

Introduction to UN Peacekeeping Pre-deployment Specialized Training Materials for Staff Officers

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Rationale and Introduction

1. The primacy of the United Nations in peacekeeping keeps increasing with the continuous growing number and complex crises that pose threats to international peace and security. The United Nations has accordingly introduced a multi-dimensional approach to peacekeeping which has also come with new challenges especially on performance standards of military staff officers at the Force and Sector Headquarters. Various United Nations staff End of Assignment Reports have also

ascribed part of the problem to inadequate pre-deployment training of many Staff Officers to UN missions. Considering the crucial interfacing roles of staff officers between strategic and operational and to tactical levels, they need to be proficient in performing their duties to ensure effective mandate implementation.

2. The development of this Specialised Training Material (STM) is therefore part of a three-fold joint initiative by the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) to improve peacekeeping performance in the field. Specifically, this project was led by the Integrated Training Service (ITS) and supported by DFS, the Office of Military Affairs (OMA), and the Peacekeeping Best Practices Section (PBPS).

3. It is noteworthy that, this STM has been developed based on the presumption that, qualified military staff officers would have at least completed their national basic staff courses as part of their career progression. This serves as the start point for this STM. The STM is thus, a generic training material that builds on this start point by orienting military staff officers on the UNDPKO/DFS approach to peacekeeping operations.

4. In effect, this STM is not intended to substitute national training doctrines of Troop Contributing Countries but to provide guidance to the trainers of Military Staff Officers' Courses in order to harmonize the different doctrinal perspectives and also to establish a baseline standard for pre-deployment training for military staff officers at Force and Sector headquarters in UNDPKO/DFS led peacekeeping missions.

5. In conducting training with this STM, it is essential to begin with the Core Pre-deployment Training Materials (CPTMs) which are intended to provide all peacekeeping personnel (military, police and civilian) with a shared understanding of the basic principles, guidelines and policies of UN peacekeeping to ensure coherence in United Nations mandate implementation. With regards to Mission Specific Training, trainers should be guided by the Pre-deployment Information Packages (PiPs) in aligning their courses to reflect the peculiarities of the mission. The PiPs are accessible on ITS Community of Practice (CoP) website at <https://pktcop.unlb.org>

Target Audience

6. This STM targets at all military personnel selected by Member States to be deployed as Military Staff Officers in UN peacekeeping operations. Military Staff Officers are required to have at least completed their national basic military staff course..

Aim

7. The aim of this Specialised Training Material for military staff officers is to support the pre-deployment training efforts of Troop Contributing Countries by providing UNDPKO training standards to ensure a common military approach to work at Force and Sector levels in UN peacekeeping missions.

Training Objective

8. The training objectives of the STM for Military Staff Officers are to generally prepare the participants for duties in a peacekeeping operation so that they can:
 - contribute efficiently to implementing military aspects of UN peacekeeping mandates in accordance with DPKO/DFS principles and guidelines;
 - perform their military functions in an effective, professional and integrated manner; and
 - demonstrate the core values and competencies of the United Nations.
9. The therefore training seeks to turn a **capable** military officer into a skillful peacekeeper.

Course contents

10. The package for the military staff officers Pre-deployment Training entails the Core Pre-deployment Training Materials and Specialized Training Material for military staff officers

CPTM Unit 1 – A Strategic Level Overview of UN Peacekeeping

CPTM Unit 2 – The Establishment and Functioning of UN Peacekeeping Operations

CPTM Unit 3 – Effective Mandate Implementation

CPTM Unit 4 – Standards, Values and Safety of UN Peacekeeping Personnel

STM Module 1: The Organisation and Basic Staff Procedures in UN Mission HQ

STM Module 2: Legal Aspects of UN Peacekeeping Operations

STM Module 3: United Nations Logistics at Work

STM Module 4: Introduction to Integrated Mission Planning Process (IMPP)

STM Module 5: Information Gathering

STM Module 6: Introduction to Military Component Planning Process

STM Module 7: Introduction to Crisis Management

STM Module 8: Staff Officers' Integrated Exercise

For further details please see the Course Specifications contained in Annex A

Duration and timing of the course:

11. Staff Officers Pre-deployment Training is delivered by Regional or National Peacekeeping Training Institutes over a minimum period of two weeks.

Methods of Training and Evaluation:

12. Methods of training will be decided by the training staff. It is, however, recommended that due attention is paid to principles of adult learning, guided by the fact that:

- adults are autonomous and self-directed
- adults have accumulated a foundation of life experiences and knowledge
- adults are goal-oriented
- adults are relevancy oriented
- adults are practical

The training sessions should therefore reflect these factors and be interactive; case studies based and make use of the trainees' experiences.

Contact Person

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Future Updates

14. Because the aim of the UN Peacekeeping Training Standards for Staff Officers is to support pre-deployment training of military officers going to serve in UN peacekeeping operations, ITS will ensure they are regularly updated to reflect changes in UN peacekeeping policies and guidance. Any updates to different units or sections will be posted and explained on the Peacekeeping Resource Hub website (<http://peacekeepingresourcehub.unlb.org>). Instructors are encouraged to check that site regularly.

Acknowledgements

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18.ITS would also thank the relevant offices in DPKO including the Office of Military Affairs (OMA) and especially the subject mater experts and advisers Mr Philip Shetler-Jones (IMPP OASG for Operations) and Ms. Norul Rashid (Office of the Special Adviser on the Prevention of Genocide), for the constructive collaboration, which have helped to ensure that the training material reflects the view of the United Nations as a whole..

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20.ITS also acknowledges the untiring efforts of the following staff members who aside their normal work schedules, developed the Staff Officers Specialised Training Materials: Col David Caceres, Project Team Leader and developer of modules 1, 3 and 7, Maj Farouck Bashar, Project Team Member and developer of modules 2, 4 and 6; and Ltc Sazid Imtiaz, developer of module 8. Equal acknowledgement also goes to Cmdr Darryl Watters (Australian Navy), consultant for the project and developer of module 5.

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22.ITS would finally thank the Permanent Mission of Austria, Canada, Croatia, Ghana, Peru, Sweden, United States of America Member States for making available their staff officers training materials.

Annex A. Course specifications

Core Pre-deployment Training Materials

Unit 1 A Strategic Level Overview of UN Peacekeeping	<p>The aim of this Unit is to provide a strategic level overview of UN peacekeeping by familiarizing peacekeeping personnel with:</p> <ul style="list-style-type: none"> • The main United Nations (UN) bodies involved in UN peacekeeping • The different kinds of peacekeeping activities and peacekeeping missions • The key principles and ideals of UN peacekeeping and how to put them into practice • The qualities needed in UN peacekeeping personnel. <p>On completion of this unit participants will be able to:</p>
<p>Part 1 Introduction to UN Peacekeeping Suggested Minimum Time 120 min</p>	<ol style="list-style-type: none"> 1. List the main bodies involved in UN peacekeeping 2. List the five types of peace and security activities used by the Security Council 3. Explain the main differences between traditional and multidimensional peacekeeping operations
<p>Part 2 Fundamental Principles of UN Peacekeeping Suggested Minimum Time 60 Min</p>	<ol style="list-style-type: none"> 1. List the basic principles of UN peacekeeping 2. Explain what is meant by the “credibility and legitimacy of UN peacekeeping mission” and how peacekeeping personnel can support this in practice 3. Explain what national ownership means and why it is important to the success of UN peacekeeping 4. List the necessary qualities in UN peacekeeping personnel

<p>Unit 2 the Establishment and Functioning of UN Peacekeeping Operations</p>	<p>The aim of this Unit is to familiarize peacekeeping personnel with the process for establishing a UN peacekeeping operation, strategic level direction of UN peacekeeping by the Security Council and Secretary-General and operational level structures of UN peacekeeping missions.</p> <p>Specifically, this section informs peacekeeping personnel on:</p> <ul style="list-style-type: none"> • how the Security Council establishes mandates for UN peacekeeping operations and monitors their work; • how the United Nations Secretariat transforms this strategic level guidance into operational frameworks for peacekeeping operations and the roles of different components in a mission; • authority, command and control in UN peacekeeping operations; • Mission management structures. <p>On completion of this unit participants will be able to:</p>
<p>Part 1 The Establishment & Operationalisation of Security Council Mandates for Peacekeeping Operations</p> <p>Suggested Minimum Time 120 min</p>	<ol style="list-style-type: none"> 1. Describe how the Security Council establishes a mandate for a UN peacekeeping operation and monitors its implementation 2. Explain why all peacekeeping personnel must be familiar with the mandate of their peacekeeping operation 3. Name at least three key documents which operationalize Security Council mandates.
<p>Part 2 How United Nations Peacekeeping Operations Function</p> <p>Suggested Minimum Time 60 min</p>	<ol style="list-style-type: none"> 1. Explain the relationship between the support and substantive components of a peacekeeping operation and mandate beneficiaries 2. List at least four main positions of authority in a UN peacekeeping operation 3. Explain the main role of the military, police and civilian components of UN peacekeeping operations

Unit 3 Effective Mandate Implementation	<p>The aim of this Unit is to provide peacekeeping personnel with general knowledge on how peacekeeping missions can implement their mandates effectively.</p> <p>Part 1 outlines the UN position (contained in Security Council resolutions and UN policy) that conflict can only be addressed effectively when peacekeeping operations ensure respect for international humanitarian law, human rights and the rights of women and children in conflict. It then provides practical tools for peacekeeping personnel to apply that knowledge in their daily work. Part 2 then familiarizes peacekeeping personnel with the key partners they must engage to implement their mandate effectively and ensure that peacebuilding carries on even after the peacekeeping operation has been withdrawn.</p>
<p>Part 1a International Law Applicable to Peacekeeping Operations</p> <p>Part 1b Human Rights Protection in UN Peacekeeping Operations</p> <p>Part 1c The Promotion of Gender Equality in UN Peacekeeping Operations</p> <p>Part 1d Child Protection in UN Peacekeeping Operations.</p> <p>Suggested Minimum Time 250 min</p>	<p><i>On completion of Unit 3 – Part 1a, participants will be able to:</i></p> <ol style="list-style-type: none"> 1. List the essential rules of international humanitarian law (IHL) 2. Define who is protected by international human rights law <p><i>On completion of Unit 3 – Part 1b, participants will be able to:</i></p> <ol style="list-style-type: none"> 3. Define human rights; 4. Recognize and identify human rights violations or abuses that occur in the conflict or post-conflict mission environment; 5. Discuss UN policies on human rights that are relevant to peacekeeping settings; 6. Describe the practical relevance of human rights to their work and ways to promote and protect human rights through their tasks 7. Explain the importance of coordinating human rights-related actions with the mission's human rights component. <p><i>On completion of Unit 3 – Part 1c, participants will be able to:</i></p> <ol style="list-style-type: none"> 1. Explain the different impacts of conflict on women/girls and men/boys 2. Explain that women are both victims of conflict and key partners for peacekeeping and peace-building activities of UN peacekeeping operations 3. Provide examples of how peacekeeping personnel can help protect women and support gender equality in their daily work <p><i>On completion of Unit 3 – Part 1d, participants will be able to:</i></p> <ol style="list-style-type: none"> 1. Provide the definition of a “child” in international law 2. Explain how international law protects children affected by armed conflict 3. Describe the impact of violent conflict on children 4. Explain what peacekeepers can do to promote child protection and children's rights in armed conflict.
<p>Part 2 Working with Mission Partners</p> <p>Suggested Minimum Time 60 min</p>	<p><i>On completion of Unit 3 – Part 2, participants will be able to:</i></p> <ol style="list-style-type: none"> 1. Explain the benefits of an integrated approach between a peacekeeping operation and UN Country Team 2. Explain why national actors are key partners for UN peacekeeping operations 3. List the three humanitarian principles <p>Explain the role of a UN peacekeeping operation in the delivery of humanitarian assistance</p>

Unit 4 Standards, Values and Safety of UN Peacekeeping Personnel	<p>Unit 4 focuses on the responsibilities and obligations of individual peacekeepers in relation to their service in a UN peacekeeping operation. It aims to familiarize UN peacekeeping personnel with the UN rules, core values and standards on conduct and discipline, respect for diversity, HIV/AIDS and all aspects of safety and security.</p> <p>On completion of this unit participants will be able to:</p>
<p>Part 1 Conduct and Discipline</p> <p>Suggested Minimum Time 205 min</p>	<ol style="list-style-type: none"> 1. List the three key principles governing the conduct of peacekeeping personnel 2. Describe what constitutes misconduct with reference to serious misconduct and misconduct 3. Describe what constitutes sexual exploitation and abuse, with reference to the uniform standards that peacekeeping personnel are expected to uphold 4. Outline the consequences of misconduct - particularly sexual exploitation and abuse - for peacekeeping personnel, the host population and the mission 5. Outline the Department of Peacekeeping Operation's three-pronged approach to addressing sexual exploitation and abuse
<p>Part 2 HIV/AIDS in Peacekeeping Operations</p> <p>Suggested Minimum Time 80 min</p>	<ol style="list-style-type: none"> 1. Explain how HIV is transmitted 2. List the ABCs of prevention of HIV/AIDS 3. Describe how to use a condom properly 4. Explain whether it is possible to tell if a person is infected with the HIV virus from their appearance
<p>Part 3 Respect for Diversity in UN Peacekeeping</p> <p>Suggested Minimum Time 120 min</p>	<ol style="list-style-type: none"> 1. Explain what is meant by "diversity" and "culture" 2. Describe how cultural differences and different kinds of diversity might be evident in the mission environment and in the host country 3. Describe what is involved in respecting diversity in relation to working effectively in a multicultural peacekeeping environment 4. Describe strategies for effective communication
<p>Part 4 Safety and Security</p>	<ol style="list-style-type: none"> 1. Participants will be familiar with UN security Management System including the UN security phases system; 2. Participants will be familiar the procedures for security clearance for travel to a UN mission will have been initiated by relevant personnel 3. Eligible personnel (required for civilians and individually deployed military and police officers, and recommended for contingent and FPU commanders) will have completed the Basic and Advanced Security in the Field (B/ASITF) on-line course* 4. List the four basic UN rules of road safety; and 5. Explain that peacekeeping personnel require a UN driver's permit in order to drive a UN vehicle and how to obtain a UN driver's permit. 6. Be familiar with appropriate personal and food hygiene measures and personal behaviors that can protect their health while in mission; 7. Be familiar with, and have completed, all required and recommended vaccinations for their mission; 8. Be familiar with, and have received, any required prophylaxis for their mission deployment.

Specialized Training Materials for Staff Officers

STM Module 1: The Organization and Basic Staff Procedures in UN Mission HQ

Aim:	The aim of the Organization and basic staff procedures in UN mission HQ module is to provide staff officers with the necessary knowledge to understand the United Nations peacekeeping mission military structures, roles and procedures existing at mission and sector levels.
Time	Learning Outcome
Suggested Minimum Time: 90 minutes plus 80 minutes for exercise learning activity	<p>On completion of the module: Organization and basic staff procedures in UN mission HQ, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the UN Mission HQ structures. • Identify the duties and responsibilities of staff officers. • Describe the SOP and staff routine at mission HQ. • Identify the key staff functions in force/sector HQs • Conduct briefings in a Mission HQ environment. • Apply the report procedures and formats.

STM Module 2: Legal Aspects of UN Peacekeeping Operations

Aim:	The aim of this module is to equip military staff officers with the basic legal foundation in United Nations peacekeeping in order to enhance their ability to appreciate and handle law and order matters in a United Nations peacekeeping operations environment to facilitate effective mandate implementation.
Time	Learning Outcome
Suggested Time: 45 minutes plus 45 minutes for learning activity	<p>On completion of this section, participants will:</p> <ul style="list-style-type: none"> • Comprehend the application of legal principles in UN Peacekeeping missions. • Be aware of the status immunities, privileges, and responsibilities of the UN peacekeeper • Be able to identify potential breach of law and order in order to take the appropriate steps to prevent it. • Be familiar with their rights and responsibilities as peacekeepers.

STM Module 3: United Nations Logistics at Work

Aim:	The aim of the United Nations Logistic at work module is to provide staff officers with an overview of the United Nations logistics system and the system and its operations in support of field missions.
Time	Learning Outcome
Suggested Minimum Time: 100 minutes plus 45 minutes for learning activity	<p><i>On completion of the module: UN Logistic at work, participants should be able to:</i></p> <ul style="list-style-type: none"> • Describe the concept of the Global Field Support Strategy, Integrated Support Services and the Joint Logistic Operations Centre. • Define the Contingent Owned Equipment System (COE) and United Nations Owned Equipment (UNOE). • Explain the medical support in the field.

STM Module 4: Introduction to Integrated Mission Planning Process (IMPP)

Aim:	The aim of this module is to introduce military staff officers to the basics of the Integrated Mission Planning Process in order to facilitate their participation in its implementation in an integrated United Nations presence.
Time	Learning Outcome
Suggested Minimum Time: 100 min plus 25 minutes for role learning activity	<p>On completion of this section, participants will:</p> <ul style="list-style-type: none"> • Be familiar with the entire progression of the Integrated Mission Planning Process • Understand the role of the field in process • Be aware of the role of the headquarters in the process

STM Module 5: Information Gathering

Aim:	The aim of this Unit is to inform military staff officers in missions on the concepts and practices of information gathering in a complex United Nations peace operation.
Time	Learning Outcome
Suggested Minimum Time: 45 min plus 45 minutes for learning activity	<p><i>On completion of this Module, participants will be able to:</i></p> <ul style="list-style-type: none"> • Understand the direction and planning of Information Gathering. • Identify the different methods of Information Gathering. • Understand how gathered information is processed. • Identify the various products of processed information. • Recognise and Protect sensitive information

STM Module 6: Introduction to Military Component Planning Process

Aim:	The aim of this module is to provide Military Staff Officers with the necessary information to understand the requirements and procedures of Military Component Planning Process in a United Nations Peacekeeping operation.
Time	Learning Outcome
Suggested Minimum Time: 220 min plus 140 minutes for exercise activity	<p><i>On completion of this Module, participants will:</i></p> <ul style="list-style-type: none"> • Be familiar with the UN military component authority, command and control structure and relations. • Be familiar with the basic tenets of Mission Command. • Understand the how the Operational Area is generally organised for effective mandate implementation. • Identify the steps of the Military Component Planning Process • Understand how, as staff officers, they can contribute to the MCPP process.

STM Module 7: Introduction to Crisis Management

Aim:	The aim of the Introduction to Crisis Management module is to provide staff officers with an overview of the crisis response in the UN HQ and DPKO led field missions as well as the DSS role during a crisis situation.
Time	Learning Outcome
Suggested Minimum Time: 55 min plus 75 minutes for learning activity	<p><i>On completion of the module participants will be able to:</i></p> <ul style="list-style-type: none"> • Understand the principles of UN HQ crisis response in support of DPKO led field missions. • Define the DPKO-led field mission crisis response. • Comprehend the DSS role in a crisis situation.

STM Module 8: Staff Officers' Integrated Exercise

Aim:	The aim of the INSTEX is to enable the participating staff officers to work in a mission environment and understand the staff functioning of the Sector and Force Headquarters.
Time	Objectives
Suggested Minimum Time: Three days of six training periods	<p>Objectives: Following objectives are intended to be achieved through this INSTEX:</p> <ul style="list-style-type: none"> • Orient and understand the staff procedures followed in the different headquarters. • Get to know about the staff responsibilities and synchronize staff functioning. • Adaptability, advance planning and ability to work under changing situations. • Prepare and conduct situation brief for the commanders. • Understand, prepare and conduct mission analysis and decision briefs. • Report generation. • Coordination and cooperation among different branches within the headquarters and outside with other partners in the mission area.

Glossary of Terminologies for Military Staff Officers Specialised Training Material

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

Absolute Emergency: Messages for medivac, requests can be "priority" (for non-mortal wounds), 'absolute emergency' (for mortal wounds or ailments) or 'tactical emergency' (casualties of a serious or on a scale such as to endanger mission)] see also: tactical emergency

Acknowledge: (Ack) Term used by the originator of a message requiring the action addressee(s) to advise the originator that his/her communication has been received and is understood. It should be noted that if information addressee(s) are also required to acknowledge, 'All Acknowledge (Ack)' will be used.

Acknowledged: (Ack) Message from an addressee informing the originator that his/her message has been received and is understood.

Acknowledgement: (Ack) A directive from the originator of a message requiring the addressee(s) to advise the originator that his/her message has been received and understood. This term is also included in the electronic transmission of orders to ensure the receiving station or person confirms receipt of the order.

Actual Time of Arrival (ATA)/ Departure (ATD): The time at which units, supply, etc. are actually arriving /arrived/departing/departed.

Administrative Control: The authority over subordinate or other organizations within national contingents for administrative matters such as personnel management, supply, services and other non-operational missions of the subordinate or other organizations. Administrative Control is a national responsibility given to the National Contingent Commander (NCC) in peacekeeping operations.

Administrative Movement: A type of movement in which and vehicles are arranged to expedite their movement and conserve time and energy when no hostile interference is anticipated.

Advance Party: Advance team sent (1) prior to a PKO, to make a reconnaissance of the area in order to assess the availability of accommodation and logistic resources and establish a list of essential items and facilities which cannot be obtained locally. (2) To prepare the transition and contingent rotation: the incoming contingent's

advance party include logistics personnel to enable a handover of stores and equipment

Advisory Committee on Administrative and Budgetary Questions (ACABQ): A 16 member subsidiary organ of the General Assembly (appointed by the Assembly in their individual capacity) that examines and reports on the budget submitted by the Secretary-General to the General Assembly. The committee also advises the General Assembly on administrative and budgetary matters referred to it. Additionally, it examines the administrative budgets of the specialised agencies as well as report on the Auditors' Reports on the accounts of the United Nations and of the Specialized Agencies to the General Assembly.

Aero Medical Evacuation: (AE) The movement of patients under medical supervision to and between medical treatment facilities by air transport; the evacuation can be inter-theatre or intra-theatre.

Aide-de-camp: (ADC) Force Commander's personal staff assistant.

Airborne Warning and Control System (AWACS): An airborne surveillance system that enables aircrafts to track a large number of other aircraft from a great distance in order to provide command, control and communications (C3), functions for tactical missions.

Air (operation) Cell: An office where the PKO has air support, a small air cell is deployed as part of the Ops branch; an air cell at HQ can be composed of a chief air staff officer (CASO) and several air liaison officers; it is also in charge of air CASEVACs.

Air Controller: An airport official who coordinates and regulates air traffic at the airport.

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

Air liaison officer: (ALO) Where the PKO has air support resources; a small air cell is established as part of the Ops branch. An air cell at HQ can be composed of a chief air staff officer (CASO) and several air liaison officers (ALO). The ALO advises the chief operations officer (COO) and staff on the capabilities, limitations, and employment of tactical air operations. S/he operates the Air Force request net.

Air Logistic Support: Support by air landing or air drops, including air supply, movement of personnel, evacuation of casualties and recovery of equipment and vehicles.

Air Operations Centre: (AOC) A centre for standby forces: for a specified airfield, provides air traffic control, operates an air operations room, issues flights plans and briefs pilots and crews, provides ground handling services and meteorological services.

Air Point of Disembarkation: (APOD) Movement control; the destination airport.

Air Point of Embarkation: (APOE) Movement control; also found as: place of embarkation.

Air Strike: Strikes against any tactical or strategic target and as such, should be distinguished from close air support, which involves supporting UN troops on the ground against attack and striking directly at the immediate source of the threat (see also: close air support)

Air Tasking Order: ATO [1. military operations: daily list of missions which includes take-off and landing times, air refuelling tracks, the quantity of fuel to be transferred, altitudes to be flown as well as assigned targets; one is posted in the squadron room while a more detailed one is given to the aircrew; 2. movement control: form detailing a flight itinerary (location, ETD and ETA), cargo information (dimensions, weight, number of pieces) and passenger information (UNID, rank and name, etc.)]

Air Traffic Control: (ATC) The regulation of air traffic in airspace by an air controller.

Airlift: The carrying of troops and equipment over large distances by air to bring them into crisis areas rapidly also found:

Airmobile Troops: Airborne troops which can be delivered into a battle zone by helicopter.

Air portable: This is a modular system for troops and equipment that can be transported rapidly and easily by air.

Air strike: This refers to strikes against any tactical or strategic target and as such, should be distinguished from close air support, which involves protecting friendly troops on the ground against attack and striking directly at the immediate source of the threat] see also: punitive air strike; close air support

Ammunition: (Ammo) includes small arms and cannon ammunitions, combat grenades, mortar ammo and pyrotechnics.

Ammunition dump: The place where ammunition is stored.

Amphibious operation: An operation launched from the sea by naval and landing forces embarked in ships or craft involving a landing a shore of a crisis area.

Analysis of the Operational Environment (AOE): An analytical methodology employed to provide reliable data for the conduct of the MCPP. It is a continuous development and analysis of database on factors that may include Conflict Parties' characteristics and activities, the socio-political environment, and the terrain.

Anti-tank guided weapon: (ATGW) Any kind of anti tank weapon which is guided by means of laser-, or wire-, etc. guiding systems.

Anti-aircraft machine gun; (AAMG) Machine gun which is mounted on a special carriage and is used for air defence in addition to other air defence weapons, or if there are no other air defence weapons available.

Anti-personnel mine: (Apers, Bouncing Betty) Mine which is used to injure or kill soldiers who are dismounted. Especially anti personnel mines means an enormous danger for the civilian population (examples: Cambodia; Afghanistan).

Anti-tank mine: Mine used for anti tank measures. Often AT's are laid in addition to other mines.

Anti-tank barrier: Any objects which are used to stop the movement of tank (car wrecks; special designed steel bars).

Anti-tank helicopter: (Tank Killer) A helicopter which is mainly equipped with anti tank weapons (Hellfire ATGM,) and which supports ground forces in antitank measures.]

Approximate map reference: A means of identifying an approximate area on the surface of the Earth by relating it to information appearing on a map, generally the graticule or grid; in military field reports, Universal Transverse Mercator (UTM) grid system is often used, combining the transverse Mercator projection with a series of zones designated for different parts of the Earth's surface; the approximate location being given by the grid zone (e.g. 31), the area Designator And The Grid Reference]

Area of Interest: An area, including area of responsibility and its adjacent areas, including area of influence and any area that exceeds the commander's operational reach, which the commander considers to be important to due to its potential impact on the objectives of current or future operations. It includes any key terrain, threat, forces or characteristics of the operational environment that will significantly influence accomplishment of the commander's mission.

Area of Influence: A geographical area including areas and beyond a commander's Area of Responsibility that he/she has been authorised to conduct operations. A unit may for example be assigned a task in another unit's area of responsibility. In this case coordination and control arrangements need to be put in place to foster interoperability.

Area of operations (AO): The geographical area that a United Nations mission has been assigned to operate. For example UNIFIL AO, UNAMID AO etc.

Area of Responsibility (AOR): Geographical boundaries assigned to a unit or subunit, by a higher commander, within which it has the authority and the responsibility to plan and conduct operational activities.

Assigned Mission: The task received from a higher commander, together with the purpose, that clearly indicates the action to be carried out and reason.

Assumptions: Essential conditions that must exist for a specific plan to succeed. They take the place of facts; must be valid and necessary; and regularly validated.

Avenue of Approach (AA) An air, ground, sea, or subterranean route of an attacking force of a given size that leads to its objective or key terrain(s) in its path.

Base Defense: The local military measures, normal and emergency, required for prevent, neutralise, or reduce the effectiveness of hostile attacks on, or sabotage of a base.

Blocking Position: A defensive position sited to deny access to hostile elements given area or to prevent advance in a given direction.

Booby Trap: An explosive or non-explosive device or other material deliberately placed to cause casualties.

Boundary: A line which delineates surface areas for the purpose of facilitating coordination and de-confliction of operations between adjacent units, formations, or areas.

Buffer zone: A defined area controlled by a peace operations force from which disputing or belligerent forces have been excluded. A buffer zone is formed to create an area of separation between disputing or belligerent forces to reduce the risk of renewed conflict. It is also called area of separation in some United Nations operations.

Built-up Area: A concentration of structures, facilities, and population, such as villages, cities, and towns.

Bunker A defensive military fortification designed to protect the troops from bomb fragments, direct fire and other attacks. It may also be for the protection of weapons facilities, command and control centres, and as storage facilities.

Canalize: To restrict manoeuvring operations to a narrow area by use of existing or reinforcing obstacles or by fire or bombing.

Capture: To take into custody of a hostile force, equipment, or personnel as a result of military operations.

Casualty: A person who is lost to the organization by having been declared dead, duty status whereabouts unknown, missing, ill, or injured. Also used for damaged equipment.

Casualty Collection Point (CCP): A specific location where casualties are assembled to be transported to a medical treatment facility (MTF), for example, a company aid post.

Casualty Evacuation (CASEVAC): The evacuation of victim/patient from incident site to the nearest appropriate medical facility. (UNBSITF2)

Caveats: Those restrictions that Troop Contributing Countries (TCCs) attach to the extent and manner in which their troops and equipment can be deployed and employed in the operational area.

Cease Fire Agreement: An agreement to temporarily stop hostilities among/between warring parties.

Centres of gravity: Those characteristics, capabilities, or localities from which a force derives its freedom of action, physical strength, or will to fight. A COG will consist of Critical Capabilities (a characteristic or key element of a force that if destroyed or neutralised will significantly undermine operational capability), Critical Requirements (Enablers, essential condition, resource or means that is needed for a critical capability to be fully functional) and Critical Vulnerabilities (an element of a critical requirement that is vulnerable or that can be made vulnerable). While a COG can have several elements, there can be only one COG for each force.

Chain of Command: The line of succession or channel of command responsibility.

Check Point (CP) A position where military/police establish to primarily restrict hostile or unauthorized movement. This may include searching people passing through it and the inspection of vehicles and cargo.

Civil-Military Coordination (CIMCOORD): The dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basic strategies range from coexistence to cooperation. Coordination is a shared responsibility facilitated by liaison and common training.

Civil-Military Cooperation (CIMIC): A military function through which a commander links to civilian agencies active in a theatre of operations

Clearance Patrols: A type of patrol conducted to report on hostile or harmful elements around a position. It may also be used to report on things that may be useful to the troops.

Close Air Support: (CAS) An aerial mission flown to protecting UN troops on the ground against immediate source of the threat. Such a support requires detailed coordination to avoid fratricide or collateral damage.

Cluster Bombs: Canisters containing numerous small explosive devices or sub-munitions (bomblets, grenades, anti-personnel or anti-vehicle mines) that open in mid-air, scattering tiny shards of steel over a wide area. The explosives may be delivered by aircraft, rocket, or by artillery projectiles. Depending on the type, the sub-munitions are activated by an internal fuse, and can detonate above ground, at impact, or in a delayed mode.

Collateral Damage: Undesirable civilian casualties or materiel damage resulting from the effects of unintended targeting.

Combatant: A person who takes an active part in armed conflict, who can kill, and who, in turn, is a lawful military target. S/he can be a member of the armed forces, other than medical personnel and chaplains, or of an organized group.

Combat Arms: Units and soldiers with the capability to close with and engage opposing forces or provide supporting firepower during combat operations. They include Infantry, Armor/Cavalry, Special Forces, Field Artillery, Air Defence Artillery, branches Corps of Engineers and Aviation.

Combat Service Support (CSS) Sustainment activities for all UN and other cooperating forces in AO. It includes but is not limited to the support rendered by units in ensuring the supply, maintenance, transportation, health services, and other services required by ground combat troops and aviation elements to enable those units to accomplish their missions.

Command The authority vested in a Military Commander for the direction, coordination and control of military forces. Command denotes functional and knowledgeable exercise of military authority to attain military objectives.

Command and Control (C2): The exercise of authority and direction by commander over assigned and attached forces in the accomplishment of his/her mission.

Commander's Critical Information Requirements (CCIR): Information requirements that directly affect the commander's decisions and dictates the successful execution of operation. CCIR usually result in the generation of three types of information requirements: Priority Information Requirements (PIR), Essential Elements of Friendly Information (EEFI), and Friendly Force Information Requirements (FFIR).

Commander's Intent: A statement from a military commander describing how he /she intend to see the operation unfold. It is a description of the end-state as it relates to the force and the terrain, the purpose of the operation, and key tasks to accomplish. Commander's Intent focuses the planning process and acts as a basis for staff's and subordinate's initiative in developing their own plans and orders while maintaining the overall intent of their commander. Commanders may also use the commander's intent to explain a broader purpose beyond that of the mission statement. The mission and the commander's intent must be understood two echelons down.

Command Post Exercise (CPX): A headquarters scenario based simulation exercise conducted to practice command staff and communications elements within and between headquarters of a force in order to successfully plan, coordinate, synchronize, and exercise effective command and control over operational activities during mission execution.

Command Relationship: The degree of command, control, support, and coordination responsibility existing between various components of a force

Concept of Operations (CONOPS): A broad statement or graphical presentation of the line of action chosen by a commander to accomplish his/her mission. This should include the commander's intent, scheme of manoeuvre and main effort.

Conflict Party/ Parties: Opposing or belligerent groups in a conflict. In UN peacekeeping operations, the concept of enemy forces is not encouraged even if the parties are unruly or hostile to the peacekeepers.

Conflict Party's Most Likely Course of Action: The COA which gives a Conflict Party the most consistent superiority with the least amount of risk and most closely matches its doctrine.

Conflict Party's Most Dangerous Course of Action: The COA with the most decisive superiority at the critical time but which for the Conflict Party is a high risk option.

Conflict Prevention: Diplomatic measures to avert violent conflict or prevent escalation. Strategies for prevention fall into two categories: operational prevention, which refers to measures applicable in the face of immediate crisis, and structural prevention, which consists of longer term measures to ensure that crises do not arise in the first place or, if they do, that they do not recur. These activities are generally conducted under Chapter VI of the UN Charter, and include preventative deployments of forces, fact-finding missions, consultations, warnings, inspections and monitoring. Conflict prevention includes early warning, information gathering and a careful analysis of the factors driving the conflict. Conflict prevention activities may include the use of the Secretary-General's "good offices," preventive deployment of UN missions or conflict mediation led by the Department of Political Affairs

Constraints: Requirements imposed by superior authority that affect the manner in which the subordinate's operation can be conducted. This is also referred to as 'must do things' that are not organic to or integral part the mission/task but has been imposed on the subordinate officer to accomplish. For example, a force may have a mission to establish and secure a demilitarised area. The commander may also be ordered to use the force for police duties till the situation becomes conducive for the deployment of UNPOL and or FPU's. Police duties are not implied tasks when establishing and securing demilitarised areas. They are therefore constraints as they come with peculiar challenges. In this case, additional or special equipment, skills, and attitudes are required. Also see restraints, caveats and implied tasks.

Core Pre-deployment Training Materials (CPTM): Consist of the range of training materials related to UN peacekeeping topics and issues that constitute the required core pre deployment skills, knowledge, and attitudes to be held in common by all UN peacekeeping personnel (military, police, and civilian). The CPTMs replace the former UN DPKO Standardized General Training Modules (STGMs).

Counterattack: Attack by part or all of a defending force against an attacking force, for such specific purposes as regaining position or installation lost.

Course of Action Decision Brief: A brief conducted to obtain the commander's decision on a recommended COA. Staff Officers will present the COAs where possible using graphics and sketches to justify their recommendations.

Course of Action Testing / War Game: A step-by-step simulation of a process of action, reaction, and counteraction of a selected Course of Action using rules, data, and procedures in order to assess its inherent possibilities, limitations, risks, and opportunities.

Crimes Against Humanity: The Rome Statute for the International Criminal Court holds that acts including, murder, rape, torture, enslavement, enforced disappearances and other inhumane acts of a similar character intentionally causing great suffering, or serious injury to body or to mental or physical health, are crimes against humanity when committed as part of a widespread or systemic attack directed against any civilian population.

Culminating Point: A point in time and space when due to operational factors, a force is no longer able to accomplish its purpose.

Customary International Law: International norms derived from a general and consistent practice of states followed by them out of a sense of legal obligation (*opinion juris*), rather than from formal expression in a treaty or legal text. Despite not being written, such norms are legally binding on all States with the exception of States who are 'persistent objectors'.

Damage Assessment: Determining the effect of attacks on targets.

Decision Brief: A brief organised to obtain the commander's decision on a recommended COA. Staff Officers present the COAs where possible using graphics and sketches to justify their recommendations.

Decision Point (DP): An event, activity, area, line, point in the operational area where tactical decisions marked on the Decision Support Matrix are required to be activated. Decision Points indicate that a decision is required, and they indicate when and where the decision should be made to achieve the required effect.

Decision Support Matrix: A staff product initially used in the COA Testing (War-gaming) process which graphically represents the projected situations and decision points, and also indicates when, where, and under what conditions a decision is required to initiate a specific activity.

Doctrine: Fundamental principles that guide the application of strategies, tactics, techniques and procedures in the planning and execution of military operations

End State: A set of required conditions that, when achieved, attain the aims set for the mission.

Essential Elements of Friendly Information (EEFI): Some specific aspects of a friendly intentions, capabilities, and activities that must be protected if from detection by unauthorised person or agency.

Forward Operations Base: (FOB) A base usually established to extend command and control or communications or to provide support for training and tactical operations.

Fragmentary Order: (FRAGO) An abbreviated form of an operation order which contains information of immediate concern to subordinates usually issued at short interval. It eliminates the need for restating information contained in the main operation order.

Fratricide: An unforeseen or unintentional death, injury, or damage to own personnel or equipment emanating from own weapons and munitions.

Friendly Force Information Requirements (FFIR) — Information the commander and staff need about the forces available for the operation. This includes personnel, maintenance, supply, ammunition, and petroleum, oils, and lubricants (POL) status, as well as their experience and leadership capabilities.

Handover Line: A control arrangement, preferably following easily defined terrain features, at which responsibility for an operational activity is passed from one unit to another. The action is complete when the receiving unit commander acknowledges assumption of responsibility.

Hazard: A condition, event, or circumstance that could lead to or contribute to an unplanned or undesirable situation.

Headquarters Training Focal Points Network: A forum for sharing information on the implementation of the peacekeeping training work plan across all offices in DPKO and DFS and a mechanism for collaborating with ITS in planning and implementing peacekeeping training of a job-specific or technical nature. As Secretariat of the Training Focal Points Network, ITS ensures appropriate information sharing between the Network and other forums that address training issues (such as the Capability Development Working Group, or the IMPP Subgroup on Training etc.).

H-hour The exact hour (time) on D-day at which a particular operation commences.

High-Payoff Target (HPT): A high-value target that because of its increased potential for providing decisive results is designated or prioritized for as such. Also see High Value Target.

High Value Target (HVT): A terrain, installation, equipment, or any object whose acquisition or loss can be expected to substantially affect the conduct of the operation positively or negatively. It should be noted that in UNPKOs, HVTs are not necessarily selected to be engaged but most importantly, to be protected from possible attack, destruction, or capture by belligerent forces especially if will affect the mission's mandate. Also see High Pay-off Target.

Induction Training: Refers to training that is delivered to DPKO/DFS Headquarters staff on arrival at United Nations Headquarters in New York; and to military, police, and civilian personnel on arrival in peacekeeping missions. Training in missions is intended to supplement, and must not duplicate, that provided during the pre-deployment phase.

Informant: A person who, wittingly or unwittingly, provides information to an agent. In reporting, it is a person who provides specific information and can be cited as a source.

Information Collection Plan: A plan for gathering information from all available sources to meet operational requirements. It provides a logical plan for transforming PIR into orders or requests to sources.

information operations (IO): A continuous operations within the military information environment that enable, enhance, and protect our ability to collect, process, and act on information in order to achieve an advantage across the full range of military operations. Information operations include facilitating our capabilities whiles neutralizing or impeding that of unfriendly agencies.

Information Systems: The entire information assets, and components that collect, process, store, transmit, display, disseminate, and act on information in the AO

Initial Staff Estimates: The conduct of Initial Staff Estimate involves the processing of significant facts, assumptions, events, and conclusions based on analyzed data in order to make recommendations on the best use of available resources. A comprehensive *Staff* estimates consider both the tangible and intangible aspects of the entire AO and translate them into operational imperatives like combat capabilities, critical capabilities, critical vulnerabilities, and critical requirements of both friendly and forces and conflict parties.

In-mission Training: Refers to any training or learning activity for military, police, or civilian peacekeeping personnel undertaken during their duty assignment, including induction and subsequent training activities.

Insertion: Positioning of troops and equipment into an operational area by helicopter or parachute.

Insurgency: An organized movement aimed at the overthrow of a regime or constituted government through the use of unconventional armed conflict.

Integrated Mission Planning Process (IMPP): The authoritative basis for planning new multidimensional missions and UNCTs applying the principles of integration, as well for the revision of existing mission and UNCT plans. Established in 2006 and updated in the 2009-2010 guidance, this is the process guiding UN system-wide planning in countries where the principle of integration applies, i.e. where there is both a UN Country Team and either a multi-dimensional peacekeeping operation or a special political mission/office.

IMTF (Integrated Mission Task Force) Integrated Task Force/Integrated Mission Task Force (ITF/IMTF): “A Headquarter-based inter-departmental and inter-agency mechanism to ensure coherent and consistent support and policy guidance to UN presences applying the principles of integration”.⁵⁰ The task forces for DPA-led missions are called ITF, whereas those for DPKO-led missions are called IMTFs. While they are Headquarters-based, their membership extends to field counterparts in the mission and the UNCT.

Integrated Strategic Framework (ISF): This is a mandatory planning instrument in all integrated presences. It is a 15-20 page document embodying that reflects the collaborative objectives of the UN system for peace consolidation at the strategic level by bringing together the Mission and the UNCT around a common set of agreed peace consolidation priorities. An ISF is meant to focus the attention of senior managers around a shared set of high-level strategic priorities.

Integrated Mission Generally refers to structurally integrated field missions, e.g. UN peacekeeping or Special Political Missions (SPMs) that have a multi-hatted DSRSG/RC/HC who reports to the SRSG/Head of Mission. However, structural

integration is no longer the key trigger for applying an “integrated approach” as required by the Secretary-General’s Decision on Integration (24/2008). Rather, the collaborative principles of integration are to be applied in UN field presences with a multidimensional peacekeeping operation or political mission/office working alongside a UN Country Team.

Integrated UN Presence: An integrated UN presence is a mission to which the principle of integration applies. This includes both structurally integrated field missions (e.g., UN peacekeeping or Special Political Missions (SPMs) that have a multi-hatted DSRSG/RC/HC who reports to the SRSG/head of Mission) such as MONUSCO or UNMIL as well as missions that are not structurally integrated but to which the principles of integration still applies (e.g., UNPOS).

Integrated Training Service: (ITS) A component of the Division of Policy, Evaluation, and Training (DPET) of the United Nations Department of Peacekeeping Operations and Department of Field Support that is responsible for the direction and coordination of peacekeeping training. Specifically, ITS is responsible for:

- a. Supporting the Department of Peacekeeping Operations, the Department of Field Support, DPKO led operations, DFS operations as well as Member States in the training of civilian, military and police personnel;
- b. Setting training standards specific to United Nations peacekeeping and field support, in accordance with relevant system-wide training standards, verifying that such peacekeeping training standards are met, and developing peacekeeping training policies and related technical guidance;
- c. Developing and delivering training to meet priority needs in crosscutting areas of peacekeeping and field support;
- d. Providing technical guidance on peacekeeping and field support training issues to the Department of Peacekeeping Operations, the Department of Field Support, Integrated Mission Training Centres and Training Focal Points in DPKO led operations, as well as Member States and;
- e. Monitoring peacekeeping and field support training activities of the Department of Peacekeeping Operations, the Department of Field Support and field operations, and managing the training budget of the Departments of Peacekeeping Operations and Field Support, to ensure that peacekeeping training standards and priorities are being met.

Internally Displaced Person (IDP): Persons who have been forced to move from their homes by conflict or natural or man-made disaster to another location in the same country.

Internally Displaced Persons Camp (IDP Camp): A protected location for administering IDPs until they are appropriately relocated.

Learning outcomes: Learning outcomes are statements that describe the knowledge, skills, and attitudes that learners should have after successfully completing a learning experience or program.

Lines of Communications: (LOC) Navigable routes, land, water, and air, capable of connecting an operating military force with a base of operations and along which supplies and military forces move.

Logistics: The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with:

- design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel;
- movement, evacuation, and hospitalization of personnel;
- acquisition or construction, maintenance, operation, and disposition of facilities; and
- acquisition or furnishing of services.

Logistics Base: A principal or supplementary area or installation secured to support; units that provide logistic or support.

Main Effort: The Main Effort establishes an activity, the successful accomplishment of which is decisive to the achievement of the mission. This is normally resourced to ensure the responsibility for its execution is assigned.

Main Supply Route (MSR): The route or routes designated within an area of operations upon which the bulk of traffic flows in support of the mission.

Medical Evacuation (MEDEVAC): The evacuation of patient from a non appropriate medical facility to a higher level medical facility based on the patient's medical condition. Medivac is a medical and administrative procedure. In most situations medical clearance from UN medical services, authorisation from the head of office and the means of transport (e.g. air, road water) are required. (UNBSITF2)

Memorandum of Understanding (MOU): A negotiated, formal agreement between the UN and the troop/police contributing country that establishes the responsibility and standards for the provision of personnel, major equipment and self-sustainment support services for both the UN and the contributing country. It is signed by

representatives from the Department of Field Support (DFS) and the contributing countries Permanent Mission to the UN and remains in force until the end of the mandate of the peacekeeping operation, when the formed military/police unit repatriates from the mission, or until both parties mutually agree that the MOU requires adjustment and renegotiation.

Military Component Planning Process: An analytical process of decision making designed to facilitate operational decision making of the military component in a United Nations peacekeeping setting in order to assist commanders and staff in developing estimates and a plan.

Mission Analysis: The joint staff and command exercise where assigned mission is analysed in order to have a clearer understanding of their mission, good situational awareness of the existing variables and how they can contribute to the higher commander's intent in order to set the conditions for development of realistic courses of action. Good mission analysis also provides focus to staff estimates.

Mobile Training Support Team (MTST): A team of training experts sent by the Integrated Training Service to support member states' peacekeeping training efforts.

Mobility Corridors — Areas in a constricted avenue of approach which are relatively free of formidable obstacles and allow military forces to move with mass and speed.

Military Component Planning Process (MCP): The Military Component Planning Process is designed to facilitate timely planning and complex decision making required by force and sector headquarters elements of peacekeeping operations. It is a comprehensive process that guides military staff officers in their decision making within a UN peacekeeping environment. It is however based on the presumption that, qualified military staff officers would have undergone national staff courses as part of their career progression.

This module is intended to provide guidance to staff officers in the performance of their planning duties at UN field mission force and sector HQs. It is not meant to substitute national training doctrines of Troop Contributing Countries but to complement their peacekeeping training effort. Staff officers are therefore advised to combine their knowledge and experience, the FC's style and the peculiarities of the operational area in their planning process.

Mission Command: The mission command concept is based on decentralised command that focuses on subordinates' understanding of higher commander's intent, their role in his plan, and a clear responsibility to exercise initiative in line with that intent in order to take timely decision toward achievement of the mission's mandate. It also calls for trust and mutual understanding between commanders and their subordinates. Missions assigned to subordinates; apart from the "who, what, where

and when” aspects, should also include the reason “why” that task should be carried out in order to guide use of initiative by subordinates.

Mission Concept (MC): An instrument that provides political and operational direction, timelines and leads /supports roles for priority activities to achieve the mission’s mandate as provided by the Security Council. It should include the mission’s priority tasks and related organizational and deployment structure. Thus the MC grows out of a strategic process that translates the political intent of mandates and other higher directives into a form that supports follow-on planning processes like the Operational planning Process (OPP) at DPKO/OMA and the MCPPE in the mission. In peacekeeping missions, operational parameters, statutory basis, managerial practices and budgetary arrangements create the need for an instrument that elaborates the operational implications of their mandates, giving full and authoritative expression to the strategy by which the mission will achieve its objectives. These requirements used to be met by a Mission Plan or Mandate Implementation Plan (MIP). However, with the introduction of Integrated Strategic Framework (ISF) as mandatory model for all integrated missions, the MIP is being substituted with Mission Concept to bridge gap between the political level, including SCR and other mandates or UN system-wide level strategic planning such as ISF and the level of mission specific planning processes (i.e. RBB and military and civilian component plans). As part of all DPKO-led multi-dimensional peacekeeping missions, a Mission Concept is elaborated after the Security Council delivers the mission mandate. (See Module 4 – IMPP)

Mission Concept (MC): In peacekeeping missions, operational parameters, statutory basis, managerial practices and budgetary arrangements create the need for an instrument that elaborates the operational implications of their mandates, giving full and authoritative expression to the strategy by which the mission will achieve its objectives. These requirements used to be met by a Mission Plan or Mandate Implementation Plan (MIP). However, with the introduction of Integrated Strategic Framework (ISF) as mandatory model for all integrated missions, the MIP is being substituted with Mission Concept to bridge gap between the political level, including SCR and other mandates or UN system-wide level strategic planning such as ISF and the level of mission specific planning processes (ie RBB and military and civilian component plans). As part of all DPKO-led multi-dimensional peacekeeping missions, a Mission Concept is elaborated after the Security Council delivers the mission mandate. The main purpose of the Mission Concept is therefore to provide political and operational direction, timelines and lead/supporting roles for priority activities to achieve the mission’s mandate as provided by the Security Council. It should include the mission’s priority tasks and related organizational and deployment structure. Thus the MC grows out of a strategic process that translates the political intent of mandates and other higher directives into a form that supports follow-on planning processes like the Operational planning Process (OPP) at DPKO/OMA and the MCPPE in the mission.

Mission Specific Training: A type of training activity designed for training personnel deployed in a particular mission.

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

Named Area of Interest: (NAI) A point or area along a particular avenue of approach through which hostile activity is expected to occur. NAI are selected to confirm or deny the course of action a particular conflict party.

No-Fire Area: (NFA) An area in the mission area which UNPKO forces are to enforce prohibition of fires or effects of fires.

Observation Post: (OP) A position on ground, sea, or airborne from which the military observes and reports on breaches of the mission's mandate. It may also be used to direct and adjust acquisition of targets.

OHCHR (Office of the High Commissioner for Human Rights). OHCHR relations with DPKO, DPA and DFS in the context of peace operations and political missions are governed by the 2005 SG Decision on human rights in integrated missions and the DPKO/OHCHR/DPA/DFS Policy on Human Rights in UN Peace Operations and Political Missions (September 2011), which among others provides guidance on how the military and other mission components are required to promote and protect human rights through their work.

One-third/Two-thirds Rule: A general rule of allocating a minimum of two-thirds of the time available for planning and preparation to sub-units.

Operational Area Organization: A complete visualization of the operational area for the challenges, possibilities, and limitations it offers in deploying military forces. It entails the use of operational concepts to guide both command and staff in seizing and maintaining initiative. Operational Area Organization helps commanders to control regulate the tempo operation and also ensures that the operation is planned and conducted with a higher degree of certainty.

Operational Art: The employment of forces to attain tactical objectives through the design, organization, integration, and conduct of operations to achieve a desired strategic end-state. It is the art of translating the commander's *operational ideas* into *operational design*, and, ultimately, tactical action, by integrating the key activities at all levels of the operation. Operational art enables the commander to understand the preconditions for a success and provides a framework to assist him/her in ordering his/her *operational ideas* to mass *effects* toward mandate implementation. Skilful use of operational art averts a situation where the operation becomes a set of disjointed activities. Commanders are better able to visualize, anticipate, create, and seize opportunities.

Operational Level: The field-based management of a peacekeeping operation at the Mission Headquarters is considered to be the operational level.

Operational Limitations: Actions or prohibitions imposed by higher authorities; such as constraints or restraints and caveats that limit the commander's freedom of action.

Operation Order (OPORD): A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

Orders Group: A standing group of key appointments required to be present at a commander's operation orders.

Organic: Assigned or integral part of a military organization or a unit.

Overwatch: A technique in which one unit is positioned to provide intimate support to the movement of another unit through observation and where necessary by force.

Peace Enforcement: This involves the application of a range of coercive measures, including the use of military force. It requires the explicit authorization of the Security Council. It is used to restore international peace and security in situations where the Security Council has decided to act in the face of a threat to the peace, breach of the peace or act of aggression. The Council may utilize, where appropriate, regional organizations and agencies for enforcement action under its authority and in accordance with the UN Charter.

Peacekeeping: Peacekeeping is a technique designed to preserve the peace, however fragile, where fighting has been halted, and to assist in implementing agreements achieved by the peacemakers. Over the years, peacekeeping has evolved from a primarily military model of observing cease-fires and the separation of forces after inter-state wars, to incorporate a complex model of many elements – military, police and civilian – working together to help lay the foundations for sustainable peace.

Peacekeeping training: Any training activity which aims to enhance mandate implementation by equipping UN military, police, or civilian personnel, both individually and collectively, with the knowledge, skills, and attitudes to enable them to:

- Meet the evolving challenges of peacekeeping operations in accordance with DPKO/DFS principles, policies, and guidelines as well as lessons learnt from the field,
- Perform their specialist functions in an effective, professional, and integrated manner,
- To demonstrate the core values and competencies of the United Nations.

Peacemaking: Diplomatic measures put in place to address conflicts in progress. It usually involves action to bring hostile parties to a negotiated agreement. The UN

Secretary-General may exercise his or her “good offices” to facilitate the resolution of the conflict. Peacemakers may also be envoys, governments, group of states, regional organizations or the United Nations. Peacemaking efforts may also be undertaken by unofficial and non-governmental groups, or by a prominent personality working independently

Peace Operations A broad term that encompasses all peace efforts from the time the conflict starts to till peace is restored.

Perimeter Defense: A defensive measure that covers all flanks of a position.

Persistent Objectors: The principle of the persistent objector states that if a state persistently objects to the development of a customary international law, it cannot be held to that law when the custom ripens. The principle is a valid defence that limits the enforceability of international laws unless that customary international law attains the status of a peremptory norm or, as it is referred to in Latin as ‘*jus cogens*’.

Position: A location or area occupied by a military or police unit.

Pre-Deployment Training (PDT) – Refers to generic, specialized, and where appropriate

Mission specific peacekeeping training that is based on United Nations standards and takes place prior to deployment to a field operations. This training is delivered by Member States to military and police personnel and formed units in their home country; and, at designated locations, by the Integrated Training Service (ITS) for civilian personnel.

Pre-mandate Commitment Authority (PCMA): The sources of budgetary support available to the Secretary-General of the UN to establish or expand a peacekeeping operation or Special Political Mission. Certain conditions govern the use of the PMCA, which may include (depending on circumstances) approval from the **ACABQ** or notification of the President of the Security Council.

Priority Information Requirements – These is a list of information requirements which the commander has an anticipated and stated priority in the course of the planning process. It is the highest priority information requirements and must be approved by the commander. PIRs are normally in the form of questions and are normally time sensitive.

Pre-mandate Commitment Authority (PCMA): The sources of budgetary support available to the Secretary-General of the UN to establish or expand a peacekeeping operation or Special Political Mission. Certain conditions govern the use of the PMCA, which may include (depending on circumstances) approval from the **ACABQ** or notification of the President of the Security Council.

Protected Areas: Designated demilitarized areas for the protection of civilians and facilitation of a peaceful and negotiated resolution to the conflict.

Protected Persons: Persons accorded protection under international humanitarian law, who take no active part in the hostilities, including members of armed forces who have laid down their arms and those placed hors de combat by sickness, wounds, detention, or any other cause, who shall in all circumstances be treated humanely, without any adverse distinction founded on race, colour, religion or faith, sex, birth or wealth, or any other similar criteria.

Protection of Civilians in Armed Conflict: Structures and policies developed by the UN, member states and other humanitarian actors, and based on international humanitarian law, human rights and refugee law, to protect vulnerable populations from the effects of armed conflict, ranging from the most immediate priorities of minimizing civilian casualties to more long-term priorities of promoting the rule of law and security, law and order within a state.

Protection of Civilian – UN-POC: In UN peacekeeping operations, it have been mandated to “protect civilians under imminent threat of physical violence” since 1999. And recently the operational concept is organised around a three-tiered approach to protecting civilians:

- Tier 1: Protection through political process
- Tier 2: Providing protection from physical violence
- Tier 3: Establishing a protective environment

Protective Obstacles — Obstacles employed by units to assist in their local and close-in protection purposes.

Psychological Operations (PSYOP): Planned operations to convey a specific message

Purpose / Unifying Purpose: The desired or intended result of the mission/task.

Reconnaissance: A task undertaken to obtain information by movement, observation, and reporting.

Rehearsal: A process of practicing a plan before actual execution.

Reinforcement: An activity in which one unit augments the capability of another unit.

Reserve: Part of a force uncommitted to any specific course of action, in order for it to be available for commitment at the decisive moment.

Restraints: Prohibitions imposed by superior authority that affect the manner in which the subordinate's operation can be conducted. Unlike constraints which require something outside the realm of the assigned mission (that the commander may

normally not have considered doing) to be done, restraints limits or prohibits something that the commander would have under normal circumstances considered doing. For example, a force with a mission to secure a demilitarized area may be prohibited from use of certain critical weapons and ammunitions that commander would have under normal circumstances considered employing. Restraints differ from caveats in terms of the fact that, while caveats are restrictions imposed by Troop Contributing Countries, restraints are limitations imposed by higher command. Also see constraints, caveats.

Results-based budgeting: A budgeting process in which a set of predefined objectives and expected results would justify resource requirements. The actual performance in achieving the expected results is measured by some objective performance indicators.

Resupply: Replenishing stocks in order to maintain required levels of supply

Risk: Risk is the chance of hazard or bad consequences occurring.

Risk management: The process of detecting, assessing, and controlling risk arising from adoption of a course of action or other operational factors and making decisions that balance risk costs with mission benefits.

Riverine Operations: Operations conducted by forces organized to dominate a riverine area.

Roadblock: A barrier or obstacle (usually covered by fire) used to block, or limit the movement of vehicles of opposing forces along a route.

Route Capacity: The maximum traffic flow of vehicles in one direction at the most restricted point on the route. **2.** The maximum number of metric tons which can be moved in one direction over a particular route in one hour. It is the product of the maximum traffic flow and the average payload of the vehicles using the route.

Route Classification: Routes may be classified using colours, figures, letters or any other means to indicate the degree to which movement of a convoy or manoeuvre force along each route.

Safe Area: An area in a hostile environment designated to offer evaders or escapees a reasonable chance of avoiding capture and of surviving until they can be evacuated.

Safe Lane: A route or lane in hostile area designated to offer evaders or escapees a reasonable chance of avoiding capture and of surviving until they are in a safe area.

Seize: A tactical task to take control of a designated area.

Sequel: A plan for a major operation that follows another operation. These plans are based on some possible outcomes like success, stalemate, or reversals associated with the main operation.

Show of Force: An operation, designed to demonstrate Peacekeepers resolve to defuse a specific situation, which, if allowed to continue, may be detrimental to the UN mandate.

Signal Instructions: Instructions for technical control and coordination of signal support activities of the force.

Signature: The visible or audible effects produced when a weapon is fired or a piece of equipment operated, such as noise, smoke, flame, heat, or debris; also, an electronic emission subject to detection and traceable to the equipment producing it.

Situation Template: A series of projections that portray, based on enemy doctrine, the most probable disposition and location of enemy forces within constraints imposed by weather and terrain.

Situation Report (SITREP) A routine report from a unit to higher HQ giving the situation in the area of the reporting unit..

Span of Control - Span of control refers to the number of subordinates a supervisor has. This optimum span of control depends on numerous variables including organizational structure, available technology, the functions being performed, and the competencies of the manager as well as staff.

Specialized Training Materials (STMs) – consist of training materials related to a specific function or employment category engaged in DPKO peacekeeping operations (e.g. military experts on mission, political affairs officers) and DFS support (e.g. movement control personnel) that constitute the pre-deployment knowledge and skills required for effective performance on mission.

Special Operations: Nonconventional operations conducted by specially composed, trained, and equipped forces to accomplish a specific mission as part of a wider objective.

Staff Estimates: The evaluation of how factors in a branch of staff will influence the courses of action under consideration.

Standing Operating Procedure (SOP): Set of instructions on standardized procedures to be followed for operational routines. The procedure is applicable unless otherwise ordered.

Start Point (SP) A well-defined geographical location from which a movement begins.

Status-of-Forces Agreement (SOFA): An agreement that governs the legal relationship between a UN peacekeeping operation and the host State, setting out the rights, obligations and duties between the parties. It also serves as evidence of the consent of the host State for the UN deployment.

Status of UNDPKO Authority, Command and Control Relations: The authority, command and control arrangements within military components of United Nations peacekeeping operations as well as their relationship with other uniformed and civilian components is an important tool for effective integration of the mission effort in multidimensional peacekeeping operations.

Strategic Assessment: An activity conducted by the Secretariat to devise concrete recommendations to the Secretary-General on how the UN system could formulate or re-formulate its response to a crisis, conflict, or post-conflict situation.

Strategic Concept of Operation (CONOPS): Articulation of strategic intent for the utilisation of military capabilities to achieve an overall objective. It seeks to link the mission mandate to the execution of key objectives such as, strategic intent, organization and deployment (including timelines), security/force protection, terms of engagement/[directions on the use of force], administration and logistics, and command and control. The Strategic CONOPS forms the basis for the MCPP.

Strategic End-State: The desired state of affairs in the country on completion of the military objectives. For example, “A secured and stable environment that allows for the transfer of security operations to a legitimate Ivorian security force capable of assuring a sufficient level of security, to enable a phased withdrawal of the UNOCI military component”.

Strategic Level: This is the management of a peacekeeping operation at United Nations Headquarters level in New York. The Security Council provides the legal authority, high-level strategic direction, and political guidance for all UN peacekeeping operations, and vests the operational authority for directing these operations in the Secretary-General who also delegates responsibility for the administration and provision of executive direction for, all UN peacekeeping operations to the Under Secretary-General for Peacekeeping Operations (USG DPKO).

Strategy: The art and science of developing and using diplomatic, infrastructural, military, and economic measures to plan operations at higher levels of decision making.

Strong Point (SP): A strongly fortified and heavily armed position for all-round protection of troops.

Supporting Effort: A unit or activity or resource, whose purpose is to directly support or create the necessary conditions for the success of the main effort

Suppress: To temporarily or transiently degrade or reduce the capabilities of a force below the level needed to fulfil its mission.

Sustainment Operations: An operation conducted to generate and maintain an enabling environment for the conduct of shaping and decisive operations. This includes the timely and adequate provision of appropriate administrative and logistic support, base and rear area security, movement control, terrain management, and infrastructure development to the mission elements.

Sweep Operations: An operation, normally police led, conducted over a wide area to arrest suspects.

Synchronization Matrix: A template used by staff officers to synchronize their COA across time, space, and purpose, and/or key events in relation to Conflict Parties' most likely COA. The staff can then translate a synchronization matrix into a Decision Support Matrix.

Tactical Emergency: Delivery priority for messages when casualties are of a serious nature or on a scale such as to endanger mission

Target Area of Interest (TAI): The geographical area or point along a *mobility corridor* where successful interdiction will cause the threat to either abandon a particular course of action or require it to use additional/specialized effort to continue, where the threat can be acquired and appropriately engaged. Only TAIs associated with high-payoff targets are of interest to the staff. These are identified during staff planning and COA Testing/war-gaming. TAIs differ from engagement areas in degree. *Engagement Areas* as distinct from TAIs have direct bearing on the decisiveness of the operation or could even be the main effort and are therefore, deliberately planned, prepared and executed.

Tasking Authority: The authority vested in specified senior appointments (Head of Military Component (HOMC), Head of Police Component (HOPC) or Director of Mission Support /Chief of Mission Support (DMS/CMS) to assign tasks to enabling units. This includes the authority to deploy, redeploy and employ all or part of an enabling unit to achieve the mission's mandate. Enabling units comprise aviation, engineering, logistics, medical, signals, transport, and Explosive Ordnance Disposal Units. Tasking authority over military or police personnel/units, when exercised by civilians is applicable for their routine, day to day employment.

Task Organization: This is the process of allocating available assets to subordinate commanders and (establishing) defining their command and support relationships. The commander's ability to tailor and task organize gives him/her the agility to organize their units to make best use available resources and also the ability to shift rapidly between operations of different levels of intensity.

TAM (Technical Assessment Mission) A type of UN assessment to provide options and recommendations for the (re-)formulation of a Security Council mandate and on the size, scope, tasks and structure of a UN Field Mission.

Tempo of Operation: The rhythm or rate of military operational activities.

Terrain Analysis: The collection, analysis, evaluation, and interpretation of geographic information on the natural and manmade features of the terrain, combined with other relevant factors, to predict the effect of the terrain on military operations.

Traditional United Nations Peacekeeping Operations - United Nations peacekeeping operations conducted with the consent of the parties to a conflict, usually States, in which “Blue helmets” monitor a truce between warring sides while mediators seek a political solution to the underlying conflict.

United Nations Operational Authority The authority transferred by the member states to the U N to use the operational capabilities of their national military contingents, units, Formed Police Units and/or military and police personnel to undertake mandated missions and tasks. Operational authority over such forces and personnel is vested in the Secretary-General. In the field mission Operational Authority is vested in the SRSG.

United Nations Operational Control The authority granted to a Military Commander in a United Nations Peacekeeping Operation to direct forces assigned so that the Commander may accomplish specific missions or tasks which are usually limited by function, time, or location (or a combination), to deploy units concerned and/or military personnel, and to retain or assign Tactical Command or Control of those units/personnel. This includes the authority to assign separate tasks to sub units, as the operational necessities require, within the mission area of responsibility, in consultation with the Contingent Commander and as approved by the United Nations Headquarters.

United Nations Peacekeeping Training Standards: Consist of an authoritative document outlining the objective of training, target audience, and course specifications. They may also be supplemented with related training materials which fulfil course specifications.

United Nations Tactical Command The authority delegated to a commander in a United Nations Peacekeeping operation to assign tasks to forces under their command for the accomplishment of the mission assigned by higher authority.

United Nations Tactical Control The detailed and local direction and control of movement, or manoeuvre, necessary to accomplish missions or tasks assigned. As required by operational necessities, the Head of Military Component (HOMC) and Head of Police Component (HOPC) may delegate the Tactical Control of assigned military forces/police personnel to the subordinate sector and/or unit commanders.

Vital / Decisive Terrain: Important terrain that has critical impact on the mission in such a way that if lost or not taken renders the mission untenable. Vital/Decisive terrains are relatively rare and may not be present in every situation. To designate terrain as vital or decisive is to recognize that the successful accomplishment of the mission, whether offensive or defensive, depends on seizing or retaining it. The commander designates decisive terrain to communicate its importance in his concept of operations.

Refugee: A person, who owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, or for reasons owing to external aggression, occupation, foreign domination or events seriously disturbing public order in either part or the whole of his country of origin or nationality, is compelled to leave his/her place of habitual residence in order to seek refuge outside his/her country of origin or nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of his country of origin or nationality.

Refugee Camp: A temporary shelter made available to host refugees fleeing from an armed conflict in temporary homes.

Refugee Law: The body of customary international law and various international, regional, and national legal instruments that establish standards for refugee protection. The cornerstone of refugee law is the 1951 Convention on the Status of Refugees and its 1967 Optional Protocol.

Resident Coordinator (RC) and Humanitarian Coordinator (HC): The Resident Coordinator is the head of the UN Country Team. In a complex emergency, the RC or another competent UN official may be designated as the Humanitarian Coordinator (HC). In large-scale complex emergencies, a separate HC is often appointed. If also the emergency affects more than one country, a Regional HC may be appointed.

Responsibility to Protect: A concept that imposes a responsibility on the international community to protect a population that is suffering serious harm, as a result of internal war, insurgency, repression or state failure, and the state in question is unwilling or unable to halt or avert it.

Sexual Abuse: Actual or threatened physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions.

Sexual Exploitation: Any abuse of a position of vulnerability, differential power, or trust for sexual purposes; this includes profiting monetarily, socially or politically from the sexual exploitation of another.

State Responsibility: The principle that states bear primary responsibility for the functions of protecting the physical security and lives of their citizens and promoting their welfare. During complex emergencies occurring within their territories, this

includes initiating, organizing, coordinating, and implementing humanitarian assistance programs.

State Sovereignty: A concept that signifies the legal identity of states in international law and provides order, stability and predictability in international relations since sovereign states are regarded as equal, regardless of comparative size or wealth.

Temporary Ceasefire: The temporary cessation of hostilities by agreement between the warring parties. A ceasefire or armistice may be 'general', in which case hostilities cease throughout the theatre of war, or 'local', in which case there is only a partial cessation of hostilities. A general ceasefire often precedes a peace treaty.

Transitional Administration: A transitional authority often arising from a negotiated peace process and established by the UN Security Council to assist a country during a government regime change or passage to independence. It typically consists of three segments: (i) public administration including civilian police, (ii) humanitarian assistance, and (iii) UN Peacekeeping Force. Transitional administrations have been authorized in countries including East Timor (UNTAET) and Kosovo (UNMIK).

Truth and Reconciliation Commission: A temporary body established and officially sanctioned to investigate and report on patterns of human rights abuses occurring over a period of time in a particular country or in relation to a particular conflict. Truth commissions are intended to provide a full accounting of past atrocities and an official acknowledgement of the corresponding suffering of victims, promote national reconciliation, bolster a new political order and/or legitimize new policies, and provide recommendations on how to prevent a recurrence of such abuses.

UN Military and Civil Defence Assets (UN MCDA): Military and civil defence resources requested by the UN humanitarian agencies and deployed under UN control specifically to support humanitarian activities and military and civil defence resources that might be available.

Unexploded Ordnance (UXO): An explosive material that has been primed, fused, armed or otherwise prepared for use or used. It may have been fired, dropped, launched, or projected yet remains unexploded, either through malfunction or design or for any other reason.

War Crime: The Rome Statute of the International Criminal Court defines war crimes as grave breaches of the 1949 Geneva Conventions, namely, any of the following acts against persons or property protected under the provisions of the relevant Geneva Convention, committed as part of a plan or policy or as part of a large-scale commission of such crimes, including, wilful killing torture or inhuman treatment, including biological experiments, wilfully causing great suffering, or serious injury to body or health, extensive destruction and appropriation of property, not justified by military necessity and carried out unlawfully and wantonly, compelling a prisoner of war or other protected person to serve in the forces of a hostile Power, wilfully depriving a

prisoner of war or other protected person of the rights of fair and regular trial, unlawful deportation or transfer or unlawful confinement; and taking of hostages.

Warning Order: This is an executive order that initiates preparation among all concerned units and personnel for an impending operation. Warning orders are subject to continuous update during the planning process. They are therefore normally numbered progressively (Warning Order No.1 etc).

Handout Glossary of Acronyms

AA: Avenue of Approach
AAMG: Anti-aircraft machine gun
ACABQ: Advisory Committee on Administrative and Budgetary Questions
ACK: Acknowledge, Acknowledged, Acknowledgement
ACOS: Assistant Chief of Staff
ADC: Aide-de-camp
ADCON: Administrative Control
AE: Aero Medical Evacuation
ALO: Air liaison officer
AMMO: Ammunition
AMR: Approximate map reference
AO: Area of Operations
AOC: Air Operations Centre
AOE: Analysis of the Operational Environment
AOR: Area of Responsibility
AP: Anti-personnel mine
APOD: Air Point of Disembarkation
APOE: Air Point of Embarkation
AT: Anti-tank mine
ATA: Actual Time of Arrival
ATC: Air Traffic Control
ATD: Actual Time of Departure
ATGW: Anti-tank guided weapon
ATO: Air Tasking Order
AWACS: Airborne Warning and Control System

C2: Command and Control
CAP: Consolidated Appeals Process
CAS: Close Air Support
CASEVAC: Casualty Evacuation
CCIR: Commander's Critical Information Requirements
CCP: Casualty Collection Point
CHAP: Common Humanitarian Action Plan
CIMCOORD: UN-Civil-Military Coordination
CIMIC: Civil-Military Cooperation
CLO: Chief Logistics Officer **COA:** Course of Action
CMS: Chief of Mission Support
CMOS: Current Military Operations Service)
CMPO: Chief of Military Personnel Officer
COE: Contingents' Own Equipment
COG: Centers of gravity
COMINF: Communication information
CONOPS: Concept of Operations
COO: Chief of Operations

COS: Chief of Staff

CP: Collection Plan or Conflict parties or Check Point

CPTM: Core Pre-deployment Training Materials

CPX: Command Post Exercise

CSS: Combat Service Support

DB: Decision Brief

DCOS: Deputy Chief of Staff

DFC: Deputy Force Commander

DFS: Department of Field Support

DMS: Director of Mission Support

DP: Decision Point

DPA: Department of Political Affairs

DSRSG: Deputy Special representative of the Secretary General

DtD: Day-to-day

DUF: Directive of Use of Force

EEFI: Essential Elements of Friendly Information

ELINF: Electronic information

EOD: Explosive Ordnance Disposal

EP: Enhanced Preparedness

FC: Force Commander

FFIR: Friendly Force Information Requirements

FHQ: military Force Headquarters

FOB: Forward Operations Base

FRAGO: Fragmentary Order

FS: Field support

HC: Humanitarian Coordinator

HOM: Head of Mission

HOMC: Head of Military Component

HOPC: Head of Police Component

HPT: High-Payoff Target

HUMINF: Human information

HVT: High Value Target

ICC: International Criminal Court

ICL: International criminal law

IDP: Internally Displaced Person

IHL: International Humanitarian Law

IHRL: International Human Rights Law

IMINF: Image information

IMTC: Integrated Mission Training Centre

IMTF: Integrated Mission Task Force

IMPT: Integrated Mission Planning Team

IO: Information operations
IOT: Integrated Operation team
IRL: International refugee law
ISF: Integrated Strategic Framework
ISG: Integration Steering Group
ISPT: Integrated Strategy and Planning Team
ISS: Integrated Support System
IT: Information & technology
ITF: Integrated Task force
ITS: Integrated Training Service

JLOC: Joint Logistic Operational Center
JMAC: Joint Mission Analysis Cell
JOC: Joint Operational Center

LOAC: Law of Armed Conflict
LOC: Lines of Communications
LOW: Law of War

MC: Mission Concept
MEDEVAC: Medical Evacuation
MEOM: Military Expert on mission (including Mil Obs)
MSR: Main Supply Route
MC: Mission Concept
MCDA: Military and Civil Defence Assets
MCPP: Military Component Planning Process
MOU: Memorandum of Understanding
MTST: Mobile Training Support Team

NAI: Named Area of Interest
NFA: No-Fire Area

OCHA: Office for the Coordination of Humanitarian Affairs
OHCHR: Office of the High Commissioner for Human Rights
OMA: Office of Military Affairs
OP: Observation Post
OPA: United Nations Operational Authority
OPCON: United Nations Operational Control
OPORD: Operation Order
OROLSI: Office of Rule of Law and Security Institutions
OSINF: Open sources of information
OUSG: Office of the Under-Secretary General

PDT: Pre-Deployment Training
PCMA: Pre-mandate Commitment Authority
PIR: Priority Information Requirement

POC: Protection of Civilians
PRSP: Poverty Reduction Strategy Paper
PSYOP: Psychological Operations

RBB: Results-based budgeting
RC: Resident Coordinator
RC/HC: Resident Coordinator and Humanitarian Coordinator
RFI: Request for Information
ROE: Rules of Engagement
ROL: Rule of Law

SA: Strategic Assessment
SEA: Sexual Exploitation and Abuse
SIGINF: Signal information
SITCEN: Situation centre (Operations Room)
SITREP: Situation Report
SLS: Security Level System (SLS)
SMG: Senior Management Group
SO: Staff officer
SOFA: Status of Force Agreement
SOMA: Status of Mission Agreement
SOPs: Standard operating procedures
SPC: Strategic Planning Cell
SPG: Strategic Policy Group
SPM: Special Political Mission
SRA: Security Risk Assessment
SRSG: Senior representative of the Secretary General
STM: Specialized Training Materials
SWOT: Strengths, Weaknesses, Opportunities, and Threats

TA: Tasking Authority
TAI: Target Area of Interest
TACOM: United Nations Tactical Command
TACON: United Nations Tactical Control
TAM: Technical Assessment Mission

UN-CIMIC: Civil-military Coordination
UNCT: United Nations Country Team
UNDAF: UN Development Assistance Framework
UNDSS: Department of Safety & Security
UNOE: United Nations Own Equipment
UNSC: United Nations Security Council
UNSMS: United Nations Security Management System
USG: Under Secretary General
UXO: Unexploded Ordnance

