characterized by rapid advance against decreasing resistance. The purpose can be both physical (to occupy and dominate an area), or psychological (to have an influence on others). The aim is to retain the initiative by preventing negative forces from reorganizing or conducting an orderly withdrawal. The psychological effect on negative forces is intended to cause confusion or apprehension throughout the adversary's command or reduce its capacity to react. In the context of a peacekeeping operation, exploitation is used to rapidly expand the force's area of operations. The most common goal is to reassure the local population and security forces by providing an overt presence in a new area. The mobility of the UN Reconnaissance Unit, combined with a mix of mounted and dismounted capability, make it well suited to conducting a range of exploitation tasks.

1.3.13 Infiltration. An infiltration is a discreet movement entering an area dominated by negative forces without being detected. Infiltration is normally done to gain an understanding of a particular area or to enable another tactical action.

1.3.14 Demonstration. The role of a demonstration is to distract the negative force's attention without seeking contact, usually enabling freedom of action elsewhere within the area of operations. A demonstration can have both a physical and psychological effect on negative forces. In a peacekeeping context it may also be used to reassure the local population and/or security forces by providing an overt presence in an area. Demonstrations may be particularly effective in the early stages of an operation where the mobility of the UN Reconnaissance Unit can be used to cover a large area, thereby demonstrating an early UN presence.

Chapter 2

Capabilities and Tasks of the UN Reconnaissance Unit

2.0 Introduction

Based on the Mission's geographical area and operational requirements, the Office of Military Affairs, Department of Peacekeeping Operations at UN Headquarters prepares a Statement of Unit Requirement (see Annex A) specifying the UN Reconnaissance Unit's mission, tasks, organization, equipment and personnel required. The UN Reconnaissance Unit has an operationally efficient and versatile organization with a multifaceted capability due to its task-oriented composition of specialized personnel and equipment. Moreover, UN Reconnaissance Unit capabilities and their associated tasks are accomplished through a combination of dismounted, mounted and aerial reconnaissance operations, sometimes using Tactical Unmanned Aerial Systems, when available. Non-organic mission-required capabilities are added to augment those of the UN Reconnaissance Unit to meet specific peacekeeping requirements.

2.1 Unit-Level Capabilities and Tasks

2.1.1 Operational Activities. The UN Reconnaissance Unit is capable of performing company, platoon or detachment size operations. If a platoon or greater element is detached, it will require the attachment of elements from the Specialist and Logistics Support Platoons, reducing the UN Reconnaissance Unit's remaining capability

2.1.2 Air Mobility/Heli-borne Operations⁴. All platoons and sections are trained and equipped to be air transported within the Mission area of operations by either fixed-wing aircraft or helicopters.

2.1.3 Mobility. The UN Reconnaissance Unit maintains its mobility through organic motorized/mechanized platoons and detachments or through provided aviation assets.

2.1.4 Re-deployment. The UN Reconnaissance Unit is capable of relocation and re-deployment as a UN Reconnaissance Unit in support of other Force elements.

2.1.5 Combined/Joint Operations. The UN Reconnaissance Unit is capable of joint reconnaissance operations with other Force contingents, UN air and maritime elements and host country security forces.

2.1.6 Long Range Patrols. The company level unit is capable of conducting a minimum of one platoon-strength long range patrol for a maximum of 7 days with organic resources, and for longer periods with additional Mission support.

⁴ All planned aviation-related activities, such as transportation by air (including medical and casualty evacuation), reconnaissance, selection of temporary helicopter landing sites, etc., must be coordinated with the Mission Aviation and Movement Control elements in order to meet specific requirements stipulated in the respective Aviation, Movement Control and Aviation Safety policies, manuals and SOPs. See also the DPKO *Aviation Manual*, 2005 for specific requirements to transport weapons on board UN-chartered aircraft.

2.1.7 Continuous Operations Command and Control. The UN Reconnaissance Unit maintains a 24/7 Operations Center with electronic tracking equipment and tactical communications capability for real time monitoring, control and coordination of operations.

2.1.8 Robust Sustainment. The UN Reconnaissance Unit headquarters, with support of its Logistics Support Platoon, is capable of conducting logistics planning to sustain the UN Reconnaissance Unit and its platoons and detachments.

2.1.9 Protection of Civilians. This includes the timely provision of information to the supported commander preventing action by negative forces adversely affecting the local population. Protection of Civilians may include providing physical security to the local population and infrastructure under threat of physical violence from negative forces.

2.2 Core Capabilities and Tasks

The core capabilities and tasks of the UN Reconnaissance Unit include:

- Collection, Collation and Dissemination of Information
- Situational Awareness and Reporting
- Command, Control and Communications (C3)
- Firepower
- Mobility
- Force Protection
- Sustainment
- Interoperability
- Civil Interaction

2.3 Collection, Collation and Dissemination of Information. The UN Reconnaissance Unit is required to provide all weather, continuous, day and night, accurate and timely collection of information through the combined use of surveillance systems and mounted/dismounted reconnaissance activity. The Unit must provide timely and accurate assessments of the operating environment as a result of its collection, staff processing, and rapid dissemination of information. It must also integrate its technological capabilities to gain tactical and operational advantage supporting timely and coherent decision-making. Its associated tasks include reconnaissance and security operations, described in Chapter 1, providing the supported commander a more in-depth understanding of the operational area through detailed information about routes, obstacles, the local population and negative forces.

2.4 Situational Awareness and Reporting. The UN Reconnaissance Unit is capable of providing the supported commander a greater understanding of the operational environment, allowing the commander to employ his forces where they will be most decisive. The UN Reconnaissance Unit is also capable of providing the supported commander early warning by means of timely, accurate, and relevant information. These capabilities and tasks require continuous collection and collation of observations and information provided in frequently updated and timely reporting. The UN Reconnaissance Unit must therefore maintain both data and voice communication capabilities for accurate reporting on information requirements through the dedicated use of FM, HF, TACSAT or other available communications over extended ranges. In-Mission training on UN-owned information technology and communications equipment is mandatory to maintain operational reporting.

2.5 Command, Control and Communications (C3). The UN Reconnaissance Unit tailors its task organization by deploying modular and scalable assets in response to the mission requirement. The UN Reconnaissance Unit must be capable of deploying a tactical headquarters for C3 in mobile operations, and establish clear channels of command and control ensuring responsibility and accountability for all subordinate elements. The UN Reconnaissance Unit must also maintain effective command and control of ongoing operations in accordance with the supported commander's plans, directives and policies, and deliver the required effects by directing operations through the timely passage of orders. The UN Reconnaissance Unit must allocate adequate resources to accomplish these required tasks, and exercise effective command and control of all subordinate and attached elements with dependable, responsive and dynamic C3 equipment adapted to the peacekeeping environment. It must conduct operations in all weather conditions, continuously by day and night, in its designated area of operations. Its tasks also include assisting the supported commander by generating and answering information requirements, thus allowing the commander to formulate plans or take action to enforce the mandate and meet the desired end state.

2.6 Firepower. The UN Reconnaissance Unit is regularly used to observe, direct and control weapons fire. In doing so it provides battle damage assessment of the effects of fires, and includes support to fire direction for UN attack helicopters, artillery and mortars. The UN Reconnaissance Unit employs its organic and attached weapons to protect itself and deter, disrupt, or mitigate likely threats in its area of operations. The UN Reconnaissance Unit is tailored to be self-sufficient in firepower, personnel and equipment to conduct these assigned tasks.

2.7 Mobility. The UN Reconnaissance Unit is capable of moving tactically and non-tactically to reposition its military presence to the most advantageous location by any means available. It is capable of conducting robust reconnaissance tasks throughout the Mission area of operations. The UN Reconnaissance Unit is also capable of monitoring and verifying peace agreements and maintaining visible presence in areas of potential threat to enhance security, encourage confidence with the local population and support the Mission's security framework. The UN Reconnaissance Unit can also be tasked to secure safe passage in designated areas for a specified duration. This task may include providing continuous (again, for a limited duration), all-weather, unimpeded, safe and secure freedom of movement for UN Reconnaissance Unit assets, Mission elements and the local population in accordance with the mandate.

2.8 Force Protection. The UN Reconnaissance Unit uses its available assets to achieve the required force protection and provide early warning for other elements in the Mission area. In addition to its weapons capability and physical presence, it establishes protective measures by providing situational awareness to the supported commander. The UN Reconnaissance Unit also ensures that all assigned and attached personnel understand the requirement to protect civilians, UN personnel and infrastructure in self-defense and defense of the mandate, particularly when considering a response to hostile actions in accordance with the Mission's rules of engagement.

2.9 Sustainment. Sustainment depends, in part, on the UN Reconnaissance Unit's logistical staff planning to forecast its needs prior to, during and after operations; and through the timely provision and replenishment of supplies and equipment. Logistical self-sufficiency and independence means, in part, having the required rations, drinkable water, accommodation, hygiene, medical level 1 care, welfare support and sanitation for the men

and women assigned. The UN Reconnaissance Unit must also have the necessary repair, recovery and preventive maintenance personnel and equipment to maintain its mobility. Sustaining its reconnaissance platoons and detachments at extended ranges requires the performance of tasks that ensure the UN Reconnaissance Unit has its transportation assets available wherever and whenever needed. Sustaining independent deployment of reconnaissance platoons or task organized detachments is typically for periods not exceeding 30 days.

2.10 Interoperability. The UN Reconnaissance Unit must operate effectively in an international environment. Its personnel need an open mindset, but also the common procedures and understanding provided by internationally embraced documents such as UN policies, SOPs and this Manual. The UN Reconnaissance Unit serves under well-coordinated C3 arrangements involving numerous nationalities beyond the contingent, and must train on and operate UN-owned communication systems for their reporting, sustainment and joint operations involving other Mission elements. As English and French are the two most frequently used official UN Mission languages, key leaders in the UN Reconnaissance Unit must be operationally fluent in both written and oral English or French, depending on the Mission. Given the requirement to interact with the local population, it is highly desirable for the UN Reconnaissance Unit to have some capability in the local language, or be capable of using interpreters when interacting with the civilian population.

2.11 Civil Interaction. In pursuing its various tasks, particularly those involving situational awareness and protection of civilians, the UN Reconnaissance Unit must be capable of interacting with the local population and other bodies active in the Mission area. Language ability or the use of interpreters facilitates common understanding between all parties concerned and directly contributes to the UN Reconnaissance Unit's ability to collect and collate information, report that information, and provide the required situational awareness. Civil interaction not only contributes to protecting the local population; the trust and information gained through it can significantly improve force protection for the UN Reconnaissance Unit itself and other Mission elements.

Chapter 3

Organization and Equipment of the UN Reconnaissance Unit

3.0 Organizational Structure

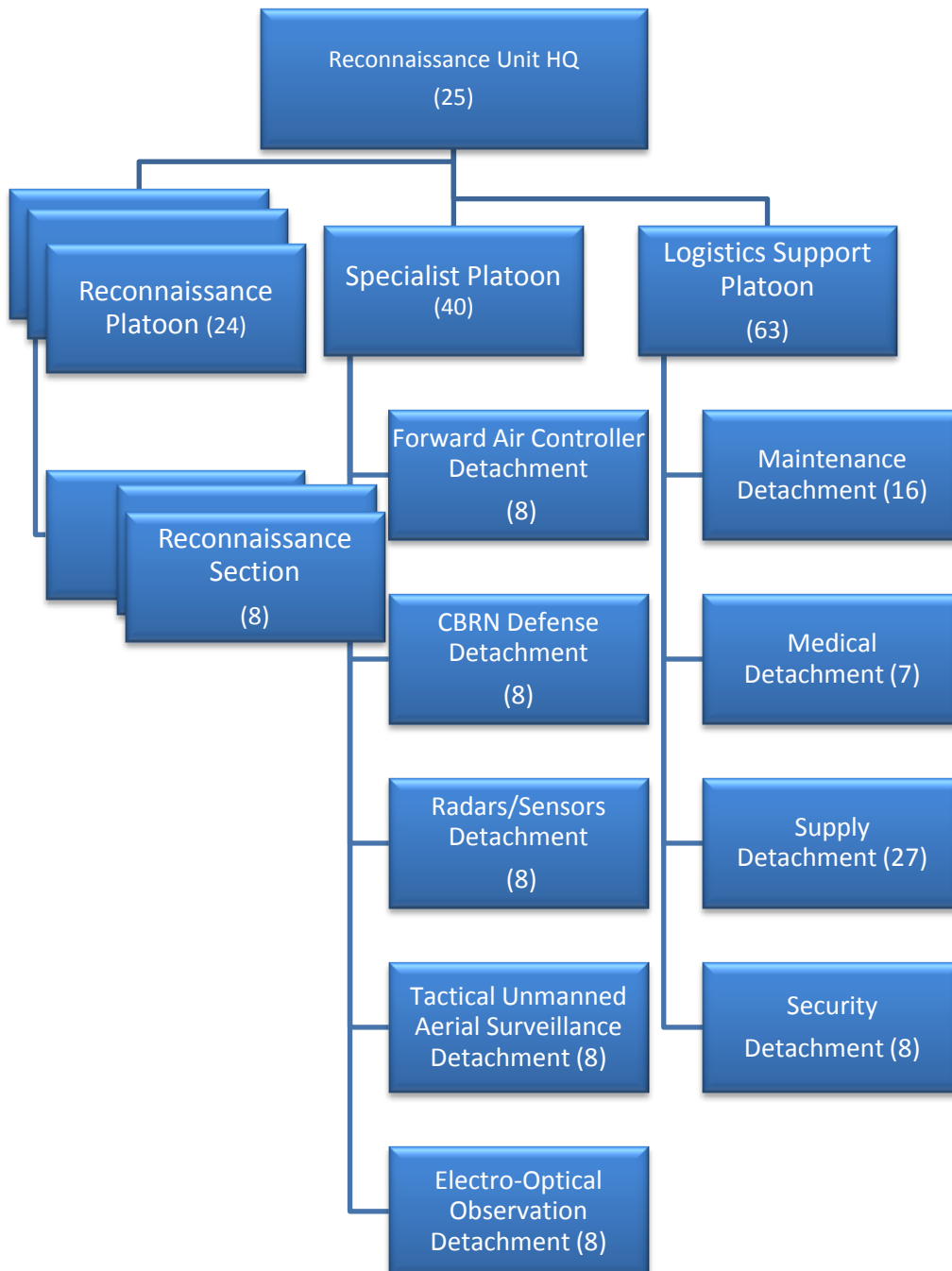
3.0.1 The generic company size UN Reconnaissance Unit is an independent reconnaissance unit without a supporting battalion headquarters and therefore its logistical footprint will be larger than that of a standard company size unit. It is composed of a unit headquarters, three reconnaissance platoons, one specialist platoon and a logistics support platoon. Given the modular and scalable nature of the organization, planners can expand the structure to meet more extensive Mission requirements.

3.0.2 The UN Reconnaissance Unit is capable of deploying in support of other force elements, or detaching task-organized portions of its structure for limited periods of time. Each of the three reconnaissance platoons has a platoon headquarters and three reconnaissance sections. Ideally, and depending on Mission requirements, the specialist platoon has a platoon headquarters; a forward air controller detachment; a chemical, biological, radiological and nuclear (CBRN)⁵ defense detachment; a radars/sensors detachment; an unmanned aerial systems detachment and an electro-optical detachment. The logistics support platoon has a platoon headquarters and maintenance, medical, supply and security detachments. See the following Reconnaissance Unit organizational chart and the Tables of Personnel and Equipment at Annex B.

⁵ To date, UN peacekeepers have not been subjected to a nuclear or biological warfare environment. However, they have had to work in a chemical warfare environment. It is therefore important that some elements of the CBRN threat be covered in training to include the characteristics, symptoms, precautions and use of protective clothing and detection monitoring equipment for all types of CBRN threats. If time is constrained, military units should concentrate on detection of and protection from chemical weapons. –*United Nations Peacekeeping Training Manual, Training Guidelines for National or Regional Training Programmes*, undated, page 28, published by DPKO:
http://ppdb.un.org/Policy%20%20Guidance%20Database/MAN_UN_PEACEKEEPING_TRAINING.pdf

UN Reconnaissance Unit

(Company Size, Approximately 200 Persons Total)



3.1 Unit Descriptions

See the detailed tables of personnel and equipment for each UN Reconnaissance Unit Platoon at Annex B.

3.2 Reconnaissance Platoon. The UN Reconnaissance Unit's Reconnaissance Platoon is capable of performing its designated tasks independently or as part of a company-level operation. It has its own command, control and communications capability plus the required firepower, mobility and logistics provided by the UN Reconnaissance Unit headquarters. If the mission requires, the Reconnaissance Platoon is capable of deploying by heli-borne operation. With the support of the UN Reconnaissance Unit Logistics Support Platoon, the Reconnaissance Platoon can deploy detached from its parent organization for periods of up to 30 days, and can conduct platoon size long range patrols anywhere in the Mission area of operations for up to 7 days using its organic resources. The Reconnaissance Platoon may be augmented by elements of the UN Reconnaissance Unit's Specialist Platoon for mission-specific tasks. The Specialist Platoon has mechanized/motorized mobility and can augment the Reconnaissance Platoon with day and night electronic surveillance and recording capabilities, night vision goggles, global positioning system (GPS) devices and other communications equipment including voice/data transmission over extended ranges. The Reconnaissance Platoon is fully interoperable with other Force or Mission elements during joint reconnaissance operations and is trained to interact with the local population and other actors in the Mission area.

3.3 Specialist Platoon. The Specialist Platoon is a Mission-specific task organization supporting the UN Reconnaissance Unit's three Reconnaissance Platoons in the performance of their tasks. The Specialist Platoon provides the UN Reconnaissance Unit the required enabling technical experts and equipment. The Specialist Platoon has the necessary mobility to deploy its detachments in support of the Reconnaissance Platoons. Given the Specialist Platoon's modular organization, it can detach the required specially trained personnel and equipment in support of a Reconnaissance Platoon for periods of up to 30 days while still supporting concurrent operations of another UN Reconnaissance Unit platoon-size force. If Mission requirements establish the need, the Specialist Platoon can provide forward air controllers, CBRN experts, radar/sensor capability, Tactical Unmanned Aerial Systems, electro-optical surveillance capability as well as long range voice/data communications.

3.4 Logistics Support Platoon. As an independent reconnaissance unit without a supporting battalion headquarters, the UN Reconnaissance Unit requires greater logistical support than a typical company size organization. The Logistics Support Platoon supports the UN Reconnaissance Unit's headquarters, three Reconnaissance Platoons and Specialist Platoon as they perform their mission essential tasks. The Logistics Support Platoon can detach the required logistical support for a Reconnaissance Platoon for periods of up to 30 days while concurrently supporting the operations of another platoon-size force and the UN Reconnaissance Unit headquarters. The Logistics Support Platoon includes a security detachment that provides the UN Reconnaissance Unit base security and force protection. The Logistics Support Platoon provides the UN Reconnaissance Unit vehicle maintenance, repairs and recovery; Medical Level I support and daily supplies of rations, water, fuel and ammunition. The UN Logistics Support Platoon should maintain the required stock levels according to the logistical instructions it receives from the UN Statement of Unit Requirement and the Mission's logistics SOPs/instructions.

Chapter 4

Support for the UN Reconnaissance Unit

4.0 Introduction

4.0.1 UN Reconnaissance Units generally operate in austere environments with small units deployed deep into the Mission area of operations, potentially in isolation from other UN forces and far from any logistical base. A specialized logistics support arrangement is therefore essential to support UN Reconnaissance Units that could include specific capabilities and procedures such as airdrop, air resupply, caches, riverine resupply and local resupply. The logistics support arrangement must be well prepared and planned during the early stages of Mission planning, and for each UN Reconnaissance Unit operation once deployed.

4.0.2 The UN Reconnaissance Unit is expected to meet the standards of self-sustainment according to the terms of the UN-TCC Memorandum of Understanding (MOU) and Contingent-Owned Equipment (COE) Manual. The deploying UN Reconnaissance Unit is required to have and maintain the necessary resources and personnel to support itself administratively and logistically for the duration of the Mission. To avoid having troops arrive unprepared to sustain themselves or their operations, TCCs and their contingents must be clear on what support will be provided by the UN, and what support they must provide for themselves. See Annex A to this Manual for an example of typical and specific initial provisioning and self-sufficiency support requirements. The specifics of what to expect are provided in key documents such as the Statement of Unit Requirement and any UN-TCC MOU or Letter of Assist. It cannot be over-emphasized that special attention must be given to the detailed requirements for rations, water, shelter, medical and supplies.

4.1 UN Mission Logistics Support Concept

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

4.1.2 Overall logistical support for UN Reconnaissance Units is coordinated through the Sector and Force Headquarters. The UN Reconnaissance Unit must therefore liaise with both the Sector and Force Headquarters logistics structure (DCOS Operations Support, U-4 LOG, U-1 PER), the DMS or CMS and the Mission Support Center (formerly the Joint Logistics Operations Centre (JLOC)). Operations planning will determine the specific logistics

requirements and the associated logistics command and control structures for each operation when the UN Reconnaissance Unit is committed. Resupply of deployed Reconnaissance Units in remote areas is planned and executed as an operational task.

4.2 Major Engineering Support

Before deployment, UN-TCC negotiations should include any UN Reconnaissance Unit requirement for major military engineering such as antenna parks and physical barriers for force protection. Early identification of major engineer requirements is essential to reach full operational capability as soon as possible, especially when UN Reconnaissance Units are establishing their facilities in new locations. Major military engineering tasks are a Mission responsibility and included in the Mission's master engineer plan.

4.3 The UN Reconnaissance Unit Commander's Role

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

4.4 UN Reconnaissance Unit Self-Sustainment

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

- Catering
- Communications
- Office
- Electrical
- Minor engineering
- Explosive Ordnance Disposal⁶
- Laundry and cleaning
- Tentage
- Accommodation
- Basic fire-fighting equipment
- Fire detection and alarms
- Medical: observation and treatment identification
- Defense against Chemical, Biological, Radiological and Nuclear Weapons⁷

⁶ For the Reconnaissance Unit camp internal area only. Does not apply to mine clearance activities.

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

4.5 UN Sustainment Support to the UN Reconnaissance Unit

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

4.5.2 The UN provides the following items and services:

- Food rations (storage, cooking and sometimes transportation are a contingent responsibility)
- Bulk raw water (or access to bulk raw water). TCCs are responsible for purification, storage and transport)
- Bulk fuel
- Strategic movement of Contingent-Owned Equipment and personnel from the home country to the Mission area of operations
- Main supply route, road/other infrastructure upkeep and mine clearing. Minor engineering and routine upkeep is a TCC responsibility. Readers should consult the applicable MOU
- Blood and blood products
- Casualty Evacuation/ Medical Evacuation (CASEVAC/MEDEVAC) transportation and support for in-theater movement of sick and wounded personnel to medical facilities beyond Medical Level 1⁸

⁷UN peacekeepers have not been subjected to a nuclear or biological warfare environment. However, they have had to work in a chemical warfare environment. It is therefore important that some elements of the CBRN threat be covered in training to include the characteristics, symptoms, precautions and use of protective clothing and detection monitoring equipment for all types of CBRN threats. If time is constrained, military units should concentrate on detection of and protection from chemical weapons. –*United Nations Peacekeeping Training Manual, Training Guidelines for National or Regional Training Programmes*, undated, page 28, published by DPKO:

http://ppdb.un.org/Policy%20%20Guidance%20Database/MAN_UN_PEACEKEEPING_TRAINING.pdf

⁸ For comprehensive guidance on medical operational, logistical and administrative guidelines for Member States, UN Headquarters and field Missions, consult the Medical Support Manual for United Nations Peacekeeping Operations, which will be available at: http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx

4.6 CASEVAC/MEDEVAC and Medical Support

4.6.1 Reconnaissance Unit CASEVAC/MEDEVAC: Reconnaissance Units often operate independently and deep into the area of operations making CASEVAC/MEDEVAC operations both critical and challenging. To mitigate these concerns, the Reconnaissance Unit prepares for CASEVAC/MEDEVAC by detailed planning, training, pre-arranging evacuation resources and providing reliable medical treatment.

4.6.2 Detailed CASEVAC/MEDEVAC Planning and Training: During the planning phase of each operation, special attention is given to CASEVAC capabilities, procedures and timing with the appropriate staff officers at the Sector or Force Headquarters level. UN Mission MEDEVAC/CASEVAC assets and Level 2/3 Hospitals will provide medical support and should train with the Mission's Reconnaissance Unit. CASEVAC/MEDEVAC training is aimed at interoperability with enablers, such as air assets, and other components such as the Quick Reaction Force. When aerial CASEVAC/MEDEVAC assets are not available or appropriate, alternate CASEVAC/MEDEVAC is arranged using Mission assets and procedures. Reconnaissance Unit CASEVAC/MEDEVAC typically involves UN Reconnaissance Units making use of all available Sector, Force and Mission capabilities.

4.6.3 CASEVAC/MEDEVAC Resources: Air assets for the extraction of Reconnaissance Unit personnel, must be planned in advance using Mission resources to include various means of extrication, medical teams and the necessary liaison component. Reconnaissance unit CASEVAC/MEDEVAC in deep operations requires aviation assets, intelligence support, local/national liaison capability, logistics support, supplies, infrastructure and related force protection, ground transportation, sustainment, maintenance, medical support and UN Mission-specific Communications and Information Technology Systems (CITS). Aviation support capacities may include peacekeeping military air units, including tactical fixed-wing aircraft as well as utility, observation and attack helicopters. Aviation support can also be provided by the transportation cell in the Field Operations Support unit managing Mission aviation (including military transport helicopters), movement control and MEDEVAC/CASEVAC arrangements. Under this arrangement, aviation support is placed under the authority of the Director/Chief of Mission Support (DMS/CMS).⁹ Dedicated resources must be planned for and obtained in advance. Due to the characteristics of Reconnaissance Unit operations, the potential isolation of small reconnaissance detachments and responsiveness/flexibility of reconnaissance operational deployments, careful consideration must be given to the suitability, availability and appropriateness of relying on host nation support.

4.6.4 Enhanced CASEVAC/MEDEVAC Medical Capability: UN Reconnaissance Units will have their own integral medical teams capable of stabilizing casualties while awaiting CASEVAC/MEDEVAC. Each UN Reconnaissance Unit (company equivalent) is typically deployed with an organic medical detachment. Each UN Reconnaissance Unit Platoon may also be configured to include a dedicated medical team if required. Beyond the UN Reconnaissance Unit's responsibility to provide its own medical detachment, more comprehensive medical support can be provided by the UN Mission. The UN Mission's medical branch must have the necessary flexibility to adequately stock medical supplies and support UN Reconnaissance Units that have relatively high mobility and a more limited footprint on the ground. The ability to evacuate UN Reconnaissance Unit casualties to Level

⁹ Reference: 2008-4, Authority, Command and Control in UN Peacekeeping Operations, March 2009, E-6.1, Integrated Support Services and E-6.2, Tasking Authority for the Mission Assets, pages 15-16.

2 and 3 hospitals must be pre-arranged and verified before each UN Reconnaissance Unit mission.

4.7 UN Headquarters Staff Support to the UN Reconnaissance Unit

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

4.7.2 Equipment for communications between the Mission Headquarters and the UN Reconnaissance Unit is provided as UN-Owned Equipment (UNOE). UNOE ensures that the UN Reconnaissance Unit has integral secure military grade communications within the Mission communications network. The UN Reconnaissance Unit's internal communications and information systems are provided by each TCC as Contingent-Owned Equipment.

4.7.3 The determination of financial reimbursement to UN Member States for Contingent-Owned Equipment (COE) is established through the COE Working Group and UN legislative bodies. The details of this reimbursement at the contingent-specific level are included in the MOU, which is the primary reference for contingent logistics support (including support for the UN Reconnaissance Unit) for each specific peacekeeping Mission. Major equipment (if not in the COE Manual) will be treated as a "special case" if the situation requires. Maintenance of this special case equipment is a TCC responsibility if the equipment is under wet lease. See paragraph 4.8 of this Manual, which describes wet and dry leases. In accordance with the COE Manual, any special minor equipment or consumables not covered by the standard self-sustainment rates may be categorized as "unique equipment." These items will be reimbursed according to bilateral special case arrangements between the troop/police contributor and the UN.

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

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

4.8 Wet and Dry Lease

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

4.8.1 Wet Lease

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

- Accommodation, workshops and utilities (electrical generators) are typically a troop contributor responsibility under the MOU. The troop contributor also provides the equipment, related minor equipment, workshop support, spares, and maintenance personnel. The troop contributor is reimbursed at set rates.
- One troop contributor provides the major equipment and a second party, under a bilateral arrangement, provides the support. In this case, the troop contributor deployed to the Mission area and operating the equipment is reimbursed by the UN. The second party is reimbursed, if at all, by bilateral arrangement without UN involvement or responsibility.

4.8.2 Dry Lease

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

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

4.9 UN Logistics Support Sources

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

4.9.2 Logistics Support from UN-Owned Equipment and Services

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

4.9.3 Logistics Support from TCC-Provided Military Enabling Units. The Chief of Service Delivery (previously the Chief of Integrated Support Services), acting on behalf of the Director or Chief of Mission Support, exercises tasking authority over all Mission-assigned uniformed logistics personnel and enabling units comprising medical, signal, logistics, construction engineers (except combat/field engineers), transportation and movement units (including military transport helicopters). The Force Commander/Head of Military Component exercises tasking authority over combat support units comprising combat aviation (attack/armed and observation helicopters) and other purpose-built helicopters for combat tasks such as reconnaissance and surveillance, combat engineers (field engineers) and EOD units.¹⁰ TCC-provided military enabling unit equipment should be fully functioning in order to operate in conditions of minimal infrastructure, and be readily available at the agreed time for mobilisation.

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

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

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

4.10 Equipment Support and Ownership

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

¹⁰ *UN Policy on Authority, Command and Control*, February 2008, paragraphs 74 and 75.

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

4.10.3 Responsibility for costs associated with deployment and re-deployment are established as part of the UN agreement with the respective nation. When the UN provides a TCC equipment for its military contingent's responsibilities, or the UN assists a TCC in obtaining said equipment, the ownership of that equipment is determined by the UN in conjunction with the TCC prior to the completion of the operation.

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

4.12 Status of Forces Agreement

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

4.12.2 SOFAs codify relations between the UN Mission and host state describing "the rights, privileges and immunities of the mission and its personnel and the mission's obligations to the host government."¹¹ SOFAs govern the legal status of troops and civilian personnel deployed to the Mission in the host state, and specify the legal immunity for UN personnel with regard to the settlement of claims, the modalities for the exercise of civil and criminal jurisdiction over military and civilian Mission members, as well as provisions relating to freedom of movement, taxes, customs, immigration controls, radio frequencies, flight clearances and permission to wear uniforms and carry weapons. Under the typical terms of a SOFA, "military personnel are immune from criminal prosecution by the host state for crimes committed on its territory, but may still be subject to the criminal jurisdiction of their national authorities."¹²

4.13 National Support Element

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

¹¹ *Handbook on United Nations Multidimensional Peacekeeping Operations*, published by DPKO Peacekeeping Best Practices Unit, December 2003, p.13, available at:

<http://www.peacekeepingbestpractices.unlb.org/Pbpb/library/Handbook%20on%20UN%20PKOs.pdf>

¹² *Office for the Coordination of Humanitarian Affairs (OCHA) Glossary of Humanitarian Terms in Relation to the Protection of Civilians in Armed Conflict*, 2003, available at:

<http://ppdb.un.org/Policy%20%20Guidance%20Database/Glossary2004.pdf>

4.13.2 A National Support Element includes personnel and equipment in addition to those agreed to by the UN and Member State under the terms of the applicable MOU, and/or as described in the Statement of Unit or Force Requirement for the specific field Mission. As this augmentation is over and above UN requirements, the UN offers no reimbursement or financial liability for National Support Element costs, rotation or self-sustainment. Nonetheless, for purposes of legal status, National Support Element personnel are considered part of the Member State's military or police unit contingent.

Chapter 5

Training for the UN Reconnaissance Unit

5.0 Introduction

5.0.1 This chapter is intended to assist UN Reconnaissance Unit commanders and leaders in their professional obligation to maintain the training and operational readiness of the personnel under their supervision. The UN fully recognizes TCC sovereignty and prerogatives when it comes to the military training of their personnel and units. TCC military training is the foundation that makes contingents capable of performing their assigned tasks in the UN Mission, and it is the professional foundation upon which UN peacekeeping interoperability is built. Nonetheless, this chapter briefly explains UN training expectations as they relate to preparation for UN deployment; professional military training recommended for emphasis; and fundamental training requirements for UN Reconnaissance Units.

5.0.2 The UN Infantry Battalion Manual (UNIBAM) discusses common UN military unit training at length and should be studied by all units deploying for peacekeeping Missions.¹³ Key professional qualities worthy of TCC emphasis include military planning, the ability to integrate and orchestrate diverse sources of specialist personnel and equipment, communications skills (both oral and written), the development of a versatile and flexible mind-set, cultural awareness and sensitivity, language skills, and knowledge of the UN communications and information technology system. Descriptions of UN peacekeeping training, including the various phases such as Pre-Deployment Training, Induction Training, Ongoing or In-Mission Training (a command responsibility vital to ensuring the maintenance of operational effectiveness) and on-the-job training are covered in the UN Infantry Battalion Manual. Peacekeeping training described therein is applicable to all military units regardless of specialty.

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

5.1 Training Responsibility and Expectations

Training, regardless of subject, is a military command responsibility at every organizational level. Military commanders and supervisors at each level have a legal and

¹³The Infantry Battalion Manual, Volumes I and II, can be found at:
<http://www.un.org/en/peacekeeping/documents/unibammanualvol1.pdf> and
<http://www.un.org/en/peacekeeping/documents/unibammanualvol2.pdf>.

moral obligation to ensure their personnel and units are properly trained to accomplish their missions. UN Reconnaissance Units are normally composed of personnel from a single TCC, but may occasionally include elements from multiple TCCs. National military training is ideally within the parameters set by the UN in consultation with Member States. Nevertheless, for the sake of interoperability, a deploying unit will most likely require some additional training to gain greater familiarity with UN peacekeeping and the requirements of a particular Mission. DPKO's Integrated Training Service (ITS), part of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations (DPKO) at UN Headquarters, provides this type of UN Mission orientation training material.

5.2 Professional Military Training Recommended for Emphasis

5.2.1 There are a number of professional military training subjects TCCs may wish to emphasize as they prepare their personnel and units for UN peacekeeping operations. The ability to work with other nationalities is a fundamental requirement in UN operations. Preparing key contingent members to communicate in the French or English languages (a typical Mission requirement) allows them to integrate their unit into the overall Mission, but could involve extensive training time. However, language training and Mission-specific cultural familiarization could be incorporated into the TCC's long-term professional military curriculum, not just its pre-deployment training.

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

5.3 Fundamental Training Requirements for the UN Reconnaissance Unit

5.3.1 While military training may vary according to national goals and resources, there are fundamental training requirements that should be observed when preparing to deploy to a peacekeeping Mission. Training requirements of particular note for UN Reconnaissance Units include:

- Mission Rules of Engagement.
- Mission-specific geographic and environmental conditions whose unique physical and operational characteristics provide training realism.
- Mission-specific guidance obtained from documents issued by DPKO's Office of Military Affairs, such as the Statement of Unit Requirement and Guidelines to TCCs, amongst others; the Integrated Training Service's Pre-Deployment Information Packages; and field Mission documents such as the Force Commander's Training Directive.

- Observations resulting from reconnaissance by the incoming UN Reconnaissance Unit commander and staff to the Mission area.
- Lessons learned from the outgoing UN Reconnaissance Unit.
- Awareness training on asymmetric threats, particularly the use of IEDs.
- Equipment and role-specific training. In-Mission training on UN-issued communications and information technology equipment is mandatory.

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

Chapter 6

Evaluation of the UN Reconnaissance Unit

6.0 Introduction

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

6.1 Evaluation Criteria

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

6.2 Independent Evaluation Support

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

6.3 Conducting Evaluations

Formal evaluations during mission rehearsals and exercises are highly encouraged. Evaluation criteria should be based on measurable and quantifiable standards that are specific, achievable, realistic and time-bound in nature. Evaluations may be conducted in a graduated manner by level (from individual soldiers to commanders) and activity (crew,

section, platoon, company or battalion) in a task-oriented manner to systematically build expertise and integrate capabilities for collective application. In addition to national training standards, further guidance on conducting evaluations is available in the sample evaluation checklists at Annex C, and the links and references provided throughout this Manual regarding UN policies, directives, SOPs and guidelines.

6.4 Pre-Deployment Evaluations

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

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

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

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

6.5 In-Mission Evaluations

In-Mission evaluations should include:

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

6.6 UN Assistance

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

6.6.1 DPKO/DFS Assistance

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

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

- Providing an Operational Advisory Team from the Military Planning Service/Office of Military Affairs, DPKO to guide and assist emerging TCCs (assistance on request for other TCCs).

6.6.2 Mission Leadership Assistance

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

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

6.7 Evaluation References

In addition to this Manual, numerous documents offer guidelines and standards by which UN Reconnaissance Units can evaluate their operational readiness. See Annex D.

6.8 Collective Responsibilities

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

**Redacted Extract of a Sample
Statement of Unit Requirement**

Important Note:

This Statement of Unit Requirement (SUR) is provided for illustrative purposes only.

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

Redacted Extract of a Sample Statement of Unit Requirement

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

References:

- A. UNSCR (redacted)
- B. Military Strategic CONOPS for (redacted)
- C. (REDACTED) Mission Support Plan (redacted)
- D. (REDACTED) ROE (redacted)
- E. Command Directive for the Force Commander of (REDACTED) (February 2007)
- F. Authority, command and Control in UN Peace Keeping Operations (May 2007)
- G. Contingent Owned Equipment (COE) Manual (2008)
- H. (REDACTED) Generic Guidelines for Troop Contributing Nations (TCCs) (2008)
- I. (REDACTED) CONOPS Ph 3 (23 January 2009)
- J. (REDACTED) OPSORDER 3/2008 change 1 dated Mar 2009
- K. (REDACTED) REVIEW FC Initiating Directive (7 October 2009)
- L. Joint DPKO -(REDACTED) Technical review (15 January 2010)

1. SITUATION

The degree of sophistication and preparedness of the belligerent parties requires an equally sophisticated (REDACTED) [UN Unit] able to anticipate and provide both the military and the political decision makers so as to get the time and the knowledge necessary to deescalate and defuse potentially inflammatory situations.

Moreover, some (redacted) checkpoints are quite long apart, and several kilometres from international borders. It is not always possible for the (redacted) or (REDACTED) forces to check all vehicles crossing through the (REDACTED) Area of Operation (AO) or other activity within the AO. A [UN Unit] capability will provide the Sector Commander with the means to further survey the AO and meet the mandates of (redacted).

2. GENERAL CONCEPT

The sector [UN Unit] should be capable of gathering information to satisfy the Sectors Commander's intelligence requirements and to contribute in filling the gaps in the Operational Picture that the normal patrols cannot fulfil.

The purpose of the Brigade [UN Unit] is to enable the Sector Commander to develop situational awareness and knowledge along the Sector AO, and subsequently to satisfy the (REDACTED)'s Information Requirements through reconnaissance and surveillance activities. This would allow the brigade to anticipate and forestall a crisis, and ultimately, to contribute to ensuring the freedom of maneuver.

The [UN Unit] will provide timely, accurate, and synchronized [UN Unit] support to the commander, staff and subordinates during the planning, preparation, and execution of multiple decisive actions within the sector AO.

3. REQUIREMENTS

a. Organization

The [UN Unit] should be composed as follows:

1. One (1) Command element (Redacted).

2. One (1) HUMINT team (Redacted).
3. One (1) NBC detection team (Redacted).
4. Three (3) reconnaissance platoon (Redacted).

b. Tasks

The [UN Unit] should be able to perform the following tasks:

1. Gather relevant military information in order to carry out proactive focused operations and to stabilize the operational situation within the Sector and along the (redacted).
2. Assist in monitoring cross boundary movements along the (redacted), on order/request.
3. Conduct intelligence, surveillance and reconnaissance in order to update the threat assessment and to ensure that the AO is not used for hostile activities of any kind.
4. Provide the Sector commander with a NBC/ROTA (Nuclear Biological Chemical / Release Other Than Attack) situational awareness as well as a minimum ability to monitor the hazards within his Sector.

c. Area of Operations

Each sector [UN Unit] should be able to operate throughout its Sector AO.

d. Special Requirements

The following requirements should be provided by the Force [UN Unit]:

1. Reconnaissance devices.
2. Ground surveillance and weapon locating radar.
3. Electronic surveillance equipment, devices and technology.

4. LOGISTICS SUPPORT

The logistic support concept and arrangement are specified in (REDACTED) Mission Support Plan (Ref. C) and (REDACTED) Generic Guidelines for TCCs Annex G of MOU (Ref. H). The [UN Unit] will use the existing UN assets. The logistic terms and conditions to govern the TCCs' contribution to (REDACTED) will be defined in a MOU.

a. Administration

1. Administration and discipline remain national responsibilities;
2. Once the deployment of a TCC is confirmed, an advanced party including logistics and communication expertise should be deployed.

b. Major equipment

1. The purpose of the COE table in Annex B is to facilitate the preparations of the unit for deployment and the drafting of MOU.
2. The actual quantity, composition and deployment locations of the COE are subject to TCC negotiations with DPKO.
3. The performance standards of the COE offered by a TCC should meet the requirements specified in Chapter 3, Annex A of the COE Manual.
4. All containers, including for general storage, refrigeration, ammunition, medical, workshops, etc, are to be no larger than the International Standardization Organisation (ISO) standard -ISO 20 ft container.
5. All minor equipment, spare parts and consumables (less fuel) are to be supplied by the TCC under wet lease arrangements, including sufficient casing, screen piping, flow meters, valves, fittings, fluids and all other necessary materials and capabilities.

c. Self sustainment

The following self sustainment tasks will be shared between the mission and the TCC:

1. Catering: TCC provides.
2. Communications: TCC provides.
3. Office: UN provides.
4. Electrical: TCC provides.
5. Minor engineering: TCC provides.
6. EOD: To be provided by TCC or other units (TBD).
7. Laundry and cleaning: TCC provides.
8. Tentage: TCC provides.
9. Accommodation: UN provides.
10. Medical:
 - a. Basic: TCC provides.
 - b. Level 1-4: UN provides.
11. Observation: TCC provides, including general observation, night observation and positioning.
12. Identification: Not required.
13. NBC protection: Not required.
14. Field Defence Stores: UN provides.
15. Miscellaneous general store: TCC provides, including bedding, furniture and welfare.

d. Self sufficiency

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

5. COMMAND AND CONTROL

The [UN Unit] is under OPCON of the Sector Commander.

6. COORDINATING MEASURES

The early deployment of an advance party from the incoming [UN Unit], TCC has to carry out in order to coordinate a smooth transition/handover of security responsibilities and UN assets.

Tables of Personnel and Equipment

UN Reconnaissance Unit Headquarters

The UN Reconnaissance Unit Headquarters has the following personnel and equipment:

Org	Element	Serial	Title	Vehicles	Weapons	Rank
UN Reconnaissance Unit HQ	Command	1	Reconnaissance Unit Cdr	4x4	Rfl/SMG	Offr
		2	Signaler		Rfl/SMG	Pte
		3	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		4	Reconnaissance Unit WO		Rfl/SMG	WO
		5	Signaler		Rfl/SMG	Pte
		6	Driver	APC/ Ar Veh	Rfl/SMG	Pte
	Operations	7	CO XO	4x4	Rfl/SMG	Offr
		8	Signaler		Rfl/SMG	Pte
		9	Driver	CP Vehs	Rfl/SMG	Pte
	Intelligence	10	Int Offr		Rfl/SMG	Offr
		11	Int NCO		Rfl/SMG	NCO
		12	Int NCO		Rfl/SMG	NCO
		13	Signaler		Rfl/SMG	Pte
		14	Driver	CP Vehs	Rfl/SMG	Pte
	Signal	15	Signal Offr G6		Rfl/SMG	Offr
		16	Signaler		Rfl/SMG	Pte
		17	Driver	CP Vehs	Rfl/SMG	Pte
	Administration and Logistics	18	Offr Supply G4	4x4	Rfl/SMG	Offr
		19	Supply NCO		Rfl/SMG	NCO
		20	Supply NCO		Rfl/SMG	NCO
		21	Driver	CP Vehs	Rfl/SMG	Pte
		22	Admin NCO		Rfl/SMG	NCO
		23	Supply NCO		Rfl/SMG	NCO
		24	Supply NCO		Rfl/SMG	NCO
		25	Driver	CP Vehs	Rfl/SMG	Pte

Key: APC= Armored Personnel Carrier
 Ar Veh= Armored Vehicle
 CP Vehs= Command Post Vehicles
 Pte= Private Soldier or Seapoy
 WO= Warrant Officer or Junior Commissioned Officer

Reconnaissance Platoons

The Reconnaissance Platoons have the following personnel and equipment:

Org	Element	Serial	Title	Vehicles	Weapons	Rank
Reconnaissance Platoon 1	Section 1	26	Platoon Leader		Rfl/SMG	Offr
		27	Gunner		Rfl/SMG	NCO
		28	Scout		Rfl/SMG	Pte
		29	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		30	Vehicle Leader		Rfl/SMG	NCO
		31	Gunner		Rfl/SMG	Pte
		32	Scout		Rfl/SMG	Pte
		33	Driver	APC/ Ar Veh	Rfl/SMG	Pte
	Section 2	34	Section Leader		Rfl/SMG	NCO
		35	Gunner		Rfl/SMG	Pte
		36	Scout		Rfl/SMG	Pte
		37	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		38	Vehicle Leader		Rfl/SMG	NCO
		39	Gunner		Rfl/SMG	Pte
		40	Scout		Rfl/SMG	Pte
		41	Driver	APC/ Ar Veh	Rfl/SMG	Pte
	Section 3	42	Section Leader		Rfl/SMG	NCO
		43	Gunner		Rfl/SMG	Pte
		44	Scout		Rfl/SMG	Pte
		45	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		46	Vehicle Leader		Rfl/SMG	NCO
		47	Gunner		Rfl/SMG	Pte
		48	Scout		Rfl/SMG	Pte
		49	Driver	APC/ Ar Veh	Rfl/SMG	Pte
Reconnaissance Platoon 2	Section 1	50	Platoon Leader		Rfl/SMG	Offr
		51	Gunner		Rfl/SMG	NCO
		52	Scout		Rfl/SMG	Pte
		53	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		54	Vehicle Leader		Rfl/SMG	NCO
		55	Gunner		Rfl/SMG	Pte
		56	Scout		Rfl/SMG	Pte
		57	Driver	APC/ Ar Veh	Rfl/SMG	Pte
	Section 2	58	Section Leader		Rfl/SMG	NCO
		59	Gunner		Rfl/SMG	Pte
		60	Scout		Rfl/SMG	Pte

Org	Element	Serial	Title	Vehicles	Weapons	Rank
		61	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		62	Vehicle Leader		Rfl/SMG	NCO
		63	Gunner		Rfl/SMG	Pte
		64	Scout		Rfl/SMG	Pte
		65	Driver	APC/ Ar Veh	Rfl/SMG	Pte
	Section 3	66	Section Leader		Rfl/SMG	NCO
		67	Gunner		Rfl/SMG	Pte
		68	Scout		Rfl/SMG	Pte
		69	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		70	Vehicle Leader		Rfl/SMG	NCO
		71	Gunner		Rfl/SMG	Pte
		72	Scout		Rfl/SMG	Pte
		73	Driver	APC/ Ar Veh	Rfl/SMG	Pte
Reconnaissance Platoon 3	Section 1	74	Platoon Leader		Rfl/SMG	Offr
		75	Gunner		Rfl/SMG	NCO
		76	Scout		Rfl/SMG	Pte
		77	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		78	Vehicle Leader		Rfl/SMG	NCO
		79	Gunner		Rfl/SMG	Pte
		80	Scout		Rfl/SMG	Pte
		81	Driver	APC/ Ar Veh	Rfl/SMG	Pte
	Section 2	82	Section Leader		Rfl/SMG	NCO
		83	Gunner		Rfl/SMG	Pte
		84	Scout		Rfl/SMG	Pte
		85	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		86	Vehicle Leader		Rfl/SMG	NCO
		87	Gunner		Rfl/SMG	Pte
		88	Scout		Rfl/SMG	Pte
		89	Driver	APC/ Ar Veh	Rfl/SMG	Pte
	Section 3	90	Section Leader		Rfl/SMG	NCO
		91	Gunner		Rfl/SMG	Pte
		92	Scout		Rfl/SMG	Pte
		93	Driver	APC/ Ar Veh	Rfl/SMG	Pte
		94	Vehicle Leader		Rfl/SMG	NCO
		95	Gunner		Rfl/SMG	Pte
		96	Scout		Rfl/SMG	Pte
		97	Driver	APC/ Ar Veh	Rfl/SMG	Pte

Specialist Platoon

The Specialist Platoon is intended to manage enabler assets for the UN Reconnaissance Unit. It is important to note that some contributing countries may have these capabilities organic to their Reconnaissance Platoons and therefore will not have them in a separate Specialist Platoon. The Specialist Platoon has the following elements:

Org	Element	Serial	Title	Vehicles	Weapons	Rank
Specialist Platoon	FAC	98	FAC leader/PL		Rfl/SMG	Offr
		99	Observation		Rfl/SMG	NCO
		100	Radio		Rfl/SMG	Pte
		101	Driver	4x4	Rfl/SMG	Pte
		102	FAC leader		Rfl/SMG	Offr/WO
		103	Observation		Rfl/SMG	Offr
		104	Radio		Rfl/SMG	NCO
		105	Driver	4x4	Rfl/SMG	Pte
	NBC	106	NBC leader		Rfl/SMG	Offr
		107	Operator		Rfl/SMG	NCO
		108	Operator		Rfl/SMG	Pte
		109	Driver	4x4	Rfl/SMG	Pte
		110	NBC leader		Rfl/SMG	Offr/WO
		111	Operator		Rfl/SMG	NCO
		112	Operator		Rfl/SMG	Pte
		113	Driver	4x4	Rfl/SMG	Pte
	Radar/Sensors	114	Team Ldr		Rfl/SMG	NCO
		115	Operator		Rfl/SMG	Pte
		116	Operator		Rfl/SMG	Pte
		117	Driver	4x4	Rfl/SMG	Pte
		118	Team Ldr		Rfl/SMG	NCO
		119	Operator		Rfl/SMG	Pte
		120	Operator		Rfl/SMG	Pte
		121	Driver	4x4	Rfl/SMG	Pte
	Electro-Optical	122	Team Ldr		Rfl/SMG	NCO
		123	Operator		Rfl/SMG	Pte
		124	Operator		Rfl/SMG	Pte
		125	Driver	4x4	Rfl/SMG	Pte
		126	Team Ldr		Rfl/SMG	NCO
		127	Operator		Rfl/SMG	Pte
		128	Operator		Rfl/SMG	Pte
		129	Driver	4x4	Rfl/SMG	Pte
	UAS	130	UAS Leader		Rfl/SMG	NCO
		131	Pilot		Rfl/SMG	NCO
		132	Technician		Rfl/SMG	NCO
		133	Driver	4x4	Rfl/SMG	Pte
		134	UAS Leader		Rfl/SMG	NCO
		135	Pilot		Rfl/SMG	NCO
		136	Technician		Rfl/SMG	NCO
		137	Driver	4x4	Rfl/SMG	Pte

Logistics Support Platoon

The Logistics Support Platoon has the following personnel and equipment:

Org	Element	Serial	Title	Vehicles	Weapons	Rank
Logistics Support Platoon	Command	138	Platoon Leader		Rfl/SMG	Offr
		139	Sig Op		Rfl/SMG	Pte
		140	Driver	4x4	Rfl/SMG	Pte
		141	Pl Sgt		Rfl/SMG	NCO
		142	Driver	4x4	Rfl/SMG	Pte
	SUPPLY	143	Dvr	Cargo Truck	Rfl/SMG	Pte
		144	NCO		Rfl/SMG	NCO
		145	Dvr	Cargo Truck	Rfl/SMG	Pte
		146	Op/Gnr		Rfl/SMG	Pte
		147	Dvr	Cargo Truck	Rfl/SMG	Pte
		148	Op/Gnr		Rfl/SMG	Pte
		149	Dvr	Cargo Truck	Rfl/SMG	Pte
		150	Op/Gnr		Rfl/SMG	Pte
		151	Dvr	Refrigerator Truck	Rfl/SMG	Pte
		152	Op/Gnr		Rfl/SMG	Pte
		153	Dvr	Refrigerator Truck	Rfl/SMG	Pte
		154	Ammo NCO		Rfl/SMG	NCO
		155	Fuel NCO		Rfl/SMG	NCO
		156	Dvr	Fuel Bowser	Rfl/SMG	Pte
		157	Dvr	Fuel Bowser	Rfl/SMG	Pte
		158	Op Gnr		Rfl/SMG	Pte
		159	Dvr	Water Bowser	Rfl/SMG	Pte
		160	Gnr/Op		Rfl/SMG	Pte
		161	Dvr	Water Bowser	Rfl/SMG	Pte
		162	Gnr/Op		Rfl/SMG	Pte
		163	W/T NCO	4x4	Rfl/SMG	NCO
		164	W/T Op	One treatment plant	Rfl/SMG	Pte
		165	W/T Op		Rfl/SMG	Pte
		166	NCO Cook	2 x mobile kitchens	Rfl/SMG	NCO
		167	Cook/Catering	4x4	Rfl/SMG	Pte
		168	Cook/Catering		Rfl/SMG	Pte
		169	Cook/Catering		Rfl/SMG	Pte
	MAINTENANCE	170	Maint Det NCO	4x4	Rfl/SMG	NCO
		171	Rec Mech		Rfl/SMG	Pte
		172	Dvr	Light Rec veh	Rfl/SMG	Pte
		173	Rec Mech		Rfl/SMG	Pte
		174	Dvr	APC Rec veh	Rfl/SMG	Pte
		175	Veh Mech		Rfl/SMG	NCO

Org	Element	Serial	Title	Vehicles	Weapons	Rank
		176	Veh Mech		Rfl/SMG	NCO
		177	Veh Mech		Rfl/SMG	NCO
		178	Veh Mech		Rfl/SMG	NCO
		179	Veh Mech Dvr	One Repair Veh	Rfl/SMG	Pte
		180	Veh Mech Dvr	One Repair Veh	Rfl/SMG	Pte
		181	Weapons Tech		Rfl/SMG	NCO
		182	Comm Tech		Rfl/SMG	NCO
		183	Optics/Sensors		Rfl/SMG	NCO
		184	Gen Elec Tech		Rfl/SMG	Pte
		185	Gen Elec Tech		Rfl/SMG	Pte
	MEDICAL	186	Med Offr		Rfl/SMG	Offr
		187	Medic		Rfl/SMG	NCO
		188	Medic		Rfl/SMG	NCO
		189	Dvr	Amb Military Pattern	Rfl/SMG	Pte
		190	Medic		Rfl/SMG	NCO
		191	Medic		Rfl/SMG	NCO
		192	Dvr	Amb Military Pattern	Rfl/SMG	Pte
	SECURITY/ DVR DET	193	NCO	4x4	Rfl/SMG	NCO
		194	Pte		Rfl/SMG	Pte
		195	Pte		Rfl/SMG	Pte
		196	Pte		Rfl/SMG	Pte
		197	Pte		Rfl/SMG	NCO
		198	Pte/Dvr	4x4	Rfl/SMG	Pte
		199	Pte/Dvr	4x4	Rfl/SMG	Pte
		200	Pte/Dvr	4x4	Rfl/SMG	Pte

TABLE OF PERSONNEL

SERIAL	NOMENCLATURE	RECON UNIT HQ	RECON PLT	SPECIALIST PLT	SUPPORT PLT	GRAND TOTAL
1	Officer	05	03	03	02	13
2	Warrant Officer	01		02		03
3	NCO	07	18	14	20	59
4	Private	12	51	21	41	125
5	Grand Total	25	72	40	63	200

Notes:

1. **Rank Structure.** TCCs have flexibility to adjust the rank structure according to their organizational norms, but they should ensure that personnel have the requisite ability and are qualified in their respective fields. However, the minimum rank specified for the Commanding Officer is Major. Platoon Commanders should be Captain or Lieutenant.
2. **Female Participation.** Uniformed female military personnel should be adequately represented in the unit.
3. **Special Skills.** All Specialist personnel should be qualified in their respective staff/operational/functional roles.
4. **Drivers.** Logistics and operational soldiers (other than specific personnel authorized in the Driver category) will double-hat the responsibility of driving the vehicles designated for them. The unit should train and test adequate personnel for driving skills.
5. **Communications.** All personnel should be able to operate communications equipment and have functional vernacular linguistic capability.
6. **National Support Element (NSE).** UN HQ concurrence must be obtained for TCC requests of additional UN Reconnaissance Unit personnel over the approved strength. If approved, those in excess of the authorized UN Reconnaissance Unit strength will be counted as part of the TCC's National Support Element.
7. **Interpreters.** Will be provided by the Force Headquarters, if needed.

TABLE OF EQUIPMENT

SERIAL	NOMENCLATURE	RECONNAISSANCE UNIT HQ	RECON PLATOON	SPECIALIST PLATOON	SUPPORT PLATOON	REMARKS
1.	Rifle	25	72	40	63	Personal Weapons as authorized
2.	Carbine/Auto Rifle					
3.	Pistols					
4.	Crew Served Machine Gun up to 10 mm	2	9	0	0	Security Detachments
5.	Portable Rocket Propelled Grenade Launcher / Rocket Launcher	2	9	0	0	RPG / RL up to Up to 84 mm
6.	Platoon Mortars (up to 60mm)	0	9	0	0	To be carried additionally if required
7.	Crew Served Machine Gun 11 – 15 mm	7	9			Medium Machine Gun With Day & Night Sight Vehicle/APC Mounted
8.	Automatic Grenade Launcher		9			With Day & Night Sight Vehicle/APC Mounted
9.	Sniper System	2	3			
10.	Rifle Scope (Day)	25	72	40	63	
11.	Rifle Scope (Night)	25	72	0	0	
12.	Flare Gun	2	9	1	1	FAC
13.	Range Finder	0	9	2	0	
14.	APCs Wheeled / Tracked	2	18			Infantry Carrier
15.	Mobile Command post	5				Wheeled APC Based

SERIAL	NOMENCLATURE	RECONNAISSANCE UNIT HQ	RECON PLATOON	SPEC PLATOON	SUPPORT PLATOON HQ	GRAND TOTAL	REMARKS
	Compass	07	18	10	03	38	
1.	Binoculars	07	18	10	03	38	
2.	Night Vision Devices	02	18	04	01	24	Man Portable
3.	Binocular / Spotter Scope Tripod Mounted		09	04	02	15	FAC and electro optical
4.	Night Observation Device Tripod Mounted		09	04		13	02 x Reserve
5.	GPS Man Portable	04	18	08	02	32	02 x Reserve
6.	GPS Vehicle Mounted	07	18	10	22	57	All Vehicles As per TCC
7.	Enhanced Electronic GPS Tracking System			02		02	
8.	Video Conferencing System	01				01	
9.	Surveillance Radars			02		02	
10.	Sensors			02		02	System
11.	UAV's			02		02	
12.	Digital Camera	02	09	04	01	16	
13.	Video Camera	02	09	04	01	16	
14.	Search Light			04	02	06	Security Sec
15.	Flood Lights	04				04	04 x Reserve on Wheels
16.	Thermal Imaging Ground System			02		02	Combined with long range electro optical system

Note: Unmanned Aerial Vehicles (UAVs) & Ground Surveillance Radar will be taken only if required by the Mission, available with TCCs and agreed upon by MOU.

SERIAL	NOMENCLATURE	RECONNAISSANCE UNIT HQ	Recon PLATOON	SPEC PLATOON	Support PLATOON	SECTION	GRAND TOTAL	REMARKS
SIGNAL EQUIPMENT								
1.	Satellite Phone	01	03	04	01		09	
2.	Radio Stations	01					01	
3.	TACSAT Terminal	01	03	02			06	For data transmission
4.	Exchange EPABX	01					01	Minimum 20 Lines
5.	Cell Phones	03	03	02	02		10	As per note
6.	VHF Radios Man port	02	09	02	02		15	
7.	VHF veh mounted	07	18	05	10		40	
8.	HF Radios %	07	03	04	01		15	
9.	Telephones	15					15	Landlines
10.	Ground to Air Communication Radio	0	0	02	0		02	FAC to communicate with CAS

Note: Cell phones will be under TCC arrangements in accordance with the MOU and only where communication infrastructure is available in the Mission area.

SERIAL	NOMENCLATURE	RECONNAISSANCE UNIT HQ	RECON PLATOON	SPEC PLATOON	SUPPORT PLATOON	GRAND TOTAL	REMARKS
TRANSPORT:							
1.	Jeep 4x4		03	10	09	22	
2.	APC/Ar Veh (Wheeled)	07	18			25	
3.	Truck Utility / Cargo 2.5/5 Ton				06	06	Refrigeration capability
4.	Water Tanker				02	02	10,000 Litres
5.	Water Trailers.				03	03	2,000 / 7,000 Litres
6.	Trailers Light				03	03	Medium Cargo
7.	Fuel Tanker				02	02	10,000 Litres
8.	Recovery Light				01	01	
9.	Repair Lorry			02	02	04	Truck Maintenance
10.	Ambulance Light				02	02	
11.	APC Recovery				01	01	

Notes:

1. Jeep & Truck Utility, preferably includes an adequate number of bullet proof/up-armored and mine-protected vehicles with facilities for mounting automatic weapon systems as required.
2. Modify all other troop carrying vehicles for protection against small arms fire and IED/mine blasts, if the operational situation demands.

SERIAL	NOMENCLATURE	RECONNAISSANCE UNIT HQ	RECON PLATOON	SPEC PLATOON	SUPPORT PLATOON	SECTION	GRAND TOTAL	REMARKS
WATER STORAGE / TREATMENT EQUIPMENT								
1.	Water Treatment Plants				01			
2.	5,000 Litre Bladder				01			
3.	Jerry Cans							For each vehicle
POL STORAGE								
4.	Barrels 200L				20			For emergency storage
5.	Jerry Cans							For each vehicle

SERIAL	NOMENCLATURE	RECONNAISSANCE UNIT HQ	RECON PLATOON	SPEC PLATOON	SUPPORT PLATOON	SECTION	GRAND TOTAL	REMARKS
MISCELLANEOUS STORES								
1.	Fire Fighting Equipment				09		09 Sets	
2.	Field Kitchen				02		02 Sets	TCC Pattern
3.	Laundry Equipment				01		01 Set	
4.	Field Ablution Facility				06		06 Sets	
5.	Medical Equipment				01		01 Set	
6.	Containers				16		16	TCC Pattern
7.	Tents / Portable Shelters	07	18	04	04		33	4-Man Tents, all weather
8.	Tents Base Camp				26		26	10-Man Tents (accommodation and office space)
9.	IT & Office Equipment						As Required	
GENERATORS & ELECTRIFICATION								
10.	51 – 75 KVA				04		04	Base Support + Level I
11.	31-40 KVA				03		03	Reserved for detachments
12.	7.5-11 KVA	01	03	01	01		06	Towed/portable for deployment
13.	2.5 – 5 KVA	01	03	01	01		06	
14.	Electrical Accessories for Reconnaissance Unit's main operating base						01 Set	(Wires, Holders, Bulbs and other stores, Flood Lights)

Evaluation Checklists

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

Pre-Deployment Evaluation

Serial	Evaluation Criteria	Evaluation	Remarks
a	Generic Peacekeeping Skills. Are all personnel of the UN Reconnaissance Unit trained on and sensitized to the generic UN policy guidelines and directives of conducting peacekeeping operations? Do they demonstrate a clear understanding of these guidelines and directives?		
b	Mission-Specific Peacekeeping Skills. Are all personnel of the UN Reconnaissance Unit trained, equipped and organized to perform mission essential tasks as per peacekeeping norms? Is the unit capable of performing in line with Mission mandate(s)?		
c	Basic/Conventional Skills. Is the unit trained in basic infantry skills like firing personal weapons and minor tactics in accordance with national standards?		
d	Physical and Mental Robustness. Is the UN Reconnaissance Unit physically and mentally robust enough to be deployed to the harsh conditions of the field Mission?		
e	Core-Specific Capabilities. Is the UN Reconnaissance Unit able to perform its core tasks based on unit organization, tasks assigned and type of mission (refer to Chapters 1 and 2).		
f	Organization. Is the unit organized into task-oriented groups with support structure as per the SUR and		

	Force Commander's guidance?		
g	Leadership. Is the unit chain of command capable, responsive and accountable for delivering in a peacekeeping environment?		
h	Command and Staff. Is the unit command and staff integrated, trained and capable of planning, organizing, coordinating and directing the multifaceted operational and administrative tasks in the peacekeeping environment?		
j	Training. Has the UN Reconnaissance Unit undertaken peacekeeping-oriented and Mission-specific training, and achieved the requisite standards?		
k	Resources. Is the unit carrying or in possession of the required number of personnel, arms, ammunition, equipment, accessories, spares, unit stores and expendables as per MOU and Mission requirements?		
l	Equipment Maintenance/Management. Does the unit maintain a minimum serviceability state of 90 percent and does it have the capability to organize preventive maintenance and repair/recovery in situ?		
m	Weapons, Instruments and Vehicles. Are all weapons zeroed, instruments calibrated, vehicles maintained and inspected and certified for correctness and functionality as per required standards.		
n	Logistics. In case of deployment at more than one location, are the COBs configured for independent and self-sustained logistics capability (food, water, accommodation, hygiene and sanitation, transport, and medical)?		
o	Medical. Do all personnel meet the requisite medical standards? Have they been inoculated as per Mission requirements and have they cleared the periodic medical examination? Does the unit have a fully operational medical facility (Medical Level 1) in		

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

In-Mission Evaluation

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

References

General References

United Nations Peacekeeping Operations, Principles and Guidelines (UN Capstone Doctrine) (2008)

http://pbpu.unlb.org/pbps/Library/Capstone_Doctrine_ENG.pdf

United Nations Infantry Battalion Manual (August 2012)

<http://www.un.org/en/peacekeeping/documents/UNIBAM.Vol.I.pdf>

<http://www.un.org/en/peacekeeping/documents/UNIBAM.Vol.II.pdf>

United Nations Security Management System, Security Policy Manual (8 April 2011)

http://ppdb.un.org/Policy%20%20Guidance%20Database/Security_management_system_policies.pdf

UN Force Link

The Online Strategic Movements and Force Generation Knowledge Center

<https://cc.unlb.org/default.aspx>

Generic Guidelines for Troop Contributing Countries Deploying Military Units to the United Nations Peacekeeping Missions

[https://cc.unlb.org/COE%20Documents/Generic%20Guidelines%20-%20Military%20\(TCC\)/Generic%20Guidelines%20for%20TCCs%20Deploying%20Military%20Units%20to%20the%20UN%20Peacekeeping%20Missions\(Mar%2008\).pdf](https://cc.unlb.org/COE%20Documents/Generic%20Guidelines%20-%20Military%20(TCC)/Generic%20Guidelines%20for%20TCCs%20Deploying%20Military%20Units%20to%20the%20UN%20Peacekeeping%20Missions(Mar%2008).pdf)

Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (COE Manual)

http://www.un.org/en/peacekeeping/sites/coe/referenceddocuments/COE_manual_2011.pdf?bcsi_scan_00259711a12fb51a=sOZRyx95Yi5OihONCU1qZkoP3AqaAAAAvo2FNA==&bcsi_scan_filename=COE_manual_2011.pdf

Medical Support Manual for UN PKO

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

UN Integrated Assessment and Planning Handbook

<http://www.un.org/en/peacekeeping/publications/2014-IAP-HandBook.pdf>

UN PKO: Principles and Guidelines

http://pbpu.unlb.org/pbps/library/capstone_doctrine_eng.pdf

UN PKO Planning Toolkit – 2012

http://www.un.org/en/peacekeeping/publications/Planning%20Toolkit_Web%20Version.pdf

Training References

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

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

Policy on Training for all UN Peacekeeping Personnel (2010)

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

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

SOP on Mobile Training Support Team (2009)

SOP on Training Recognition (2009)

SOP on Training-of-Trainers Courses (2009)

Pre-Deployment Information Packages (PIP)

UN Training Support to Member States

http://www.peacekeepingbestpractices.unlb.org/PBPS/Pages/Public/PeaceKeepingTraining.aspx?page=support&menukey=12_4

Evaluation References

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

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

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

- TCC-specific UN peacekeeping operations manuals, guidelines and standard operating procedures.
- Mission mandate, memoranda of understanding, status of forces agreement and Rules of Engagement and TCC Guidelines.
- Statement of Unit Requirement issued by the UN Office of Military Affairs, DPKO.
- Mission Concept of Operations, operational directives and orders, Operational Plans, Standard Operating Procedures and Mission-specific case studies.
- Generic Guidelines for Troop-Contributing Countries Deploying Military Units (2012), the COE Manual 2011 and Guidelines on Peacekeeping Training (2011).
- Lessons learned and best practices of current and past peacekeeping Missions.
- Information obtained during the military unit's command group reconnaissance visit and feedback from the unit being relieved.
- After action reports and end of assignment reports of units and previous commanders.