United Nations
Department of Peace Operations
Department of Operational Support
Ref. 2025.17

Standard Operating Procedure

Selection of Military Units

Approved by:	Jean-Pierre Lacroix, USG DPO Atul Khare, USG DOS
Effective date:	1 July 2025
Contact:	DPO/OMA/FGS
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DPO and DOS Standard Operating Procedures on Selection of Military Units

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A. PURPOSE AND RATIONALE

1. The United Nations (UN) Office of Military Affairs (OMA) in the Department of Peace Operations (DPO) works closely with the Uniformed Capabilities Support Division (UCSD) in the Department of Operational Support (DOS) and troop-contributing countries and other parts of the UN Secretariat to identify, select, and generate the most qualified and suitable military units for deployment to field missions. The process for selecting military units for UN peace operations, including for some special political missions (e.g. guard units), is complex and dependent on constructive interactions among the UN Secretariat, field missions and Member States. The Secretariat seeks to have in place a transparent selection process that is efficient, effective and applies standardized and clear procedures for all actors involved. A consistent and coherent approach to select and deploy military units, including by clarifying the roles and responsibilities within the UN Secretariat, ensures a more efficient process and, in the end, will lead to better results.

This includes the ability to deploy, within acceptable timelines, more qualified military units according to UN standards for the effective implementation of Security Council mandates.

2. OMA aims to establish a dynamic interaction process between all stakeholders to ensure the efficient selection of the most suitable and qualified peacekeeping capabilities as well as their timely deployment. The purpose of this Standard Operating Procedure (SOP) is to establish clearly defined criteria and a set process for selecting military units.

B. SCOPE

3. This SOP applies to the selection of military units from Member States to be deployed to the missions executed under the leadership of DPO and to some special political missions under the Department of Political and Peacebuilding Affairs (DPPA). This SOP applies to those military units selected for deployment under a Memorandum of Understanding (MOU). The model MOU as agreed by the General Assembly is contained in Chapter 9 of the *Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions*.The SOP applies to all DPO, DPPA and DOS staff involved in the selection of military units for peace operations, including to some special political missions.

4. Generation of Military enabling units with a potential LOA capability (i.e. naval units, helicopter units, radar units), whether based on SC decision or mission request, will follow an integrated planning decision process. On receipt of the request at UNHQ, DOS and DPO will review the request and verify whether a military contingent (under a related contingent MOU and LOA) is the default sourcing option for the enabling capability. This review will consider whether any alternative commercial or other Member State options are appropriate, exist and/or should be pursued.

5. This SOP will be applicable once an integrated planning decision has been made that the best sourcing option for enabling capabilities are military units. It is important to highlight that both the military and the support pillars should be part of this decision. Once it is decided that a military option is the most adequate to fill the mission's needs, the Military Planning Service will lead the integrated work for the elaboration of the specific Statement of Unit Requirement (SUR) for the unit. When the SUR is signed, the Force Generation Service will lead the process for the identification and selection of the unit to be invited for deployment.

C. PROCEDURES

6. Description of the process: The Force Generation Service (FGS) in OMA, is the lead entity for the recommendation of selection of Military units to the Military Advisor (MILAD). The subsequent recommendation from MILAD to the Under-Secretary-General for Peace Operations (USG DPO) and in the selection of military units to UN peacekeeping operations and some special political missions. FGS with the support of UCSD are responsible for the effective coordination between Member States and the UN Secretariat, as well as within the UN Secretariat, for the selection of the most appropriate military unit that is effective and can deploy as smoothly and quickly as possible. An outline of the process for selecting military units is shown in Annex A and can be summarized as follows:

The Military Planning Service (MPS) in OMA develops, in collaboration with field missions and DOS, mission-specific Statement of Unit Requirements (SUR) when there is a need for a new or amended military capability in a field mission.

6.1. For enabling capabilities provided by Member States the applicable instruments would normally be through either MOUs (for formed units provided by troop-contributing countries) or Letters of Assist. [1] As mentioned in paragraph 4, this SOP will be only applicable when a decision is made to generate a military unit under MOU.

6.2. The FGS desk officer consults the Strategic Force Generation and Capability Planning Cell (SFGC), which provides the list of relevant units pledged in the Peacekeeping Capability Readiness System (PCRS), including the respective levels of readiness and all the existing information on the pledges (e.g. mandatory information for

[1] The *United Nations Procurement Manual* (DOS/2020.9 Section 14.31.1) states – "Letters of Assist can only be considered if a commercial sourcing solution cannot meet the requirements, and cover the following: a. Goods with associated services of a strictly uniformed capability nature or use; b. Goods and/or services not strictly of uniformed capability nature or use but unavailable through commercial solutions, existing stock; c. Transportation services for the movement of UN uniformed personnel and/or goods to or from a Mission area which are provided by the respective Troop/Police Contributing Countries at the Member States prerogative, subject to compliance with the operational requirements, including timeline and deployment location, and at a rate not to exceed what it would cost the Organization to conduct through commercial, or other competitive means; d. Dietary or other requirements unique to a contingent that are available only from the country of the individual contingent, and procurement of which is facilitated or expedited by procurement through the government of the contingent, provided that the cost to the UN of such procurement is not higher than the cost of the same items if procured through commercial sources; e. Ammunition, if a commercial solution is not available or feasible; f. The financial negotiations for the terms and conditions of LOAs shall always involve the PD. A submission to the HCC is required for all LOA cases exceeding US$ 1,500,000. The use of LOAs shall be discontinued when circumstances or conditions that gave rise to their use no longer exist."

pledge's registration, assessment and advisory visit (AAV) reports[2], etc). Selection shall be from PCRS (RDL/Level 3/Level 2), unless not available.

6.3. The FGS desk officer's shortlists the troop contributing countries (TCCs) for a decision brief, considering various factors such as: preparedness and readiness of the TCC (including appropriate COE), geographical proximity (including transport/access constraints), regional balance, past TCC performance (both COE and FC evaluations) and conduct, including suitability against the provisions of Security Council Resolution 2272 (2016), human rights record, host nation acceptance, institutional and political decision making by the TCC, language, declared caveats, women's participation and any other relevant factors specific to the field mission. Factors such as those listed are taken into consideration in the selection of contributing countries. Advance clearance process may be initiated for TCCs with HR issues.

6.4. FGS consults the relevant DPPA-DPO Regional Division (RD) through their Senior Military Liaison Officers/Military Liaison Officers (SMLO/MLO) to provide guidance on the potentially acceptable TCCs, taking into consideration applicable factors including, but not limited to the likelihood of host government consent. If necessary, the Regional Division may also note any additional Member States that are not currently registered in the PCRS that should be considered, and in due time consulted.

6.5. FGS interacts informally with Member States to determine their willingness to contribute to the specific mission.

6.6. FGS prepares a decision brief with the list of potential units and the priorities for selection to the MILAD, based on the existing criteria. FGS with the support of UCSD will coordinate the presentation to USG DPO and USG DOS for the final decision of selecting the most appropriate military unit for deployment.

6.7. Upon decision of the USG DPO, FGS coordinates on deployment timelines with DPO, DOS, DPPA, Missions and TCC. Prioritization of deployments, in coordination with mission team, to avoid bottlenecks on borders/airports and ensure availability of Engineering/Transportation assets for preparation of camps or roads and transportation of COE and personnel. If required, an integrated task force (ITF) to be established for complex or time-sensitive deployments. FGS then sends

[2] If there is a strong preference for a unit from level 1, an AAV must be conducted prior to recommendation phase, assuming time allows. In the selection criteria, units at Level 1 or outside PCRS will demand more time for generation.

a Note Verbale (NV) to the respective Permanent Mission with an invitation to contribute the selected military unit and conducts meetings with selected TCC's MILAD for further coordination. The final decision on the selection of the unit is officially recorded through a Note for the File and archived (also in the PCRS).

6.8. Selection NV shall include copy of SUR, deployment location, template for CLL and information on tentative timelines for - recce visit, MOU negotiations, initial CLL, PDV, final CLL, camp readiness and cargo and personnel readiness for deployment. Timelines shall be binding on all stakeholders including TCCs and missions. Copy of the NV shall be shared with all stakeholders.

D. ROLES AND RESPONSIBILITIES

7. Detailed procedures are explained with leading and supporting entities below:

Action	Lead[3]	Support
The selection process of military units for field deployment is closely interconnected with the mission's assessment and planning process as mentioned in paragraph 4. OMA coordinates, with relevant DPPA-DPO Regional Divisions and OUSG DPO, to determine intent for selecting/replacing of military units. For enabling units (e.g., unmanned aircraft system (UAS), fixed wing and rotary wing aviation, engineering units, medical hospitals, AMETs, etc.), a decision will first be made with DOS whether to generate the capability commercially or through a Member State military contribution. The Force Generation process below takes place once a decision has been made to generate a military unit.	OMA	UCSD LD DHMOSH

[3] The lead entity is the entity or individual responsible for leading the performance of the action or task. The lead entity may delegate this action or task as appropriate but remains accountable for its completion. The support entity or individual is responsible for supporting the lead entity in the performance of the task. Individuals participating in decision taking bodies and making recommendations will work under the delegation authority of their principals.

7.1 STEP - 1: Provision of SUR		
7.1.1. MPS to ensure provision of the signed SUR for intended military capability/unit (draft version of the mission specific SUR in PDF format that has been fully coordinated with UCSD and other relevant entities and is in the process of approval by MILAD).	MPS	UCSD
7.1.2. The SUR is sent to FGS and UCSD so it can later be shared with the TCCs and serve as the main reference document for future interactions between TCCs and the UN as part of the generation process (sample format SUR is attached as Annex B).	MPS	SFGCPC/ PCRS
7.2. STEP - 2: List of TCCs from the PCRS		
7.2.1. FGS mission Desk Officer (DO) requests the list of relevant units registered in the PCRS.	FGS	PCRS
7.2.2. PCRS manager shares the list of all relevant pledges registered in the PCRS (from Level 1 to Rapid Deployment Level (RDL)) with the FGS mission DO, commenting on their status and including all available information and documents (AAV reports, RDL VV reports)	PCRS	
7.2.3. In case PCRS pledges are not sufficient, OMA, after relevant internal consultations, may informally contact TCCs requesting potential contributions and also advertise in the Quarterly Emerging and Current Uniformed Capabilities Requirements document. Member States requesting to deploy units to peacekeeping operations through bilateral meetings with DPO, DOS or OMA leadership shall be advised to register their pledges in the PCRS with all the supporting documentation.	OMA/FGS PCRS	
7.3. STEP - 3: Shortlisting the TCCs for decision brief		
7.3.1. Based on the PCRS list, consultation with the RD (if needed) and further feedback from the indicated TCCs, the FGS/ DO should proceed with the shortlisting process. This shortlisting process should be based on the following criteria:	FGS	TCC PCRS SMLO/MLO SFGCPC MPET UCSD CDS RD MovCon LD

a. **Host Nation Acceptance:** The pre-selected potential TCCs must be cleared by the RD for further consideration. TCCs that already contribute to the Mission and are under consideration may be considered cleared for additional deployments. b. **Performance:** The current and historical performance of the deployed units from the TCCs, as seen in the Force Commander's evaluations, contingent owned equipment (COE) inspection reports and related COE performance metrics, conduct and discipline records, and any other relevant qualitative and quantitative information should be analysed. c. **Geographical proximity and regional balance:** The uniquely broad representation of Member States to United Nations operations further strengthens its international legitimacy and should be a factor in selection recommendations. d. **Preparedness and Readiness:** The unit's level in the PCRS and results of AAV reports, as well as the TCC's past experience in deploying, will indicate the ability and preparedness of the unit to quickly and properly deploy. e. **Equipment**: AAV reports and interaction with the Member States will show the existing COE available for deployment. COE performance reports for existing/past deployed units will also signal the capacity of the TCC to maintain levels of serviceability. f. **Institutional and Political Decision-making by the TCC:** Some TCCs may take a very long period of time to approve the decision of deployment through their respective governments. AAV reports will capture these aspects to be considered at this phase. g. **Language**: The ability of the TCC to communicate within the mission and with the host state's population.		

h. **Caveats**: PCRS pledges will indicate if the TCCs have registered any caveats that may reduce integration and operational effectiveness. Current and historical caveats of the TCC-deployed units that were not declared but emerged in the course of an operation may also be taken into consideration. All caveats and operational limitations must be considered for shortlisting. i. **Movement Control Section (MovCon) input**: FGS DO must obtain input about all the shortlisted TCCs from DOS/MovCon for insight on any transport/access constraints. j. **Women's participation**: Women's participation of the unit to be generated shall be indicated during the selection process. Current levels of deployment of women peacekeepers by the Member States will be analysed. k. **Human Rights screening:** (may require for some countries before shortlisting).		
7.4. STEP - 4: Political Clearance for short listed TCCs 7.4.1 FGS DO shall share the short listed TCC with the respective RD/DPPA-DPO for clearance from the political angle. 7.4.2 Short listed TCC list should be cleared and the host government, potential TCCs and other possible partnering countries, should be closely consulted by the RD and should inform OMA [4]. RD should assist in finalizing the potential list and advise OMA in the preparation of its recommendations to USGs DPO and DOS.	FGS RD/DPPA	RD/DPPA

[4] OMA to provide to that troop-contributing country (TCC), upon its request, an explanation of the decision [not to deploy the country] in the format the country desires.

7.5. STEP - 5: Engagement with the TCCs		
7.5.1. FGS submits informal requests to individual Member States seeking additional information or confirmation of when their potential contributions pledged in PCRS may be available for the mission and verify their interest in that specific mission.	FGS	PCRS
7.5.2. TCCs should be engaged accordingly and the list should be updated after necessary feedback from the TCCs. In all cases, it should be made clear to the shortlisted TCCs that they have not yet been selected, but rather are being considered for deployment along with other TCCs.	TCC FGS	
7.5.3. RD may advise early engagement with potential contributors by the USG DPO or USG DOS, if political engagement is most relevant at this stage.	RD/OUSG	
7.6. STEP - 6: MILAD reviews and Presentation to USGs DPO/ DOS and decision for the selection of the TCC		
7.6.1. Based on the factors considered in the shortlisting, FGS DO should prepare a presentation for the leadership (with support from UCSD DO). The presentation should clearly lay out the analysis related to the above selection criteria in order to deliver a clearly articulated and defensible recommendation (sample in as Annex C).	FGS UCSD	
7.6.2. The presentation should be consulted and shared with the relevant mission Working Group (WG) prior to the presentation and concurred by the whole team. The WG should also attend the presentation.	FGS	
7.6.3. OMA MILAD or OMA and OSCM leadership will review the presentation with Chief FGS and Director UCSD and submit thier inputs before presenting it to USGs.	OMA/ MILAD UCSD	
7.6.4. The following attendees should be present for the presentation to USG DPO, USG DOS and OMA and OSCM leadership:	OMA UCSD RD MovCon DOS	OUSG DPO and OUSG DOS

a. Director UCSD. b. Chief / Deputy FGS. c. Chief MRPS/UCSD. d. MPS Mission DO. e. Assessment Team (AT) Mission DO. f. Current Military Operation Service (CMOS) Mission DO. g. Mission IOT/regional desk. h. Uniformed Capabilities Support Division/ Memorandum of Understanding & Reimbursement Policy Section (UCSD/MRPS) Mission DO. i. Logistics Division (LD)/MovCon Mission DO. j. Other Departments technical representatives for enablers (Aviation, Engineering, Signal, Intelligence, Surveillance and Reconnaissance (ISR) etc).	FGS	
7.6.5. At the end of the presentation and necessary analysis, the final decision must be taken for the selection of unit/units. The final authority to select a military unit resides with the USG DPO.	USG DPO MILAD	WG/RD DOS
7.6.6. FGS should systematically record the justification for selecting troop contributing countries in accordance with the established criteria for each force generation exercise, including justification for selecting units from outside the Peacekeeping Capability Readiness System. A note/minutes will be prepared detailing those points discussed, and the decision taken for USG DPO signature after necessary concurrence and coordination from the mission WG, RD and DOS entities involved.	FGS	WG/RD DOS
7.6.7. A NV should be drafted and sent to the selected PM inviting the TCC to contribute immediately after necessary concurrence and coordination from the mission WG, RD	TCC FGS	

and DOS entities involved (making sure all the service Chiefs go through the NV and give clearance)[5]. 7.6.8. Once the NV is approved, it should be sent to the TCC without delay. The invitation NV must have a response deadline as considered appropriate. (a template is attached as Annex D). 7.6.9. FGS should inform all relevant parties in the Secretariat and the concerned mission of the decision through the mission WG. 7.6.9 FGS desk officer should draft a note from OMA MILAD to USG DPO, and USG DOS for information justifying the selection for record purpose. Format for the note is attached as Annex E.		
<u>7.7. STEP - 7: Meeting with the selected TCC's MILAD.</u> 7.7.1 Immediately after the decision, FGS should hold a meeting between the TCC, the mission WG, and DOS actors involved in the generation and deployment of the unit. 7.7.2. The meeting should be focused on the requirement of the mission and the timeline required for the deployment and to discuss tentative timelines for field recce and pre-deployment visit (PDV). 7.7.3. The meeting should also address changes in equipment, if any, required due to operational requirement. 7.7.4. The formal acceptance NV from selected PM should be received by the stipulated deadline. (a sample NV is attached as Annex F)	FGS Mission WG FGS UCSD UCSD FGS TCC FGS	DOS DPO DOS DPO DOS DPO

[5] If a unit selected with caveats or operational limitations under exceptional circumstances, FGS should clarify the status of caveats or operational limitations with the same NV, when TCC is invited for contribution after selection. If TCC accept the invitation, TCC should clarify the status of all declared caveats and operational limitations in acceptance NV. In this situation, MPS should inform the mission regarding caveats prior to deployment.

E. TERMS AND DEFINITIONS

Abbreviations

AAV	Assessment and Advisory Visit
AT	Assessment Team
CMOS	Current Military Operation Service
COE	Contingent-owned Equipment
DO	Desk Officer
DOS	Department of Operational Support
DPPA	Department of Political and Peacebuilding Affairs
DPO	Department of Peace Operations
FGS	Force Generation Services
LD	Logistics Division
LOA	Letter of Assist
MILAD	Military Adviser
MOVCON	Movement Control Section
MPS	Military Planning Service
MRPS	MOU and Reimbursement Policy Section
MLO	Military Liaison Officer
MOU	Memorandum of Understanding
NV	Note Verbale
OMA	Office of Military Affairs
OSCM	Office of Supply Chain Management
PDV	Pre-Deployment Visit
PCRS	Peacekeeping Capability Readiness System
RDL VV	Rapid Deployment Level Verification Visit
RD	Regional Division
SMLO	Senior Military Liaison Officer
SOP	Standard Operating Procedure
SUR	Statement of Unit Requirements
TCC	Troop-Contributing Country
SFGC	Strategic Force Generation and Capability Planning Cell
UCSD	Uniformed Capabilities Support Division
UNHQ	United Nations Headquarters
UNMO	United Nations Military Observer
WG	Working Group

F. REFERENCES

Normative or Superior References

- United Nations Manual for the Generation and Deployment of Military and Formed Police Units to Peace Operations – 2021

- 2023.10 Peacekeeping Capability Readiness System Guidelines
- 2023.11 - The Rapid Deployment Level of the Peacekeeping Capability Readiness System Guidelines
- 2024.06 - Policy on Operational Readiness Preparation.
- 2024.10 - SOP on Planning and Conducting Assessment and Advisory Visits.
- DPKO/DFS 2017.03 - SOP on Contributing Country Reconnaissance Visits (Draft).
- 2025.08 - SOP on Planning and Conducting Pre-Deployment Visits.
- Generic Guidelines for Troop-Contributing Countries Deploying Military Units to the UN Peacekeeping Missions (currently dated 2008 and under review)

G. MONITORING AND COMPLIANCE

8. The implementation of this SOP is monitored by DPO. Compliance with this policy is mandatory. All DPO, DPPA and DOS staff involved in the selection of military units to be deployed to peace operations, including to some special political missions, shall support the implementation of this SOP.

H. CONTACT

9. The point of contact for this SOP is DPO/OMA/Force Generation Service.

I. HISTORY

10. This is the first iteration of this SOP.

Jean-Pierre Lacroix
Under-Secretary-General
Department of Peace Operations

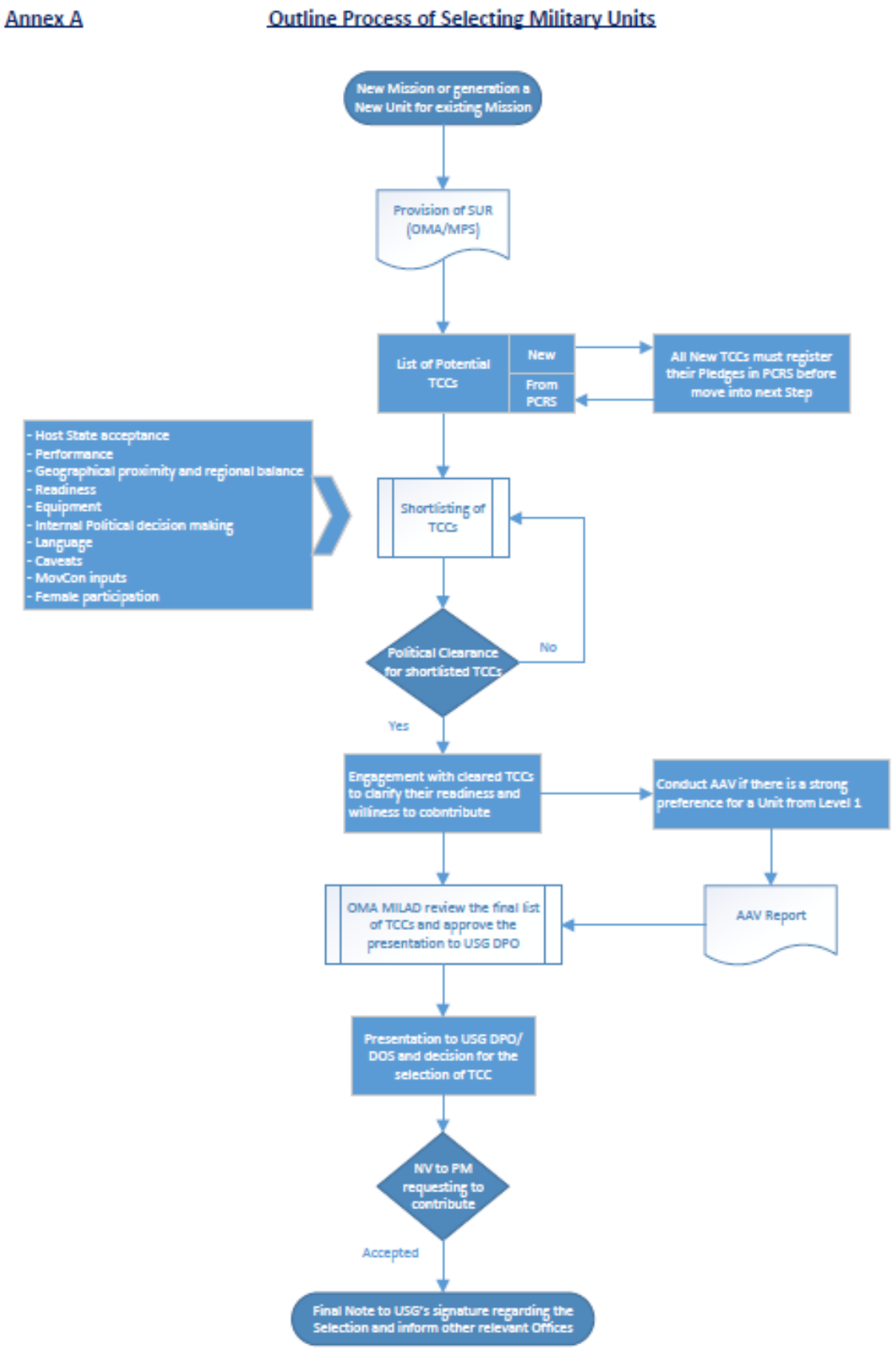
DATE OF APPROVAL: 23 June 2025

Atul Khare
Under-Secretary-General
Department of Operational Support

DATE OF APPROVAL: 23 June 2025

Annex A

Outline of Process for Selecting Military Units



Annex B

Sample – Statement of Unit Requirement Format

TEMPLATE FOR INFANTRY UNITS (BATTALION, QRF ETC)
Mission Name (acronym)
Statement of Unit Requirements for UN Light Infantry Battalion/UN Mechanized Infantry Battalion/Motorized Infantry Battalion

Department of Peace Operations
Office of Military Affairs

Approved by

Lieutenant General XXXXXX
Military Adviser to the
Department of Peace Operations

Date in full

Review Date: As required
Drafted by: Military Planning Service

This Statement of Unit Requirements (SUR) details the employment concept, capabilities, standards, and tasks for the unit to be deployed to Mission Name (ACRONYM). It supplements or supersedes the guidance provided in the United Nations Infantry Battalion Manual. It should be read in conjunction with the military concept of operations (CONOPS) and any future revisions which may detail additional or more specific requirements. Any future changes in operational requirements, Troop Contributing Country (TCC) Guidelines or the Contingent-Owned Equipment (COE) Manual that change the capabilities or capability standards required, will be reflected as either an update or addendum to the SUR and may require a review of the Memorandum of Understanding (MOU) with the TCC.

The SUR describes the personnel, major equipment and self-sustainment requirements for the unit and will form the basis for the MOU. Variations proposed by the TCC may be considered against the ability of the TCC to provide the defined operational capabilities to the standards detailed. Any agreed operationally acceptable variations from the requirements of the SUR will be recorded and filed with this document and the MOU. If any discrepancy or disagreement in the interpretation of this document arises among the concerned parties, the interpretation by the Office of Military Affairs of the Department of Peace Operations (and the Uniformed Capabilities Support Division of the Department of Operational Support for the logistics elements) will take precedence.

References:

A. UN Security Council Resolution(s) XXXX.
B. Mission Concept for mission dated XXXX.
C. Rules of Engagement (ROE) for the Military Component, dated XXXX.
D. Military Concept of Operations (CONOPS), dated XXXX.
E. Military Capability Study report dated XXXX.
F. The United Nations Infantry Battalion Manual, January 2020.
G. Generic Guidelines for Troop Contributing Countries deploying military units to the United Nations Peacekeeping Missions, 2008.
H. United Nations Peacekeeping Missions Military XXXX Manual, (date).
I. Medical Support Manual for UN Field Missions, 2015.
J. Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (COE Manual), 2017 [or as amended].
K. Authority, Command and Control in UN Peacekeeping Operations, dated 25 October 2019.
L. United Nations Policy on CASEVAC/MEDEVAC, March 2018.
M. United Nations Manual on Ammunition Management, January 2020.
N. Weapons and Ammunition Management Policy, January 2019.

Lt. Gen. XXXX.
DPO Military Adviser
approved on insert date

Overview

Strength	Outline Unit Structure	Deployment	Remarks
The unit strength	Basic description from the structure	(Only mention number of locations and not specific name(s) of locations)	

1. BACKGROUND

a. **Mandate.** Insert paragraph(s) outlining the key elements of the mandate.

b. **Mission Concept.** Insert paragraph(s) outlining the key elements of the Mission Concept.

c. **Concept of Operation.** Insert paragraph(s) outlining the key elements of the CONOPS.

d. **Area of Operations.** The area of operations (AO) of the mission is defined by XX. The unit will be based at a designated (mission name) Permanent Operational Base (POB). The primary location of the unit will be provided during the MOU negotiations. The Force Commander (FC) may require the unit to be employed or redeployed on a temporary or permanent basis anywhere within the mission AO. The unit may also be requested, with the agreement of the TCC, to be deployed to support another mission under Security Council (SC) authorized inter-mission cooperation arrangements.

e. **Environmental Factors.** Broadly describe any peculiarities of the environment that the unit will need to operate in, such as extremes of weather, distances, landscape.

f. **Threats.** Broadly describe (without delivering a complete threat analysis) specific threats that may have an impact on the unit employment concept and/or the major equipment list, such as Improvised Explosive Device Disposal (IEDD) threat, anti-aerial threat, asymmetric threat.

2. EXECUTION

a. **Unit Employment Concept.** Developed from CONOPS and relevant UN unit manual if applicable. Include the role and broad scheme of manoeuvre. Do not limit the flexibility to employ the unit in future operational settings within the mission.

b. **Capabilities.** (The list below is from United Nations Infantry Battalion Manual (UNIBAM) and should be tailored based on the operational requirements).

(1) The Battalion has effective tactical decision-making procedures and command and control arrangements (This requirement can be tailored based on the respective mission and operational environment).

(2) The Battalion has situational awareness in its AO to support the planning and execution of mandated tasks. Where possible, the unit should ensure that operations are intelligence-led (This requirement can be tailored based on the respective mission and operational environment).

(3) The main equipment and scheme of maneuver must be suited tactically to the operational environment (This requirement can be tailored based on the respective mission and operational environment).

(4) The Battalion must be capable of completing all assigned tasks as required under the terms of the SUR/SFR/MOU and COE Manual (This requirement can be tailored based on the respective mission and operational environment).

(5) The Battalion must be capable of interacting with all representatives of the population and other government and non-government actors within the AO to improve cooperation and reporting (This requirement can be tailored based on the respective mission and operational environment).

(6) The Battalion must have sufficient Protection and Security (including Protection of Civilians and Force Protection) measures to minimize the vulnerability of personnel, facilities, equipment, material, operations and activities from harm caused by threats and hazards to preserve freedom of action, movement, and enhance operational effectiveness, thereby contributing to mission success (This requirement can be tailored based on the respective mission and operational environment).

(7) The Battalion must have sufficient and appropriate firepower (a whole range of direct and indirect fire weapons and weapon systems) in support of task implementation (This requirement can be tailored based on the respective mission and operational environment).

(8) All elements of the battalion must have the ability to work together seamlessly in the execution of assigned tasks (This requirement can be tailored based on the respective mission and operational environment).

(9) Engagement Platoon. In order to enhance the UN's ability to engage with local women, men, girls and boys in the area of responsibility, and in order to develop better situational awareness, an Engagement Platoon is to be included in the battalion in the Support Company. In most situations, the Engagement Platoon will operate under the command of the Battalion Commander. The Teams can patrol either alone or together with the sub-units based on the situation. The Engagement Platoon consists of at least 50% women, and there is a strong preference for gender parity within the Platoon for 50 % women and 50% men. The Engagement Platoon's size is to be {delete what doesn't apply} [four teams of four persons and a command and control element of two persons for Infantry Battalions (InfBn) with three Companies] OR [five teams of four persons and a command and control element of two persons for Infantry Battalions with four Companies].

c. **Tasks.** Tasks for the battalion include, but do not limit to, the following: (The tasks should be tailored based on the type (UN Light InfBn, UN Motorised InfBn or UN Mechanized InfBn) and they roles (Standard, QRF or Reserve) in the mission).

(1) Conduct patrols to deny terrain to threat actors, to safeguard the local population and vulnerable groups, and to assure mandate implementation through the robust and proactive projection of force by day and night; use the patrols for situation awareness and security. (Should be tailored based on the type and role of the battalion and operational environment).

(2) Treat and evacuate casualties. (Should be tailored based on the type and role of the battalion and operational environment).

(3) Conduct a convoy and/or escort operation to safely escort personnel or supplies (incl. non-military). (Should be tailored based on the type and role of the battalion and operational environment).

(4) Establish and maintain permanent or/and temporary check points in support of operations. (Should be tailored based on the type and role of the battalion and operational environment).

(5) Conduct Cordon and Search (C&S) operations, if needed. (Should be tailored based on the type and role of the battalion and operational environment).

(6) Conduct defensive operations to enhance force protection, to protect temporary/permanent deployment and to hold decisive terrain, while denying access to the group posing threat (Should be tailored based on the type and role of the battalion and operational environment).

(6) Establish and maintain Observation Posts (OP) (Should be tailored based on the type and role of the battalion and operational environment).

(7) Establish and maintain a Temporary or/and Permanent Operating Base (TOB/POB) used as a secure location from which the unit projects combat power in support of operational goals and tactical objectives (Should be tailored based on the type and role of the battalion and operational environment).

(8) Conduct the relief in place operations to relieve all or part of a unit in a designated AO by an incoming force (Should be tailored based on the type and role of the battalion and operational environment).

(9) Support Security Sector Reform (SSR) or Defence Sector Reforms (DSR). (Should be tailored based on the type and role of the battalion and operational environment).

(10) Support the Disarmament, Demobilization and Reintegration (DDR). (Should be tailored based on the type and role of the battalion and operational environment).

(11) If required, support or conduct control of civil disturbance operations by keeping one platoon per company equipped and trained in crowd control. (Should be tailored based on the type and role of the battalion and operational environment).

(12) Conduct reinforcement operations within the unit's AO to reinforce an Operating Base (OB) or another contingent OB or military component, if required (Should be tailored based on the type and role of the battalion and operational environment).

(13) If authorized, be prepared to assist host nation security forces within or even outside the AO, as part of Inter-Mission Cooperation (Should be tailored based on the type and role of the battalion and operational environment).

(14) Be prepared to relocate or evacuate the unit within or outside the mission area (Should be tailored based on the type and role of the battalion and operational environment).

(15) Be prepared to extract military peacekeepers, UN personnel or civilians (personnel from International organizations, non-governmental organizations (NGOs), host nationals, etc.) who are either detained, taken hostage or under imminent threat (Should be tailored based on the type and role of the battalion and operational environment).

(16) If required, conduct offensive operations to neutralize threat actors, protect civilians or to conduct mandated tasks. The operations must be supported by the United Nations right to the use of force in self defence or in defence of the mandate (Should be tailored based on the type and role of the battalion and operational environment).

(17) Conduct/support Protection of Civilians (POC) operations, if required. (Should be tailored based on the type and role of the battalion and operational environment).

(18) Implement casualty evacuation (CASEVAC) in accordance with "10 – 1 – 2" goal (Should be tailored based on the type and role of the battalion and operational environment).

(19) Minimize in everyday operations the burden to the environment by reducing the fossil footprint, harm to the environment and risk to the ecosystem.

d. **Unit Organization.** See Annex A.

(1) The unit will comprise (composition).

(2) XX sub-unit(s) will comprise (composition and employment), etc.

e. **Major Equipment Requirements**. See Annex B. (This Annex will be made also with UCMS)

f. **Training.** Individual and collective training will be conducted and assessed for all capabilities to the standards specified in the Peacekeeping Missions Military Manuals and other established UN training requirements. (specify if there is a particular one). Training will also be conducted on the Rules of Engagement and Environmental law to ensure full understanding and compliance, including on the matter of freedom of action and limitations.

g. **Evaluation.** The unit will be evaluated in accordance with the Standing Operating Procedures (SOP) on the Force Commander Evaluation of Subordinate Military Entities in Peacekeeping Operations after deployment, per the schedule issued by Force Headquarters.

3. ADMINISTRATIVE REQUIREMENTS

a. **Administration and Discipline**. Administration and discipline are a national responsibility. To support this responsibility, all military personnel will undergo UN-required vetting; including certification by the Member State that the individual has been trained to be fully aware of what constitutes sexual exploitation and abuse and the importance of upholding the zero-tolerance policy. This certification must be made with the understanding that no individual with a past record of sexual exploitation and abuse or human rights violations will be allowed to serve the UN in any capacity. Member States are responsible for the repatriation, at their own expense, of any person found to have not met the Member State-provided certification.

b. **National Investigation Officers (NIO).** Member States are required to provide NIO to investigate alleged misconduct by contingent members. The number required for this unit is XX (insert number in accordance with Annex D to this template). This detail must be confirmed during MOU negotiations. Appointment of women to these positions is encouraged.

c. **Ammunition Technical Officer (ATO).** In field missions, regular ammunition surveillance is the responsibility of the TCC. It requires the deployment of at least one ATO or a technical expert with each contingent as part of the troop strength.

d. **Language.** The language used within the mission is insert language. Operational radio communications above unit level will be in language. It is desirable to have personnel with additional language skills in XX (if appropriate).

e. **Verification and control.** Major equipment and self-sustainment standards are defined to ensure that deployed operational capabilities meet mandated task requirements. In line with General Assembly decisions, verification and control procedures have been established to ensure that the terms of the Memorandum of Understanding (MOU) between the United Nations and the troop contributor are met by both parties at the outset and throughout the period the MOU is in effect. These standards are addressed in greater detail in Chapter 3 of COE Manual. Equipment and self-sustainment performance standards will be checked and certified by a UN team both prior to a Unit's deployment to the mission area and periodically during the Unit's deployment to the Mission.

4. LOGISTICS

a. **Self-sustainment.** Arrangements for logistic support are found in COE Manual and Logistic Support Plans. The unit must be adequately equipped and self-sustained for, but not limited to, the areas detailed in Annex C, with integral support and maintenance elements, for operations in permanent and temporary deployment locations. A full description of the requirements and standards for all self-sustainment categories are contained in Chapter 3, Annex B in COE Manual.

b. The unit must be able to logistically support any permanent or mobile detachments (insert the level of deployment should be specified along with the deployment duration). Beyond the self-sustainment requirements of the mobile detachment, all deployed detachments are also required to receive full support from the respective host unit (delete if not applicable).

c. **Additional Requirements.**

(1) All equipment must be transportable either by MI-26 or C-130 (References XX to be specified) aircraft. (Sentence to be added when required and MRPS/UCSD to coordinate with Movement Control / Logistics Division to advise which airlift capability is available in the mission).

(2) All containers, including, but not limited to, general storage, refrigeration, ammunition, medical and workshops, are to be no larger than the International Organisation for Standardization (ISO) standard twenty-foot (20ft) container, with a maximum loaded weight of XX metric tonnes (MRPS/UCSD to advise) and a valid container safety certificate.

(3) All minor equipment, spare parts and consumables are supplied by the TCC under wet lease arrangement.

(4) All vehicles, plants and equipment will be subject to inspection and payload confirmation testing by UN officials prior to deployment from home country locations to ensure mission compatibility and operability.

(5) Diesel is the only type of ground fuel available in the mission area. (MRPS/UCSD to confirm); therefore, the unit must deploy only diesel fuelled vehicles, equipment and machines, except for unmanned aerial vehicles.

(6) The TCC is required to provide electrical generation of 2.5 kilo-volt-ampere (kVA) per person through a mix of large generators

to support the main camps and smaller generators to support small camp locations and temporary deployments. Generators must be deployed in pairs to ensure continuous availability and the overall requirement is 5 kVA per person. (MRPS/UCSD to confirm generator requirements appropriate to location, existing mains power and environmental considerations). (MPS insert country/city) domestic electricity, when operating, is (MRPS/UCSD to insert voltage) volts.

(7) Tentage and field ablution facilities for short term deployments (up to 30 days) are provided by the TCC. Details are found in Annex C.

(8) The UN attempts to provide waste and sewage removal services through local contractors. However, due to the uncertainty and unreliability of such contractors, waste removal services frequently break down causing health and hygiene risks for the troops. Contingents may be asked during MOU negotiations to deploy one sewage truck per base camp with trained service personnel to operate the equipment. (MRPS/UCSD to confirm requirements – delete if not applicable)

(9) Ammunition. Unit ammunition must meet the requirements set out in the Ammunition Management Manual. The level for this mission is set at XX. TCCs are to provide an ammunition list with details including the batch number, quantity, date of manufacture and the shelf life as provided by the manufacturer. Ammunition being deployed must have at least 50% of its shelf life remaining on the expected date of deployment.

(10) Environmentally friendly equipment. The TCC is encouraged to deploy equipment which supports efforts to reduce the environmental footprint of its operations, including more energy efficient generators, renewable energy power generation and environmental enhancements to accommodate and conduct themselves in an environmentally conscious manner, as stated in the COE Manual. The Unit is expected to comply with mission site energy plans and fuel management policies where these are in place.[6]

[6] Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions, Chapter 8, Annex A.

5. COMMAND AND CONTROL

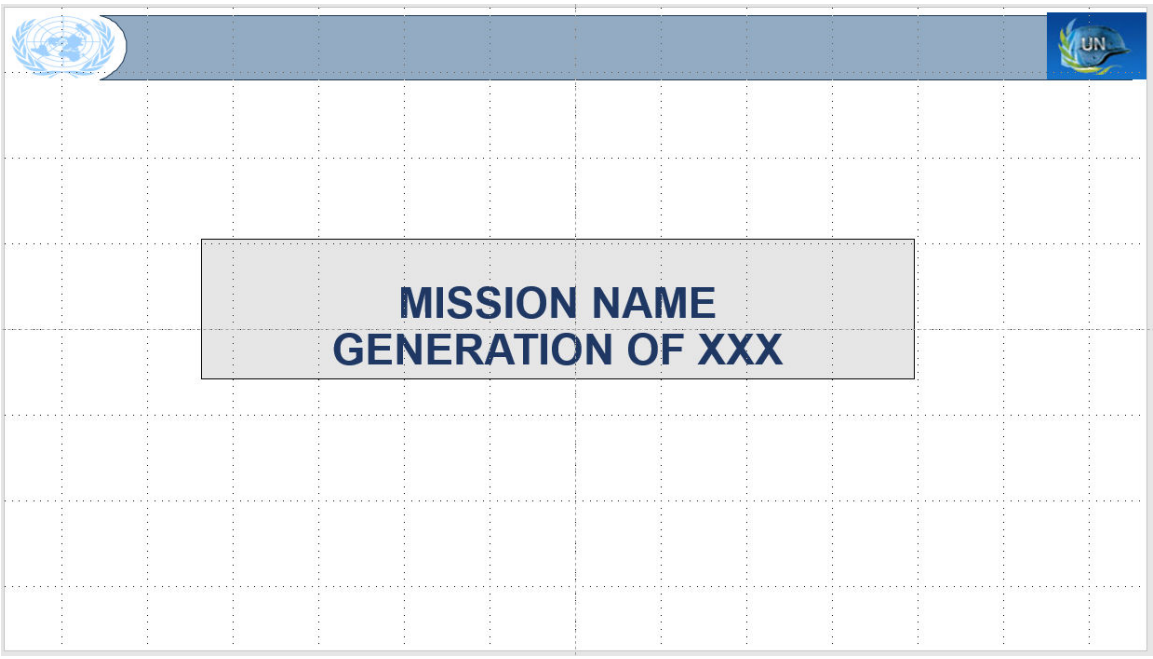
a. UN military units and personnel are under the Operational Control (OPCON) of the Force Commander/Head of Mission. The Force Commander will deploy units as operationally required and designate command and control status in accordance with United Nations Policy "Authority, Command and Control in UN Peacekeeping Operations".

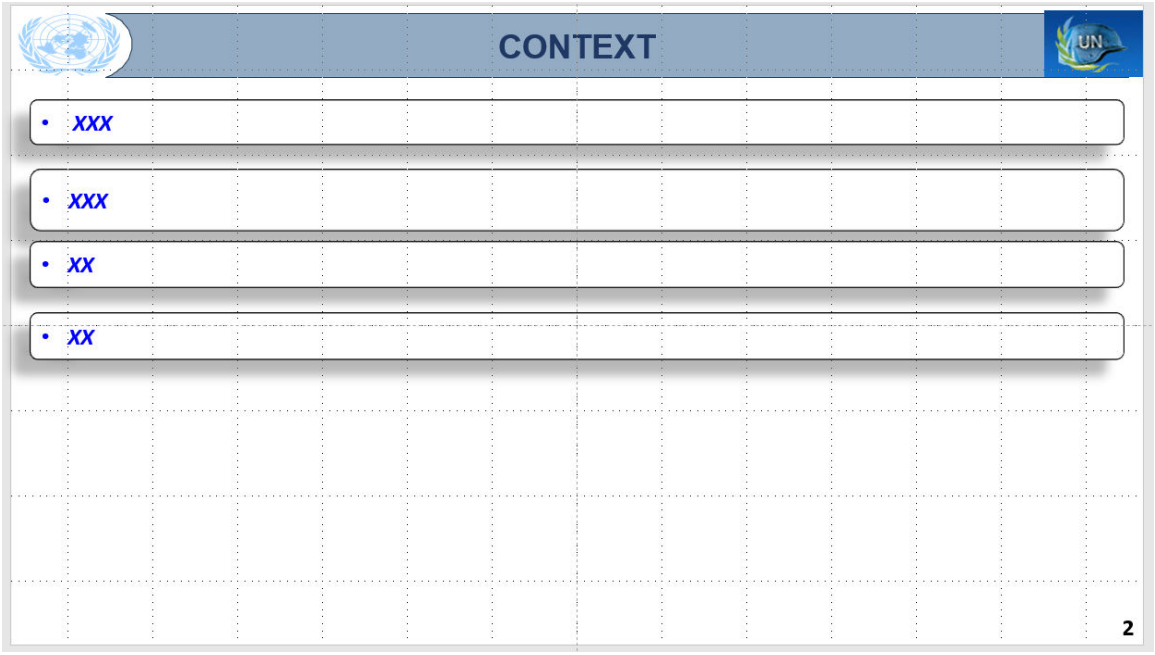
b. The contributing Member State retains administrative control (ADMINCON) over non-operational administrative issues for deployed uniformed contingent personnel and units. ADMINCON over uniformed contingents and units is exercised by a senior national officer of a TCC deployed within a mission area. This authority is limited to administrative matters such as personnel management, supply and services and must not adversely influence the management and conduct of United Nations operations within the mission area. Military personnel assigned to serve under UN OPCON shall not act on national caveats, direction or instructions that result in actions contrary to UN policies, non-compliance with any orders or instructions, or adversely affect implementation of the mission's mandate.

Annexes:
A. Unit organization.
B. Major equipment requirements.
C. Self-sustainment requirements.
D. Guidance on NIO.

Annex C

Sample Matrix Slides for Decision Briefing to Under Secretary General-Department of Peace Operations and Under Secretary General – Department of Operational Support.





INTENT

To seek decision on the generation of a XXX

DECISION MAKING MATRIX

TCCs for XXX

TCC	Contribution	PCRS Status	Prior Presence	Readiness	Equipment	Internal political decision making	Acceptance	Linguistics	AAV/ PDV	MovCon input	Comments	FGS validation
A	QRF	RDL	Yes	Yes	Available	No	Yes	Anglophone	Both done	xxxx	• 60 days notice to move • 42 x Cobra -1 (high mobility armored vehs, 6 x same type presently deployed in mission already)	YES
B	QRF	RDL	Yes	No	Available	No	No	Anglophone	Both done	xxx	*In process of deploying in other mission*	YES
C	QRF	Level 3	No	Yes	Available	Yes	Yes	Francophone	PDV	xxx	• Ready to deploy within 60 days notice • PDV required for verification • They do not have same type of 13x high-mobility armored vehicles	YES
D	QRF	Level 2	Yes	No	Available	No	Yes	Anglophone	AAV	xxx	Not interested in mission	NO
E	Inf Coy	Level 1	No	Yes	Not Available	Yes	Yes	Francophone	AAV	xxx	• Better prepared after PDV • Earlier did not deploy due to following reasons: • *TCC claims that issues resolved – another PDV may confirm*	YES Subject to verification visit

4

OPTIONS

Contribution	OPTION 1	OPTION 2	OPTION 3
TCCs	A	B	C
Pros	• RDL • Host nations acceptability • Performance • State of readiness • Best option for timely deployment	• Level 3 • Host nations acceptability • Performance • State of readiness	• Host nations acceptability • Performance
Cons		• Requires PDV • Additional cost of approximately 500,000-600,000 USD	• Level 2 • Requires PDV

5

Discussion & Decision

6

Annex D

Template for invitation Note Verbale to Troop Contributing Country

REFERENCE: DPO/DOS-2020-02129

The Secretariat of the United Nations presents its compliments to the Permanent Mission of *[full name of TCC*] to the United Nations and has the honour to refer to your Peacekeeping Capability Readiness System pledge of a [*name of the unit*] and the *[Name of the mission]*

The Secretariat would be grateful if the Government of *[Name of TCC]* would consider deploying a *[Name of unit]* to*[mission]*. The unit must conform to the standard laid out in the *[mission]*statement of unit requirements of a *[name of unit]*. A formal response to this request, preferably before *[date]*, to the Force Generation Service, Office of Military Affairs, Department of Peace Operations, Secretariat, 7th floor, or the Uniformed Capabilities Support Division, Office of Supply Chain Management, Department of Operational Support, would be highly appreciated.

The Secretariat wishes to emphasize that it is the responsibility of the Government of *[name of TCC]*to ensure each unit member has not been convicted of and is not currently under investigation or being prosecuted for any criminal offence, or any violation of international human rights law or international humanitarian law. In case a unit member has been investigated for, charged with or prosecuted for any criminal offence but was not convicted, the Government of *[name of TCC]* is requested to provide information regarding the investigation(s) or prosecution(s) concerned.

The Government of *[Name of TCC]*is also requested to certify, in writing, that it is not aware of any allegations against any unit member having been involved, by act or omission, in the commission of any acts that amount to violations of international human rights law or international humanitarian law.

The Secretariat wishes to reiterate that promoting and encouraging respect for human rights is a core purpose of the United Nations and central to the delivery of its mandates. Should the Secretariat become aware of grave human rights violations which give rise to concerns as to the record and performance of *[Name of TCC]*'s military personnel, this may constitute grounds to revoke its acceptance of such personnel to serve in United Nations peace operations.

The Secretariat recalls that it is the responsibility of the Government of *[name of TCC]* to ensure that it has provided pre-deployment training on the United Nations standards and specifications, including on conduct, discipline and the prevention of sexual exploitation or abuse and human rights.

The Secretariat of the United Nations avails itself of this opportunity to renew to the Permanent Mission of *[full name of the TCC]* to the United Nations the assurances of its highest consideration.

Note: *If caveats or operational limitations are indicated in PCRS, additional para should be included for this NV, requesting clarification/status of caveats or operational limitations for this deployment.*

Annex E

Sample Note from OMA MILAD to USG DPO

Note to [Mr./Ms. Last Name]

[Selection of Military Unit to [name of the Mission]
[Name/Type of the Military Unit]

Background [*a short para describing the necessity of this unit*]

1. [Security Council Resolution [no], dated [dd/mm/year] approved the deployment of [name of the unit] to [full name of the field mission] **OR** Military Capability Study report dated [dd/mm/year] approved the deployment of [type of unit] to [mission]

Name of the Mission:
Mandated Military strength:
Military Shortfall:
Type of the Military Unit required:
Strength of the Unit:
SUR Reference:
Current mission mandate:
End of mandate:
Any other special requirement for this Military unit:

Long List of TCCs considered with RCRS reference number

Name of TCC	PCRS reference	PCRS Level	Any other remarks

Shortlisted TCCs for selection with justification including DPPA RD inputs.

Criteria	TCC -A	TCC-B	TCC-C
Host Nation Acceptance			
Performance			
Geographical			

proximity and regional balance			
Preparedness and Readiness			
Equipment			
Institutional and political decision-making by the TCC			
Language			
caveats			
Women's Participation			
Mov Con Inputs			
HR screening			
Any Other			

USG DPO and Decision and Justification

2. [Click here to start typing]

[First Last Name]
[day Month year]

cc: USG DOS
[Mr./Ms. First Last Name]
[Mr./Ms. First Last Name]

Annex F

Sample - Formal acceptance NV from selected PM

PERMANENT MISSION OF BANGLADESH
TO THE UNITED NATIONS
820, 2nd Avenue, 4th Floor, New York, NY 10017
Tel: (212) 867-3434 • Fax: (212) 972-4038 • E-mail: odapmbny@gmail.com
Web site: www.un.int/bangladesh

MONUSCO/Mil/2017/10

MONUSCO - GENERATION OF 3RD RAPID DEPLOYABLE INFANTRY BATTALION (RDB)

References:

A. UNHQ, OMA, DPKO (diop25@un.org) email at 11:01 am EST dated 04 October 2017.
B. UNHQ, OMA, DPKO Note verbale no DPKO/OMA/2017/0544 dated 04 October 2017
C. Army Headquarters, Dhaka letter number 5086/RDB/Ops dated 12 October 2017 (Not to all).

1. The Permanent Mission of the People's Republic of Bangladesh to the United Nations, New York presents its compliments to the Secretariat of the United Nations and in view of above references has the honour to inform that the Government of Bangladesh is honoured to receive the Note Verbale for the RDB to be deployed in MONUSCO. Bangladesh concurs with the Note Verbale and taking preparation to deploy the RDB in MONUSCO.

2. The Permanent Mission of the People's Republic of Bangladesh to the United Nations avails itself of this opportunity to renew to the Secretariat of the United Nations the assurances of its highest consideration.

New York, 12 October 2017

Secretariat of the United Nations
Department of Peacekeeping Operations
United Nations Headquarters, New York, NY 10017

Attn: Lt Col Diadie DIOP
Planning Officer, FGS/OMA/DPKO
Secretariat Building, Room # S-1759
UNHQ, New York, NY 10017
E-mail : diop25@un.org

cc: Colonel Humayun Chohan
Chief
FGS/OMA/DPKO
Secretariat Building, Room # S-1785
UNHQ, New York, NY 10017

Lt Col Markus Schilcer
Planning Officer, FGS/OMA/DPKO
Secretariat Building, Room # S-17
UNHQ, New York, NY 10017
E-mail : markus.schilcher@un.org

Armed Forces Division
Operations and Plan Directorate
Dhaka Cantonment