

MODULE CONTENT

Structure of the Presentation

A standard presentation on the United Nations logistics system at the basic level for peacekeepers should cover:

- ◆ Basic logistics
- ◆ Logistics to support peacekeeping
- ◆ Reimbursement to Governments
- ◆ Support for military observers and police officers
- ◆ Medical support in the field
- ◆ Frequently asked questions.

SLIDE 1

- ◆ **Basic logistics**
- ◆ **Logistics to support peacekeeping**
- ◆ **Reimbursement to Governments**
- ◆ **Support for military observers, police officers**
- ◆ **Medical support in the field**
- ◆ **Frequently asked questions**

Basic Logistics

Peace operations must be able to move troops and equipment, and supply their needs in a timely and effective manner. Logistics is the system or means for providing personnel, materials and services when and where they are required.

Logistics on the worldwide scale of United Nations peace operations are complex support systems that vary according to the field situation and the agreements that govern the peace operation.

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Logistics — the means for supplying personnel, materials and services in timely and effective ways

“Providing what you need, when you need it and where you need it”

The basic physical needs of human beings are water, food, clothing and shelter. Beyond them, a peace operation requires medical support and the range of equipment and services that enable the operation to function effectively, including transport, fuel, maintenance items (such as tools and spares) and materiel, as well as recreational items, among many others. Medical support includes facilities, an evacuation system, specialists at all levels, pharmacy supplies, special instruments and many other aspects.

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- ◆ **Basic needs — Water, food, clothing, shelter**

◆ **Operational needs — Medical facilities, transport, maintenance, materiel**

Logistical support system. Personnel must be housed and the supplies must be stored, maintained and managed. Therefore, the logistics system must also provide for its own support with personnel, procedures and technologies to manage the system, the transport activities, and supply items. Logistical support comprises the system of people, procedures and infrastructure needed to ensure the requisition, transport and distribution of personnel and supplies.

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Logistical support needs — A system with people, procedures, infrastructure

Logistics to Support Peacekeeping

In the Department of Peacekeeping Operations (DPKO), the responsibility for logistical and administrative support to the field missions belongs to the Office of Mission Support. The administrative structure of logistical support is divided into units for

- ◆ Supply (including rations, equipment and fuel)
- ◆ Surface transport
- ◆ Air transport
- ◆ Engineering (including infrastructure and accommodation)
- ◆ Medical support
- ◆ Communications
- ◆ Operational support.

Special considerations. In peace operations, deployment may occur in areas where there are no roads, bridges, and communications because of war or other crises. Planning prior to the deployment of the peacekeepers is therefore essential and should be very detailed. Lessons learned in the field over the past 50 years have led the United Nations to revise its conceptualization of logistics.

Most United Nations peace operations have military contingents from many different troop-contributing countries. Some may have police contingents. Small missions may have only a few military observers and some civilian staff for support. Larger operations, particularly multidimensional operations may include thousands of troops along with hundreds of military observers and United Nations police, large civilian elements, including an administrative component that supports all parts of the operation.

The formed military and police units receive mainly water, food and fuel from the United Nations. Individual military observers and police officers receive a subsistence allowance to provide for their basic needs in the mission area. Because of the complexity of support needs for transport, maintenance and materiel, the United Nations has developed its own approach in supporting its peacekeepers. Medical support is fully provided because of the critical nature and technical requirements of health care.

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Special considerations:

- ◆ **Scale of operation, existing infrastructure**
- ◆ **Basics — Water, food, fuel, medical**
- ◆ **Complex arrangements — Transport, maintenance, materiel**

Memorandum of understanding. For each peace operation a methodology for logistical support is agreed between the troop-contributing country and the United Nations. Depending on the special conditions in the mission area, the characteristics of the contribution and other logistical, financial and legal factors, an agreement is signed that is known as a memorandum of understanding (MOU). In the MOU the United Nations describes what logistical support and equipment it provides (as United Nations-owned equipment) and what must be brought from the home country (as contingent-owned equipment, paid for by the United Nations).

Only certain officials have the authority to commit United Nations financial resources for any purpose. Depending on the terms of the lease contract, requests may have to be forwarded to the chief administrative officer (CAO) via the chief of integrated support services. Neither the force commander nor the highest ranking civilian — the Special Representative of the Secretary-General — can spend money without the principal permission of the CAO. Any troop-contributing country that is providing major equipment or is self-sustaining, under the terms of contingent-owned equipment, is also responsible for all minor equipment and consumables and resupply of consumables.

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- ◆ **MOU details who provides what**
- ◆ **CAO supervises all spending**

Self-sustainability for the first 30 to 90 days. In an established mission, logistics support is in place and contractors deliver rations according to religious, dietary or national preferences (e.g., western-style, beef-free or pork-free). Reserves of rations are stored according to menu types requested by contingents. Commercial contracts for the supply of water and for diesel to run generators and vehicles are likewise in place.

In a mission's start-up phase, however the situation is usually quite different. Contingents and peacekeepers that arrive in a newly established mission must expect hardships. The United Nations may not yet have had the time to establish the required logistics, so, according to the mission MOU, contingents must be self-sufficient for the first 3 months.

Units are expected to deploy to the mission area with a 30–90 days' supply of

- ◆ Rations and drinking water
- ◆ Canteen supplies (cigarettes, toilet articles and the like)
- ◆ Repair parts
- ◆ Diesel fuel.

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Self-sustainability up to 3 months for contingents in new missions

Wet or dry lease? One of the main difficulties in multinational military operations is inconsistency in equipment standards. Standardization of, for example, vehicle type would simplify logistical support: one type of vehicle would require one line of supply and maintenance.

The United Nations does not have the resources to standardize equipment for all peacekeepers. Present policy provides for United Nations-owned vehicles and other materials for United Nations military observers and police officers, while formed units use their own Government-supplied equipment.

The solution has been the use of a “wet/dry” lease system regarding the terms of the logistical arrangements agreed between the concerned parties:

- ◆ “Wet” means that the United Nations reimburses a larger amount for each item, while the country assumes responsibility for providing all logistical support, except for fuel.
- ◆ “Dry” means that the United Nations assumes full logistical responsibility, but the country is subject to a significant reduction in the reimbursement paid for the material.

The United Nations has a set of basic reimbursement guidelines for clearly establishing the fair market value of each item of equipment. The guidelines form the starting point for negotiation with the United Nations on lease reimbursements.

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- ◆ **“Wet” lease — UN pays more; country provides mission with logistical support**
- ◆ **“Dry” lease — UN pays less; mission provides logistical support**

Logistics for formed units. Support for formed units remains very similar to that in their home country. Individual peacekeepers receive the same type of services and personnel in their support as if they were located at home base. At unit level, support from the United Nations depends on the level of self-sufficiency that was planned and agreed before deployment in the MOU; support usually includes water, food and fuel, at minimum. The type of wet or dry lease agreement between the troop-contributing country and the United Nations also determines support from the United Nations system.

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- Formed units:**
- ◆ **Self-sufficient?**
 - ◆ **Wet or dry lease?**

Sources of supplies. The main sources of supplies for peacekeeping are the

- ◆ Troop-contributing countries
- ◆ United Nations Logistics Base (UNLB)
- ◆ Contractors
- ◆ Other Member States.

Depending on the terms of the MOU, the country contributing the troops provides the personnel, materiel and equipment and the flow of supplies to ensure that they remain in operating condition. Clothing and ammunition are also normally provided by that country.

The United Nations maintains stores of items ready for use by peacekeeping missions (vehicles, communications sets, computers, medical stores, tents and similar items) at the UNLB, which is located in Brindisi, Italy. They are normally employed as start-up gear for new peace operations, thus helping reduce the time required for the mission to become operational.

Civilian contractors and businesses in the mission area or close by may be contracted to provide supplies, in the interests of saving time and money for storage and maintenance. Such supplies normally consist of the basic items (food, water, fuel, stationery, medical needs and computers) available in the open market. The United Nations has the contractor deliver the supplies as close to the peacekeepers as possible, who may therefore receive food and water directly from a civilian contractor, even in isolated positions.

Many small troop-contributing countries do not possess the logistical capability to support their contingents far from their home base. In such cases, they may arrange with another country in the mission area with sufficient logistical capability to provide the required support. The logistics are thus coordinated among three parties: the supported troop-contributing country, the supporting country and the United Nations. Part of the leasing reimbursement is thereby paid to the supporting country.

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- ◆ **Troop-contributing country**
- ◆ **United Nations Logistics Base (Brindisi, Italy)**
- ◆ **Civilian contractors**
- ◆ **Other Member States**

Reimbursement to Governments

The United Nations may be said to “lease” military contingents or police contingents from contributing countries to do its peacekeeping work. Payment for the services of formed units is made to the Government of the contributing country for recruiting, training and sustaining each peacekeeper. Funds for payment come from the pooled assessments of all United Nations Member States. The payments thus constitute a reimbursement of assessments to troop-contributing countries. (Apart from those inter-governmental arrangements, any allowance that a country pays to its peacekeepers is based on sovereign decisions on national conditions of service.)

Monthly rates for the provision of each peacekeeper to a United Nations peacekeeping mission, in United States dollars, are

- ◆ US\$ 1,028 Personnel
- ◆ US\$ 303 Increment for specialists
- ◆ US\$ 68 Clothing and equipment
- ◆ US\$ 5 Personal weapons and ammunition.

(Note: The specialists' increment is based on a percentage of the total number of peacekeepers, according to type of unit.)

Reimbursements are approved by a verification procedure that includes inspections:

- ♦ Arrival and Inspection Report
- ♦ Periodic Verification Report
- ♦ Operational Readiness Inspection Report
- ♦ Repatriation Inspection Report.

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**UN reimbursements to contributing countries
(in US\$ per month, per person of formed units)**

♦ Peacekeeper	1,028
♦ Specialists' increment	303
♦ Clothing, equipment	68
♦ Weapon, ammunition	5

Support for Military Observers and Police Officers

United Nations military observers and police officers are contributed to United Nations peace operations as individuals. Their deployment, even when serving in a group, is based on individual names and ranks. In the field they are deployed in small teams, normally away from the main centres of support. Logistical support for observers and police thus differs from that for formed military or police units.

Mission subsistence allowance (MSA). To compensate for the lack of full support for certain supplies, the United Nations provides a subsistence allowance to each military observer and police officer so that they may pay for food and lodging. This MSA depends, among other factors, on the average cost of living in each mission area and the availability of local or United Nations sources of supply for required items. As a general rule, the fewer the sources of local or United Nations supply, the higher the MSA.

In certain areas, because of special conditions (such as security or environmental considerations), military observers may be fed and lodged by the United Nations logistics system. In that case, the MSA is prorated and a percentage of the MSA is deducted for food and lodging.

Other support. The United Nations logistics system provides military observers and police with all the necessary equipment and supplies they need to perform their functions, including vehicles, communications equipment, generators, team sites, office equipment and supplies, among others.

Support from formed units. Formed units always provide security to civilian staff of the mission, military observers and police officers. However, when mandated or needed, a formed unit may have to support individuals deployed in the field in other ways, too, including the provision of supplies (rations, water and fuel) and/or services support (communications,

transport, maintenance). They may also be asked to assist by providing medical support or access to the United Nations mail system or to the contingents' recreational facilities.

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UN military observers, police officers

- ◆ **Deployed as individuals**
- ◆ **Receive personal MSA**
- ◆ **Receive vehicles, other equipment**
- ◆ **May receive support of formed units**

Medical Support in the Field

A medical support system is established in every United Nations mission that includes a variety of elements and capabilities, depending on mission size, conditions in the operational area and the probability of casualties. As a rule, peacekeepers receive medical support at least as good as they have in their own country.

Training in preventive medicine is designed to prepare and support peacekeepers in maintaining the best health and physical condition possible, since a healthy and alert peacekeeper is best equipped to avoid accidents. The odds are that incidents and accidents will happen far away from medical facilities, and that a peacekeeper will either have to be evacuated to a medical facility or the medical support will have to reach him or her. Since the time element is usually crucial, the peacekeeper's best immediate medical support is his or her own training.

Level I medical clinics. Every formed unit is requested to deploy with a Level I Medical Clinic. That level of facility includes a team of doctors, nurses and medics who can perform minor surgery and emergency procedures and provide for resuscitation and stabilization of casualties. Large mission areas participate in an air ambulance system, normally based on medical evacuation helicopters.

Level II field hospitals. Surgical expertise is available in field hospitals that are normally situated in a formed unit of a national or multinational contingent.

Level III field hospitals. Rarely deployed, the third level combines the capabilities of Level I and II, with the addition of specialized treatment and surgery as well as extensive diagnostic services. Normally the United Nations relies on a civilian hospital in the mission area or a neighbouring country for Level III support.

Level IV hospitals. Normally contracted for in the host country, neighbouring countries or the troop-contributing country, the fourth level provides definitive medical treatment unavailable or impractical to obtain in the mission area; usually treatments of long duration.

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- ◆ **Casualties' first medical support: training**
- ◆ **Level I: Medical clinics — Formed units**

- ◆ **Level II: Field hospitals — Surgical units**
- ◆ **Level III: Field hospitals — Major capabilities**
- ◆ **Level IV: Hospitals — Definitive care**

Frequently Asked Questions

Will the United Nations provide me with uniforms?

No, because the United Nations pays your country US\$ 73 monthly to provide you with clothing and equipment. The Organization does, however, provide you with a few items of clothing that identify you as a United Nations peacekeeper. They are

- ◆ 1 blue beret
- ◆ 1 blue field cap
- ◆ 1 metal hat badge
- ◆ 6 cloth shoulder patches
- ◆ 2 olive drab armlets
- ◆ 2 United Nations blue scarves.

What about my welfare?

Welfare normally is a national responsibility and a full-time staff officer for welfare is included in each contingent. Canteen stores are also a national responsibility. Nonetheless, such provisions depend on the MOU between your country and the United Nations.

How do I send letters home to my family?

The United Nations normally provides you with the means to send up to five letters per week at no cost to yourself.

How much equipment and/or luggage may I take on deployment or rotation flights?

The maximum total weight including your personal military gear is normally 45 kilograms.

What about medical services in the mission area?

United Nations medical support aims to provide you with a standard of medical care in peace operations that approaches the level available in times of peace.

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- ◆ **Will the United Nations provide me with uniforms?**
- ◆ **What about my welfare?**
- ◆ **How do I send letters home to my family?**
- ◆ **How much equipment and/or luggage may I take on deployment or rotation flights?**
- ◆ **What about medical services in the mission area?**

Summary

In overall control of day-to-day support of operational logistics for each peace operation is the chief administrative officer, who is responsible to United Nations Headquarters in New York.

At the company level, the deputy commander is normally in charge of logistics and is supported by his logistics non-commissioned officers.

Logistics are most complex and critical in United Nations missions where formed units and individual peacekeepers operate at large distances from each other. Lack of supplies, water, spare parts and adequate transportation can quickly reduce the efficiency of the whole operation.

Reimbursements to Governments are compensation for the costs of training, equipping and deploying a peacekeeper and not as salaries for each individual. Salaries are a personnel issue that each troop-contributing country may provide based on sovereign national decisions.

Formed units must be prepared to support individual military observers and police officers including the provision of supplies and/or services.

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Summary

- ♦ **CAO supervises logistics system of mission**
- ♦ **Support for formed units is based on MOU**
- ♦ **UN reimburses country for peacekeepers, equipment**
- ♦ **Different support system for individual military, police officers**