



United Nations  
Peacekeeping Missions  
Military Maritime Task Force  
Manual

September 2015

## **Preface**

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

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

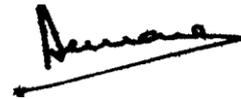
UN peacekeeping operations are rarely limited to one type of activity. While deployed in the context of a political framework supporting a peace agreement, or in the context of creating the conditions for a return to stability, peacekeeping Missions may require maritime elements to perform challenging tasks involving the judicious use of force, particularly in situations where the host state is unable to provide security and maintain public order. To meet these complex peacekeeping challenges, military components often play a pivotal role in providing and maintaining a secure environment. Under these circumstances, the deployment of a UN Maritime Task Force can contribute decisively towards successful achievement of the Mission’s goals by providing a wide variety of capabilities such as monitoring cease-fires, enforcing UN sanctions and embargoes or providing humanitarian relief.

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

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



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Military experts of the UN Peacekeeping Missions Maritime Manual Working Group, Singapore 2014.

# Purpose and Scope

## General Description

This Manual describes the United Nations (UN) Maritime Task Force, focusing on maritime support to a UN Mission<sup>1</sup> and Force Headquarters. Always scalable in size, modular in function and Mission-tailored, the UN Maritime Task Force's size and composition depend on the size, composition and requirements of the UN Mission it supports and the physical characteristics of the Mission area. In UN Maritime Task Force operations, a common understanding of terms, standards and procedures is crucial to Mission success. Many maritime nations are already generally familiar with internationally accepted standards and procedures, but may not be familiar with the more specific requirements to operate with one another as part of a UN Maritime Task Force. This manual is designed to meet that need.

## Benefit to Maritime Contributing Countries

Maritime Contributing Countries<sup>2</sup> and their deploying contingents will benefit from this document (as will their national military/naval staffs, schools and maritime elements) as they become better able to support the reorientation of their maritime elements from national tasks to more fully integrated UN operations. Maritime Contributing Countries experienced in peacekeeping operations can use this Manual to supplement and complement their national manuals. Maritime Contributing Countries that are new to UN peacekeeping or UN Maritime Task Forces can use this Manual as a guide to build and field their own maritime elements. Nonetheless, it is not the intent of this Manual to override the national military doctrine of individual Member States or Troop and Maritime Contributing Countries, nor is it the intent to impose requirements on national training, operations or structures. This Manual does *not* address any national tactics, techniques and procedures that remain the prerogative of individual Member States. Nor is it the intent of this Manual to serve as an instrument for UN Maritime Task Force element selection. Indeed, UN Maritime Task Force structures will be adapted, ultimately, in accordance with any Memorandum of Understanding (MOU) negotiated between the UN and Maritime Contributing Country. Instead, this Manual serves as a complement to existing or emerging Troop and Maritime Contributing Countries' thinking on preparation and performance when participating in UN peacekeeping operations.

## Benefit to Commanders

UN Maritime Task Force Commanders and their subordinate leaders will find in this document the guidance they need for planning, preparing and executing their assigned tasks. Chapter 1 explains the concept of employing UN Maritime Task Forces within the Mission and its military component. Chapters 2 and 3 provide greater detail on the capabilities and tasks expected of the UN Maritime Task Force. UN Maritime Task Force Commanders and staff can plan and manage their unit support requirements based on the information provided in Chapter 5, while Chapters 6 and 7 provide the training and evaluation guidance by which the UN Maritime Task Force can achieve and maintain top operational performance.

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

<sup>2</sup> The term, "Maritime Contributing Countries (MCCs)," first came into established use at UN Headquarters in 2006 with the creation of the United Nations Interim Force in Lebanon (UNIFIL) Maritime Task Force. Used in official UN documents, MCC refers to those countries contributing naval vessels and crews, not land forces, for UN service.

## **Benefit to UN Planners**

In addition to being a guide for Maritime Contributing Countries and their contingents, this Manual provides standardized guidance and information to UN Headquarters and field Mission planners on the employment of UN Maritime Task Force capabilities and functions. This Manual is designed for use as a reference and initial starting point for UN planners developing the Force Requirement or Statement of Unit Requirement that, together with the UN and Maritime Contributing Country Memorandum of Understanding (MOU), will form the basis for UN Maritime Task Force deployment. UN planners will find most helpful the descriptions of capabilities, tasks and organization of a UN Maritime Task Force as they tailor the unit according to Mission requirements and the generic standards described in Chapters 2, 3 and 4.

## **Benefit to All**

The broad range of tasks assigned to UN peacekeeping operations has expanded significantly in response to shifting patterns of conflict and emerging threats. As the nature and domain of armed conflict expands, so too must maritime operations be added to the full range of UN military options. The maritime environment is strategically important for enforcing agreements, protecting borders, and resupplying peacekeepers. Maritime operations can also significantly strengthen the security of the peace process and provide safety for humanitarian and development partners. The presence of a sustained maritime capability provides senior UN leaders operational flexibility and effective options for addressing peacekeeping challenges.

This Manual is primarily written at the operational and tactical levels. It is based on UN guidance reflecting lessons learned, feedback from field Missions and input from peacekeeping practitioners experienced in UN Maritime Task Force peacekeeping operations. Workshops conducted by interested Member States and Troop/Maritime Contributing Countries produced the original draft that was finalized after extensive coordination within DPKO and DFS. The result is a most comprehensive body of thought on UN Maritime Task Forces designed to assist contingents in re-orienting their Maritime Task Force elements towards interoperability in UN peacekeeping. This Manual should be read in conjunction with relevant UN policies and other Manuals, especially the UN Infantry Battalion Manual,<sup>3</sup> in order to gain a more comprehensive understanding of UN standards, policies and procedures related to peacekeeping operations. Moreover, all aspects of the Mission concept can be more thoroughly studied in the UN Capstone Doctrine which, along with other important UN policy documents, is available at the following UN links:

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

[http://ppdb.un.org/Nav%20Pages/PolicyFramework\\_Default.aspx](http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx) and,

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

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

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<sup>3</sup> The Infantry Battalion Manual, Volumes I and II, can be found at:  
<http://www.un.org/en/peacekeeping/documents/unibammanualvol1.pdf> and  
<http://www.un.org/en/peacekeeping/documents/unibammanualvol2.pdf>.

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# Chapter 1

## Employment Concept for the UN Maritime Task Force

### 1.1 Fully Integrated with the UN Ground Force

The UN Maritime Task Force, when deployed, is a fully integrated part of the UN Mission's Military Component. In addition to the ground and air military capabilities typically extant in the UN Force, the Maritime Task Force adds a critical third dimension to the Force Commander's comprehensive execution of mandated tasks, particularly when considering that "half the world's population live within 60 kilometers of the sea and three-quarters of all large cities are on the coastline."<sup>4</sup>

### 1.2 Advantages to the UN Ground Force and Mission

A UN Maritime Task Force has the ability to quickly arrive at a crisis area, presenting a timely and meaningful international response, often before a significant deployment of ground troops is possible. A UN Maritime Task Force can remain on location in the UN area of maritime operations for long periods of time, subject to available resupply at-sea or port, and can avoid direct contact with local actors (if so directed) while still conducting patrols at a distance by sea or air, providing command, control and communications to enhance situational awareness and force protection for both ground and naval forces. It can also monitor and enforce UN sanctions and embargoes<sup>5</sup> and ensure compliance with specific political arrangements vital to Mission success. If directed to engage local actors, a UN Maritime Task Force can conduct operations that span a wide spectrum of requirements and environments. If authorized, and in coordination with the UN Ground Force Commander (if one has been designated), a UN Maritime Task Force can interdict negative forces on land or sea, undertake constabulary roles monitoring cease-fires in coastal areas, and ensure compliance with maritime lines of demarcation.<sup>6</sup> A UN Maritime Task Force can patrol the territorial waters and offshore resources<sup>7</sup> of a state lacking its own maritime capability, and support capacity building for emerging states. If tasked, the UN Maritime Task Force can provide humanitarian assistance and disaster relief. The Maritime Task Force is not limited to maritime effects at sea. Its ships provide advanced platforms for military aviation, communications and medical support to the ground force. These maritime capabilities strengthen the Force Commander's capability with enhanced deterrence, situational awareness, medical facilities and military transportation sustaining operations and the execution of mandated tasks on shore and afloat. The UN Maritime Task Forces can serve as a critical Command, Control and Communications (C3) platform providing communications

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<sup>4</sup> Source: UN Environment Programme, 3 June 2015: [http://www.unep.org/urban\\_environment/issues/coastal\\_zones.asp](http://www.unep.org/urban_environment/issues/coastal_zones.asp)

<sup>5</sup> UN-authorized warships fulfilled this function at the Mozambican port of Berri and the Arabian Gulf.

<sup>6</sup> Constabulary functions were performed by maritime forces in Cambodia, the Gulf of Fonseca and during the UNTEA operation in West New Guinea/West Irian.

<sup>7</sup> During the UNTAC mandate in Cambodia, naval forces deployed on coastal and river patrols to eliminate arms smuggling. Naval aircraft can deploy from vessels to enforce no-fly zones. Naval forces were also deployed in East Timor in a similar capacity under UNTAET, while East Timor was still a state-in-waiting and had no standing naval capability to protect its newly-acquired territorial seas and offshore resources.

in support of UN operations ashore. This C3 role is particularly important if the land-based communications infrastructure is severely damaged or non-existent.

### **1.3 Interoperability with Other Mission Actors**

A UN Maritime Task Force is expected to be interoperable with its military and non-military counterparts,<sup>8</sup> including international, regional, governmental and non-governmental organizations. All UN Maritime Task Force activities in the area of maritime operations are conducted in accordance with international law, including all applicable treaties, customary law and any relevant United Nations Security Council resolutions.

### **1.4 Key Roles**

UN Maritime Task Forces have the capacity to enhance ground operations by providing presence, deterrence, sea control, power projection, maritime security as well as humanitarian assistance and disaster relief.

#### **1.4.1 Presence**

The presence of a UN Maritime Task Force is a key enabler of regional stability, providing credible maritime power to meet Force objectives and supporting peace and security activities on land. The UN Maritime Task Force can act on indications and warnings and provide a timely response to prevent, deter and resolve conflict at, or stemming from, the sea that may also affect land operations. The UN Maritime Task Force plays an active role in shaping the operational environment and provides support for humanitarian assistance and disaster relief operations when required.

#### **1.4.2 Deterrence**

The UN Maritime Task Force provides credible deterrent options to address prevailing security challenges and can conduct deterrence operations to ward off potential threats. Effective deterrence operations require a comprehensive approach to achieve innovative and judicious displays of maritime power. Such operations include maintaining the ability to present a credible and effective response to potential threats.

#### **1.4.3 Sea Control**

Sea control is a precursor to and necessary ingredient in any successful maritime operation. Sea control is achieved primarily through the demonstrated use of maritime assets, and by maintaining superior capabilities over the surface, subsurface, and airspace within the area of maritime operations. Sea control is established through joint or combined maritime operations designed to secure the use of the sea environment by the UN Maritime Task Force and prevent its use by any negative entity. As such, the UN Maritime Task Force can be expected to carry out sea control operations to secure UN freedom of action, enable projection of peacekeeping forces ashore or facilitate the safe and uninhibited flow of commercial shipping.

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<sup>8</sup> Such as the Society of the International Red Cross.

#### **1.4.4 Power Projection On Land and Sea**

The UN Maritime Task Force can be organized to shape, influence and control the operational environment on land and at sea. With the correct assets, it can overcome geographic challenges to access and project power ashore, supporting peace and security activities on land and sea without reliance on ports and airfields in the Mission area. The UN Maritime Task Force can also provide C3 facilities to projection forces, and can deploy early and rapidly in the development of a potential crisis. That timely, strong presence is a clear signal of international resolve that can be sustained for long periods while remaining poised to respond at short notice.

#### **1.4.5 Maritime Security**

- **Operations**

The vast size and complexity of the maritime domain creates uniquely critical security challenges that affect UN Forces on land and sea. Terrorists, pirates, and transnational criminals may capitalize on national or regional instability and use legitimate maritime traffic to mask their activities. These illicit activities pose a credible threat to UN Mission safety and rebuilding efforts, thus adding to the challenges faced by all UN peacekeeping forces. As such, the UN Maritime Task Force may be tasked to conduct maritime security operations to assist in establishing the conditions for security and protection. Examples of maritime security operations include missions to counter piracy, sea-mining and illegal trafficking of weapons. Maritime security operations involve close coordination amongst governments, the private sector, as well as international and non-governmental organizations to maintain situational awareness and conduct maritime interception/law enforcement operations.

- **Rules of Engagement and Use of Force Directives**

At the beginning of a Mission, a technical directive is issued by UN Headquarters to each uniformed component. This directive provides specific instructions governing the use of unarmed and armed force in pursuit of the Mission's mandate. For the military component, the directive is known as the Rules of Engagement (ROE). The Force Commander/Head of the Military Component (HOMC) is responsible for ensuring that all Force members, including any naval component/UN Maritime Task Force, are appropriately trained, familiarized and comply with the spirit and technical elements of the ROE. UN Maritime Task Force ROE may be separate from the ground force ROE depending on the role of the Mission. While ensuring understanding, application and compliance with the ROE is the responsibility of commanders at all levels, the Force Commander and/or UN Maritime Task Force Commander is ultimately responsible for the enforcement of ROE.

#### **1.4.6 Humanitarian Assistance and Disaster Relief**

Episodic natural or man-made disasters often result in catastrophic levels of human suffering and destruction. With the preponderance of the world's population concentrated near the seas, oceans and major waterways, the UN Maritime Task Force is an effective and responsive option for providing humanitarian assistance and disaster relief as it can operate for prolonged periods providing crucial medical facilities, doctors, logistical support as well

as limited strategic sealift and tactical air- and sealift. Humanitarian assistance and disaster relief encompass the various proactive and reactive activities increasingly performed by maritime forces to reduce human suffering including support to civil authorities, humanitarian and civic assistance, developmental assistance and selected aspects of security assistance.

### **1.5 Command and Control**

The SRSG, as Head of Mission, has overall authority over all aspects of the Mission, including the Maritime Task Force and the Mission's Military Component. The SRSG exercises operational authority over all UN peacekeeping operations, including naval and ground military forces, as well as police and civilian personnel. As such, the Maritime Task Force Commander and Force Commander report to the SRSG. In turn, the UN Force Commander or Head of Military Component exercises operational control of the UN naval personnel and assets in addition to those of the ground forces. The UN Maritime Task Force Commander, when delegated, exercises UN operational control over all UN Maritime Task Force elements.

### **1.6 Role of the SRSG**

The UN Secretary-General, with the consent of the UN Security Council, appoints a Special Representative of the Secretary-General (SRSG) or Head of Mission who is responsible for implementing the Mission's mandate. The SRSG is responsible for developing strategies that achieve the Mission's objectives using the political, institutional, financial and military resources available. The challenges of managing a conflict/post conflict situation and an administratively complex UN Mission are substantial. The responsibility for unifying these various elements of international commitment in the UN Mission rests with the SRSG. As Head of Mission, the SRSG is responsible for the safety and security of all Mission personnel, their discipline, morale and the effective management of resources. The SRSG provides direction and guidance to each Mission component and ensures that activities are undertaken in an integrated manner. The SRSG initiates the development of a mandate implementation strategy in close consultation with the UN Maritime Task Force Commander and the SRSG's core planning team, including the Mission's Ground Force Commander, if any. This coordinated mandate implementation strategy is crucial to ensuring fully integrated Military Component activity, as well as mutual understanding and alignment with the Mission's strategic direction and guidance.

# Chapter 2

## Capabilities of the UN Maritime Task Force

### 2.1 Core Capabilities

The capabilities of the UN Maritime Task Force depend on the type and role of the naval platforms in use. National maritime elements join the UN Maritime Task Force with a range of capabilities offering the UN Maritime Task Force Commander considerable operational flexibility. The capabilities required for the various UN maritime tasks are based on the Security Council mandate for each Mission. Those requirements are then communicated to the Member States considering participation in the UN Mission by means of a Force Requirement or Statement of Unit Requirement. A UN Maritime Task Force typically provides the following core capabilities:

#### 2.1.1 Command, Control and Communications (C3) for Operations at Sea (and Land)

Exercising effective command and control of all UN Maritime Force elements (and if applicable, Ground Forces) using dependable, responsive and dynamic conventional C3 equipment adapted to peacekeeping environments. This capability is applicable to select command maritime platforms to include but not limited to flag ships.

- Establishing clear channels of command and control with responsibility and accountability for all subordinate elements, and allocation of resources in accordance with the task.
- Maintaining effective control of ongoing operations in accordance with plans, directives and policies, and directing events through the timely passage of orders to deliver required effects.
- Maintaining voice and data communications (internet) between UN Maritime Task Force ships and shore through SATCOM (primary), voice HF (secondary), voice VHF and UHF (tactical).

#### 2.1.2 Firepower in Support of Operations on Land and Sea

- Provided in accordance with Rules of Engagement.
- Having organic and attached lethal and non-lethal weapons to protect, deter, dominate, or mitigate likely threats on land and sea in the area of maritime operations.
- Processing and directing indirect fire and/or fire from organic air assets when needed (applicable only for platforms with organic air power).
- Self-sufficiency in organic support sensors, by day and night, 24/7 in their area of maritime operations.

### 2.1.3 Maneuverability and Area Dominance

- Conducting maritime interdiction operations, maritime and air surveillance to dominate the area of maritime operations, monitor and verify peace arrangements, maintain visible presence in areas of potential threat and support the Mission security framework by providing a Recognized Maritime Picture.<sup>9</sup>
- Exercising unimpeded, safe, and secure freedom of movement by day and night, 24/7 in the area of maritime operations.

### 2.1.4 Tactical Information

- Integrating and optimizing technological support to gain tactical and operational advantage and to support timely and coherent decision-making to further Mission objectives.
- Maintaining 24/7 situational awareness for planning and executing peacekeeping tasks, force protection, and protection of civilians.
- Acquiring, processing, analyzing and passing tactical information proactively between ship to ship, and ship to shore.

### 2.1.5 Sustainment

- Undertaking operations by day and night, 24/7 in a designated area of maritime operations to perform mission essential tasks.
- Being fully self-sufficient at least 50% of the task time in the area of maritime operations (to include food, water, accommodation, hygiene and sanitation, mobility resources, repair and recovery, preventive maintenance, onboard medical support, welfare and waste management).
- Supporting and accomplishing UN Maritime Task Force operations through timely, effective, and enduring provisioning, stocking and replenishment.

## 2.2 Maritime Platform-Unique Capabilities in Support of Ground and Maritime Operations

Beyond the UN Maritime Task Force's required core capabilities, the following are the UN Maritime Task Force's key surface vessels and aviation assets and their platform-unique capabilities:

**2.2.1 Flagship.** The flagship is typically designated for the UN Maritime Task Force Commander who must exercise command and control over allocated assets within the area of maritime operations. The flagship must be capable of functioning as the Command, Control, Communications and Computers (C4) node for the UN Maritime Task Force and, if required,

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<sup>9</sup> The Recognized Maritime Picture is a plot compiled to depict maritime activity. The term "recognized" is used to indicate that the picture has been evaluated prior to its dissemination. In other words, rather than having stations simply pass data between themselves, there is a central authority to whom data is forwarded for compilation, evaluation and dissemination as a *recognized* picture – a Commander's evaluation of what is happening in a given area.

provide the same capability for the UN Ground Force. The flagship designation is usually assigned to a surface vessel able to meet these requirements.

**2.2.2 Surface Ship.** Surface ships (destroyers, frigates, corvettes, patrol vessels) can be tasked to perform a multitude of maritime tasks, given the versatility of their organic capabilities. These tasks can be categorized as:

- Maritime security operations (e.g., patrolling, Vessels of Interest (VOI) interdiction; Visit, Board, Search and Seizure (VBSS) of suspected vessels; and escort and protection operations;
- Surveillance and information sharing;
- Interaction and capacity building; and,
- Contingency operations (e.g., Search and Rescue).

**2.2.3 Sealift Ship.** Due to the specific function and physical/technical outfitting required, sealift ships are typically used exclusively for logistical and personnel transport in support of land operations or UN Maritime Task Force ships in the area of maritime operations.

**2.2.4 Auxiliary/Replenishment Ship.** Due to its specific function, physical/technical outfitting and design, this category of ship is used for the resupply of UN Maritime Task Force ships in the area of maritime operations.

**2.2.5 Hospital Ship.** The hospital ship can provide advanced, on-scene medical care for the entire UN Force, including those ground force personnel stationed ashore, as well as those UN Maritime Task Force personnel afloat. Hospital ships have the distinct advantage of providing medical care from a relatively safe location, and serve as a temporary medical safe haven for personnel waiting for follow-on medical evacuation. The hospital ship is also capable of supporting humanitarian assistance, disaster relief and personnel evacuation operations.

**2.2.6 Mine Counter Measure Vessel.** Specific to its type, Mine Counter Mine Vessels (MCMVs) perform mine clearance, serving a vital force protection function for ground and maritime forces and their operations and resupply lines of communication. MCMVs may also serve as surveillance and info-sharing platforms. MCMVs may also be considered for support to underwater operations such as diving for salvage and rescue.

**2.2.7 Air Assets.** Vessel or shore-based helicopters, unmanned and unarmed aerial vehicles and maritime patrol aircraft offer valuable capabilities for both ground and maritime task forces. Air assets are well-suited to function in surveillance/information gathering and sharing roles. They may be used in conjunction with UN land as well as maritime forces in the execution of CASEVAC/MEDEVAC; and tasks requiring persistent or wide-area surveillance such as patrolling, protection of installations and search and rescue.

# Chapter 3

## Tasks of the UN Maritime Task Force

### 3.1 Supporting the Total UN Military Effort

The UN Maritime Task Force can conduct a variety of specific tasks supporting the total UN military effort on land and sea. Typical tasks include:

- Supporting Land Operations
- Protecting Installations
- Protecting Shipping in Transit
- Sea Mine Clearance
- Search and Rescue
- Interdicting Vessels of Interest
- Information Sharing
- Stabilization Operations
- Capacity Building
- Personnel Evacuation

### 3.2 Supporting Land Operations

#### 3.2.1 Neutralizing Threats from Coastal Areas

Ground forces may be threatened by instability ashore or threats from coastal areas that can be better addressed by maritime platforms. The UN Maritime Task Force undertakes tasks that anticipate, identify and if authorised, neutralize such threats. Tasks include surveillance and monitoring activities conducted by surface vessels or aircraft; information-sharing with land units; firepower support; and medical support or evacuation in the event of casualties ashore. Military planners designate the area of maritime operations in relation to land operations and note the:

- Possible maritime threats to the land operation and likely areas of influence from the maritime domain in relation to designated patrol or monitoring sectors.
- Types of support required (surveillance, patrolling offshore, command, control and communications, and projection of logistics, etc.) in relation to the distance needed to position UN Maritime Task Force elements off coast.
- Navigational hazards near the coast.
- Legal implications and authority of the mandate to operate within the host state's territorial waters and airspace (if applicable).

### **3.2.2 Command and Control Support**

The UN Maritime Task Force Commander ensures efficient information and communications linkages are established with the ground force to enhance mutual situational awareness and timely reaction to threats. Flagships/designated ships with the requisite command, control, communications and computer capabilities may be tasked as command platforms to provide the communication capabilities for the force, while other vessels, augmented by organic aircraft, may be tasked to perform protection or patrol missions.

### **3.2.3 Humanitarian Assistance and Disaster Relief**

The UN Maritime Task Force can also play a significant role in supporting humanitarian assistance and disaster relief. In addition to specialized hospital ships, all UN Maritime Task Force vessels possess additional medical capability according to their size and function. Ships with the necessary storage and sealift capacity can be used to carry essential medical supplies, life saving materials, food, water, etc. to coastal areas and ports nearest to disaster-affected areas.

### **3.2.4 Logistics Support to Land Operations**

The UN Maritime Task Force can comprise logistics platforms for the transport of personnel, equipment and supplies required to sustain land operations. Sealift vessels, together with their supporting amphibious craft, are well suited for roles requiring the landward projection of supplies and logistics. The UN Maritime Task Force can also offer an offshore logistics depot in cases where the affected area on land has been severely damaged and is nonfunctional.

## **3.3 Protecting Installations**

3.3.1 The UN Maritime Task Force can protect threatened coastal and off-shore installations of the UN ground force, UN Mission and host nation. Protecting installations promotes the affected nation's economic development and transition to normalcy. In the aftermath of conflict, threats of sabotage and attack on key installations can destabilize a vulnerable state. Protecting installations is accomplished using a layered defense system that gains reaction time and provides a calibrated response to potential attack. The layered defense system involves surface ships guarding assigned sectors, augmented by aircraft providing quick response and suspicious vessel identification.

3.3.2 The UN Maritime Task Force will normally conduct wide area surveillance with the intent of gaining a comprehensive maritime picture. More focused maritime surveillance aims at establishing intent and identity in order to expose suspicious vessels and activity. The protected area may be divided into zones that serve as triggers to aid maritime forces in their response against vessels approaching an installation. Then, UN Maritime Task Force responses can include:

- Visual and audio hailing.
- Warning off using flares and/or guns.
- Interception of suspicious vessels.
- Neutralization of hostile vessels (when required and if authorized).

### 3.4 Protecting Shipping in Transit

3.4.1 Protecting shipping in transit ensures the safety and security of vessels as they pass through waters threatened by piracy on the high seas or armed robbery within a state's territorial waters. Acts of piracy and armed robbery endanger seafarers and disrupt navigation and commerce. In addition to theft of vessels or cargo, these criminal acts may result in physical harm, hostage-taking or the loss of life. Pirate attacks have widespread ramifications preventing humanitarian assistance and increasing the cost of future shipments to the affected areas.

3.4.2 The 1982 UN Convention on the Law of the Sea provides the framework for repressing piracy under international law.<sup>10</sup> In cases of armed robbery against ships within the internal or territorial waters of a given state, the primary responsibility for enforcement falls on the host state. However, in the event the host state requires assistance in securing its territorial waters, the UN Security Council may issue a mandate for the UN Maritime Task Force to provide assistance.

3.4.3 The protection of shipping in transit is achieved by the establishment of Maritime Security Patrol Areas. Surface ships and aircraft assigned to patrol these areas deter by showing UN presence and responding to distress calls or reports of suspicious activity. Significant emphasis is placed on gaining a comprehensive maritime situation assessment, as well as monitoring "hotspots" where piracy and robbery usually originate. Follow-on tasks upon notification of suspicious activity can include:

- Interdiction of suspicious vessels.
- Visit, Board, Search and Seizure of suspected vessels.
- Escort of a distressed vessel (by UN Maritime Task Force vessels and/or Vessel Protection Detachments).<sup>11</sup>

3.4.4 To strengthen the peacekeeping effort, the UN Maritime Task Force reaches out to mariners in the area of operations and encourages them to adopt practices that significantly increase their protection against pirates and armed robbers.<sup>12</sup> The UN Maritime Task Force interacts with the local shipping community to obtain an appreciation of maritime patterns over time. Given the typical vastness of the area of maritime operations, the occasional false alarm or gap in surveillance can be overcome by leveraging international assistance to provide complete coverage.

### 3.5 Sea Mine Clearance

3.5.1 Sea Mine clearance is the removal or detonation of sea mines from an area to return that span of water to normal use. Minesweepers and/or mine hunters best serve this purpose and may be augmented by naval divers or autonomous underwater vehicles to conduct the detonation.

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<sup>10</sup> In particular, see Articles 100 to 107 and 110 of the convention.

<sup>11</sup> *Autonomous* Vessel Protection Detachments may also operate in the vicinity *without* an escort.

<sup>12</sup> See the "Best Management Practices for Protection against Somalia Based Piracy" (2011) published by the Maritime Security Centre - Horn of Africa, available at: [http://www.mschoa.org/docs/public-documents/bmp4-low-res\\_sept\\_5\\_2011.pdf?sfvrsn=0](http://www.mschoa.org/docs/public-documents/bmp4-low-res_sept_5_2011.pdf?sfvrsn=0).

3.5.2 It can be crucial for UN Maritime Task Force elements to collate information such as underwater topography, type of mines and any information on potentially mined areas in order to analyze and narrow the mine clearance survey area. Depending on the size of the operating area and the resources available, the UN Maritime Task Force Commander may decide that it is not feasible to conduct extensive mine clearing operations. In the event that mine clearance cannot take place immediately, or total clearance is impossible, the mined area should be marked and safe routes recommended to the wider maritime community to permit essential transit through the affected area.

### **3.6 Search and Rescue**

3.6.1 A Search and Rescue (SAR) operation is defined as the search for and provision of aid to people who are in distress or imminent danger either on land or at sea. SAR operations may occur on an ad-hoc basis, but the UN Maritime Task Force Commander should make it an integral part of operations planning, given that UN operations at sea face inherent risks. Under the UN Convention on the Law of the Sea, Flag States, Coastal States and Masters of ships all have the obligation to render assistance to persons found in distress at sea. Depending on the location, it can be expected that numerous vessels and aircraft will join in the SAR operation within the UN Mission area.

3.6.2 SAR operations typically occur in four phases: detection, localization, identification and rescue. The assets involved can range from surface ships to auxiliary support vessels, commercial rescue vessels, maritime patrol aircraft and helicopters. With additional assets augmenting existing forces, clear command and control and efficient use of resources are needed to ensure effectiveness and timeliness of the search. On-scene commanders should seek information from all possible sources to determine the search area.

### **3.7 Interdicting Vessels of Interest**

3.7.1 Vessels of Interest include those not respecting maritime lines of demarcation, as well as those suspected of contravening UN mandates. Interdicting vessels of interest deters and denies such activities from using the UN area of maritime operations and contributes to the area's stability and security. When interdicting vessels of interest, the UN Maritime Task Force Commander leverages other UN or non-UN elements working with the UN Maritime Task Force to consolidate resources and share information. The UN Task Force Commander must establish a clear protocol for managing illegal items seized, and abide by appropriate legal obligations in the aftermath of an interdiction, seizure and arrest.

3.7.2 When interdicting vessels of interest, the UN Maritime Task Force can use various techniques: Assist and Approach Visits; Visit, Board, Search and Seizure;<sup>13</sup> and Interdiction Patrols. The UN Maritime Task Force Commander provides a clear intent and Rules of Engagement for each technique used. Assist and Approach Visits are vessel visits under the vessel Master's consent. These visits establish UN Maritime Task Force presence in the area of concern and elicit valuable information on the local situation. In the event of any

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<sup>13</sup> Visit, Board, Search and Seizure (VBSS) is an internationally recognized term used by police and military forces, including but not limited to navies, marine, riverine and maritime services, for actions and tactics designed to secure hostile vessels engaged in terrorism, piracy and smuggling; as well as to conduct customs, safety and other inspections. VBSS is conducted without the suspicious vessel Master's consent. When interdicting vessels of interest, UN Maritime and Riverine Units use VBSS tactics only when specifically authorized by the Force Commander, Mission Rules of Engagement and mandate. See also the UN Military Riverine Unit Manual chapter regarding capabilities and tasks associated with protecting shipping in transit.

suspicious activity, a Visit, Board, Search and Seizure (without the vessel Master's consent) might be conducted on suspicious vessels. If prolonged monitoring and pattern of life analysis so indicate, UN Maritime Task Force elements may conduct Interdiction Patrols along known or suspected smuggling routes.

### **3.8 Information Sharing**

3.8.1 Surveillance, collection and analysis of information are essential functions of a UN Maritime Task Force. Information gathered must be effectively disseminated and fed into the larger information sharing network. The extensiveness and effectiveness of this network is a critical capability for UN maritime operations.

3.8.2 The UN Maritime Task Force Commander and his staff develop an information collection and management plan. Information gathered by UN Mission ground units and UN Maritime Task Force assets flows to the UN Maritime Task Force Headquarters and is analyzed by the staff to develop trends and formulate assessments. This information guides future operations and builds a more comprehensive situational awareness with adjacent units, land operations centers.

3.8.3 Specific information sharing tasks include:

- Information collection through surveillance and monitoring of areas of interest.
- Collation of information with own forces.
- Analysis of information to provide threat assessments and patterns of activity in the area of maritime operations.
- Dissemination of information to guide future operations planning.
- Constant collaboration with other stakeholders to build a comprehensive situational awareness of the area.

### **3.9 Stabilization Operations**

3.9.1 This task is primarily focused on maintaining secure conditions for the conduct of stabilization operations during the post-conflict phase, and for ongoing humanitarian efforts to sustain the basic needs of the affected state. Assistance to stabilization operations by the UN Maritime Task Force can entail maritime operations within the host state's territorial waters or exclusive economic zone to guard its maritime resources from exploitation. This is usually provided to host states that do not have their own maritime enforcement capabilities. In conjunction with the UN World Food Program, UN Maritime Task Forces may also provide protection of vessels transporting critical food supplies over the UN area of maritime operations. Specific tasks include:

- Escorting vessels (particularly ships in support of the World Food Program).
- Patrolling.
- Maritime Enforcement Operations.

3.9.2 These tasks are primarily defensive in nature. UN Maritime Task Force elements should be prepared for encounters with actors harassing shipping, engaged in illegal fishing

or other resource exploitation activities. The UN Maritime Task Force Commander must coordinate with local authorities and UN Ground Force and Mission elements ashore when executing such tasks. The UN Maritime Task Force Commander might also leverage regional authorities and agencies to establish a network for communications and support.

### 3.10 Capacity Building

3.10.1 The UN places great importance on the development of local capacities. The so-called “light footprint” approach advances the concept that UN personnel and activities should be limited to those that are appropriate to local needs and limited to the minimum required. Under the light footprint concept, the UN provides just enough capacity building so that local nationals can assume responsibility from the UN as soon as possible.

3.10.2 One of the main challenges for the UN Maritime Task Force Commander is the need to balance local expectations of rapid UN-provided benefits with the more limited goal of helping the population build its own capacity. The UN Maritime Task Force Commander should focus on the establishment of a balanced capacity (when directed) to develop a host nation maritime capability suitable to the nation’s needs, appropriate to its culture, and sustainable by its resources once the UN departs.

3.10.3 During the post-conflict period, maritime forces and naval personnel may be tasked to strengthen the capacity of the affected state in order to govern its territorial waters and carry out maritime enforcement tasks effectively. Efforts at capacity building should (1) seek to involve the affected state’s agencies in the implementation of the UN mandate; and (2) increase the capacity of the affected state’s forces for eventual assumption of security control of the territorial waters and area of maritime operations. Depending on the existing situation and status of the affected state, the level of involvement may differ.

#### 3.10.4 Potential Capacity Building Activities

This section serves as a guide to potential capacity building activities conducted by the UN Maritime Task Force with the designated nation(s). Activities range from individual to team to system level knowledge and technology transfer.

- **Individual Level Training.** Individual level training packages may be customized according to the needs identified by the host state and the expertise available in the UN Maritime Task Force. Training may take the form of:
  - Lectures or workshops by experts on, for example, the UN Convention on the Law of the Sea or legal and policy matters concerning maritime security and enforcement.
  - Theory and practical lessons, for example, on the handling of equipment, boarding techniques, investigation and detainment procedures, or medical and casualty management.
- **Team Level and Task-Specific Training.** This level of training aims at sharing and transferring knowledge through observation, exposure and progressive “hands-on” experience. This training may be attained through:

- Table-top exercises and discussions to develop processes, for example, on incident management workflow, force-level reporting processes and coordination with operations centers.
- Visits to facilities and vessels to demonstrate UN Maritime Task Force/UN organization, operational processes and experience.
- Combined sea riding team for knowledge sharing.
- Combined work-up exercises both ashore and at sea between the UN Maritime Task Force and the host state's agencies.
- **System Level Knowledge Transfer.** This area of capacity building provides expertise and consultation to build practical and sustainable systems in training, logistics and operations. Activities include, but are not limited to:
  - Train-the-Trainer programs to allow the affected state to attain self-sustainability in training and generation of operational forces.
  - Consultation in the development of organizational structures, command and control systems and workflow processes.
  - Consultation in the development of support structures, for example, logistic support chain, maintenance and information sharing networks.
- **Technology Transfer.** When appropriately authorized, the UN Maritime Task Force may provide technological solutions to improve the operational capability of the affected state's agencies. Examples include:
  - Information sharing networks to support establishment of the Recognized Maritime Picture between Force Headquarters and maritime elements at sea.
  - Information sharing processes and technological tools, such as network chat and file sharing applications to aid these processes.
  - Common communications infrastructure and technology to support interoperability between the UN Maritime Task Force and the designated state's agencies.

### 3.10.5 Capacity Building Training

- **Individual Level Training**

Individual training is usually done through lectures, e-learning, self-directed learning (e.g., task books), practical hands-on exercises, simulators (e.g., vocational trainers / computer-aided packages) and shipboard training (on-the-job training). The focus is on generating competent and professional individuals in their specific roles. Topics include:

- **Common Sailor Skills.**
  - Seamanship
  - Fire-Fighting and Damage Control
  - Weapons Handling
  - Bridge Watch Keeping
- **Vocational Skills.**
  - Navigation
  - Communications
  - Weapons
  - Boarding
  - Engineering (mechanical and electrical)
  - Supply / Logistics
- **Type-Qualification Training Skills.**
  - Boarding Techniques
  - Officer of the Watch/ Bridge Supervisor/ Engineering Technician Qualification

- **Team Level Training**

Team level training is usually conducted through shipboard training, simulation centres or shipboard simulation. The focus is on team dynamics and procedural competency to function as an operationally ready unit.

- **Component Level Training**

- Deck Operations
- Fire-Fighting and Damage Control
- Visit, Board, Search and Seizure
- Search and Rescue
- Replenishment at Sea
- Information Centre Operations
- Establishing and Sharing Recognized Maritime Picture and Common Operational Picture
- Medical Evacuation

- **Command and Whole-Ship Level Training**

This level of training is conducted at the Task Force, Group and Unit levels either at sea, through naval tactical training or by command post exercises. The competencies addressed are in the areas of command and control, information and workflow, rules of engagement, decision-making, evaluation of plans and contingencies. The focus is to ensure individual maritime elements are able to execute assigned tasks and work as a Maritime Task Force, Group or Unit to achieve mission success. Other types of training for capacity building at this level include:

- Mission-Oriented Training
- Scenario-Based Training
- Task Group or Task Force Level Training

### 3.11 Personnel Relocation

3.11.1 The UN Maritime Task Force may be required to relocate personnel to a secure area when lives are in danger due to conflict or disaster. Relocation coordination with the host and others involved will be made by the UN at the appropriate levels. It is essential that the UN Maritime Task Force Commander receives timely and adequate information on the mode of relocation and transfer plans. Maritime relocation can be the most efficient method, especially when large numbers of personnel are involved, but it requires a great deal of planning and preparation.

3.11.2 Typically, there are two modes of maritime relocation:

- **Military Forces-Led Relocation.** Conducted when, in higher threat scenarios, land or maritime forces transfer ashore to conduct defensive operations and lead the relocating personnel to transportation and safety. In this scenario, military units also provide extraction and transportation support.
- **Maritime Forces-Assisted Relocation.** Conducted when there is an agency ashore managing the situation, and maritime forces provide logistical and transportation support.

3.11.3 Depending on the size of the operation, the assets required should be scaled to handle the extraction, transfer and accommodation of the affected personnel. Typically, auxiliary or sealift vessels with holding capacity are suited for this task, being better able to provide accommodation, medical facilities and services. Surface vessels may also be included for force protection if the affected area is unstable or in a state of conflict.

# Chapter 4

## Organization of the UN Maritime Task Force

### 4.1 Organizational Planning Considerations

The organizational structure and characteristics of the UN Maritime Task Force vary with each Mission. Depending on the scope of the Security Council mandate, the UN Maritime Task Force is purpose-built to achieve the Mission's desired end state. Organizational considerations include the key peacekeeping capabilities required, number of concurrent tasks, the operational environment and the geographical spread of the area of maritime operations. Maritime planners must also take into account vessel availability and usage rates and, if necessary, consider using alternative assets. Planning should be based on deployment capabilities such as endurance, equipment and weapon system, and not necessarily focus on the type of vessel. When calculating the number and types of assets needed for a UN Maritime Task Force, planners look for maritime assets that provide:

- A strong UN Maritime Task Force presence, in terms of both quality and quantity, to deter challenges to the mandate and ensure force protection.
- An effective mix of on-shore elements and off-shore vessels tailored to the needs of the Mission.
- Adequate coverage of the area of maritime operations.
- Cost-effectiveness and availability of various assets for tasks like area surveillance, location, identification, tracking and hailing. These tasks can also be done by a combination of vessels, aircraft, unmanned aerial vehicles, satellite imagery, and coastal radars.

### 4.2 Organizational Structures for Two Types of Maritime Operations

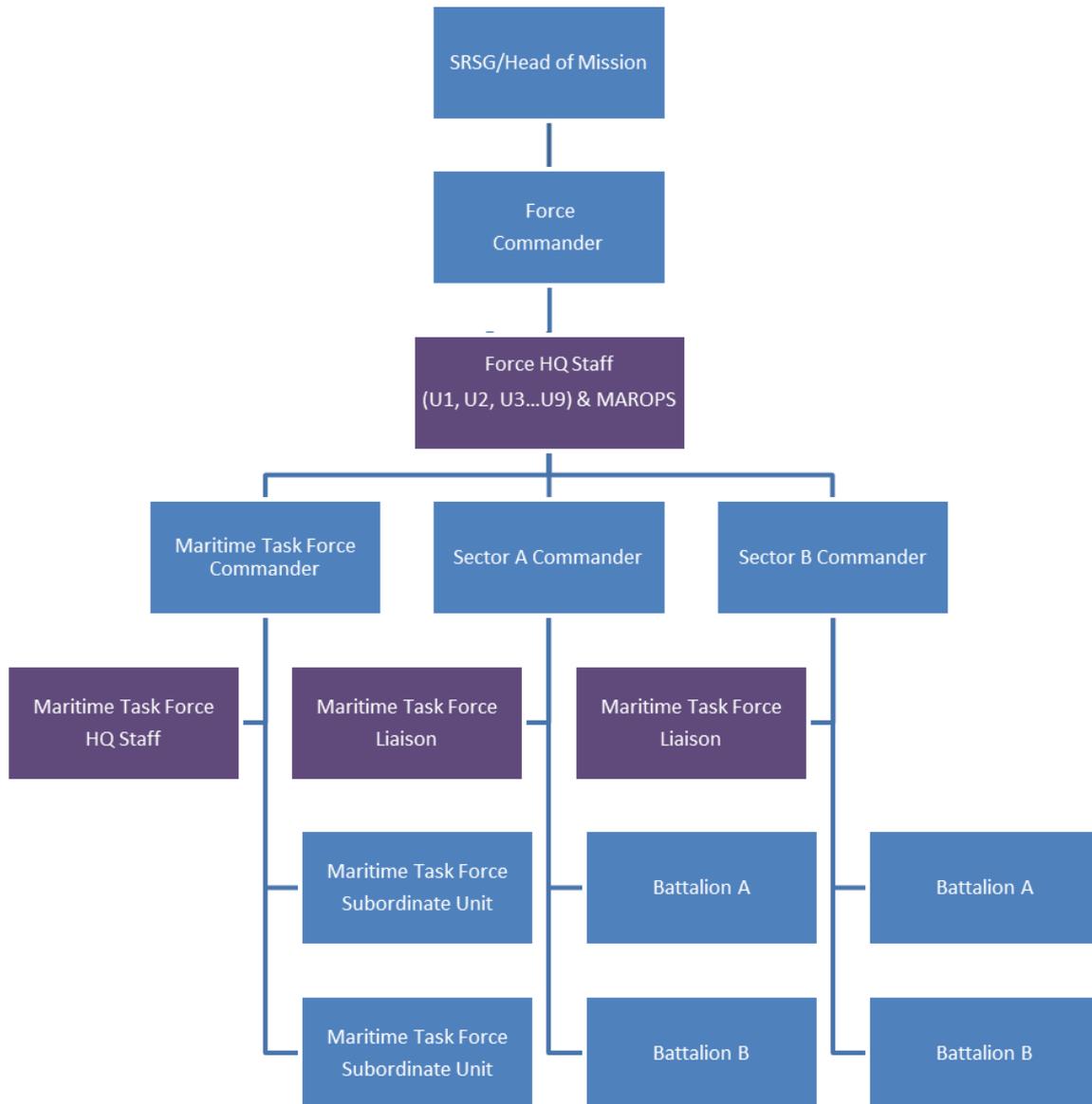
There are two types of UN Maritime Task Force staff organization based on whether the UN Maritime Task Force operation will be either "In Support of Land Operations" or "Stand-Alone." Again, rather than focus on specific types of maritime vessels needed for a UN Maritime Task Force, these two organizational structures more appropriately focus on *capabilities* needed. Actual vessels with the desired capabilities are identified during the force generation process in response to specific Mission mandates, requirements and offers from UN Member States wishing to participate in a particular maritime operation.

#### 4.3 "In Support of Land Operations" Organizational Structure

4.3.1 When tasked to be in support of land operations, the UN Maritime Task Force assists another civil or military component in the achievement of its objectives. As such, the UN Maritime Task Force Commander reports to the other Component Commander. Similarly,

the UN Maritime Task Force shore liaison element is subordinate to the component staff element that is directing the operation. The chart below depicts a UN Maritime Task Force staff organization in support of an overarching UN land operation:

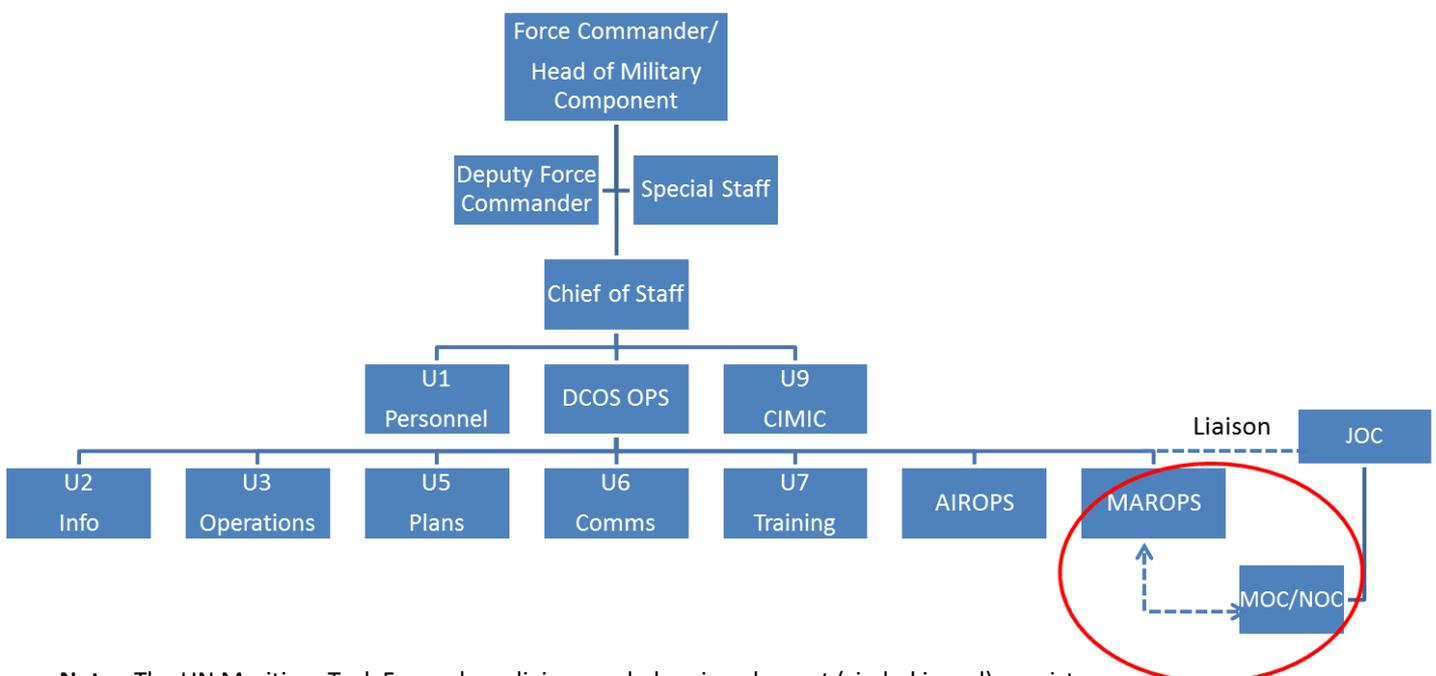
## UN Maritime Task Force In Support of Land Operations



4.3.2 As depicted by the dark blue boxes above, the UN Maritime Task Force is represented at the UN Force Commander’s Headquarters by the Maritime Operations (MAROPS) element on the Force Commander’s staff, providing naval expertise for operational planning and integration of maritime activities, and a Naval Operations Center (NOC) (not shown above, see the following chart) embedded in the Mission’s Military Operations Center (MOC) (part of the Mission’s Joint Operations Center) monitoring and supporting maritime operations. The NOC supports the Head of Mission/Force Commander with situational awareness from UN Maritime Task Force operations, and facilitates liaison with host government agencies on maritime issues. The NOC also provides a shore-based UN Maritime Task Force Headquarters Command, Control, Communications and Computers capability for commanding UN Maritime Task Force elements at sea.

4.3.3 When operating in support of a land operation structure like the one above, the UN Maritime Task Force includes a Task Force Headquarters with a Task Force Commander, a Task Force shore liaison and planning element (consisting of a Maritime Operations (MAROPS) Branch established as part of the Force Commander’s Staff, a Naval Operations Center (NOC) element within the MOC and liaison elements). The following chart illustrates the placement of the UN Maritime Task Force planning and operations elements within the Mission/Force Commander’s Staff.

### UN Maritime Task Force Elements Within the Force Commander’s Staff

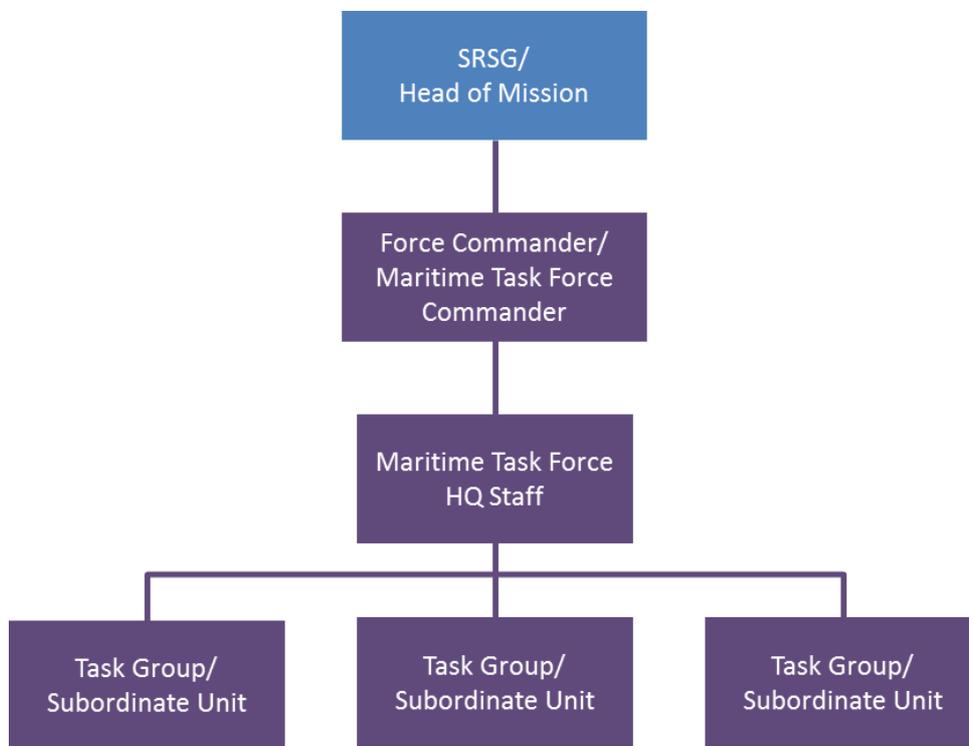


**Note:** The UN Maritime Task Force shore liaison and planning element (circled in red) consists of a Maritime Operations (MAROPS) Branch on the Force Commander’s staff, and a Naval Operations Center (NOC) embedded in the Military Operations Center (MOC) which is part of the Joint Operations Center (JOC).

#### 4.4 “Stand-Alone” UN Maritime Operation Organizational Structure

A “Stand-Alone” UN Maritime Operation Task Force structure is appropriate when a UN Mission has military objectives that are *fully or predominantly maritime* in nature. In this scenario, the UN Maritime Task Force forms the bulk of the military component in the UN peacekeeping force, and the UN Maritime Task Force Commander may concurrently serve as Force Commander/Head of Military Component. At the UN Maritime Task Force Headquarters, the Chief of Staff (COS), who might also serve as the Deputy UN Force Commander, assists the UN Force Commander and coordinates his principal staff. Each element of the organization is described later in this chapter. The UN Maritime Task Force staff organization for Stand-Alone maritime operations is illustrated below:

### UN Maritime Task Force for *Stand-Alone* Maritime Operations



#### 4.5 Considerations for Command Posts Afloat or Ashore

The UN Maritime Task Force Commander must have the flexibility to establish command posts either afloat or ashore depending on the Mission situation. Each location has its advantages and disadvantages:

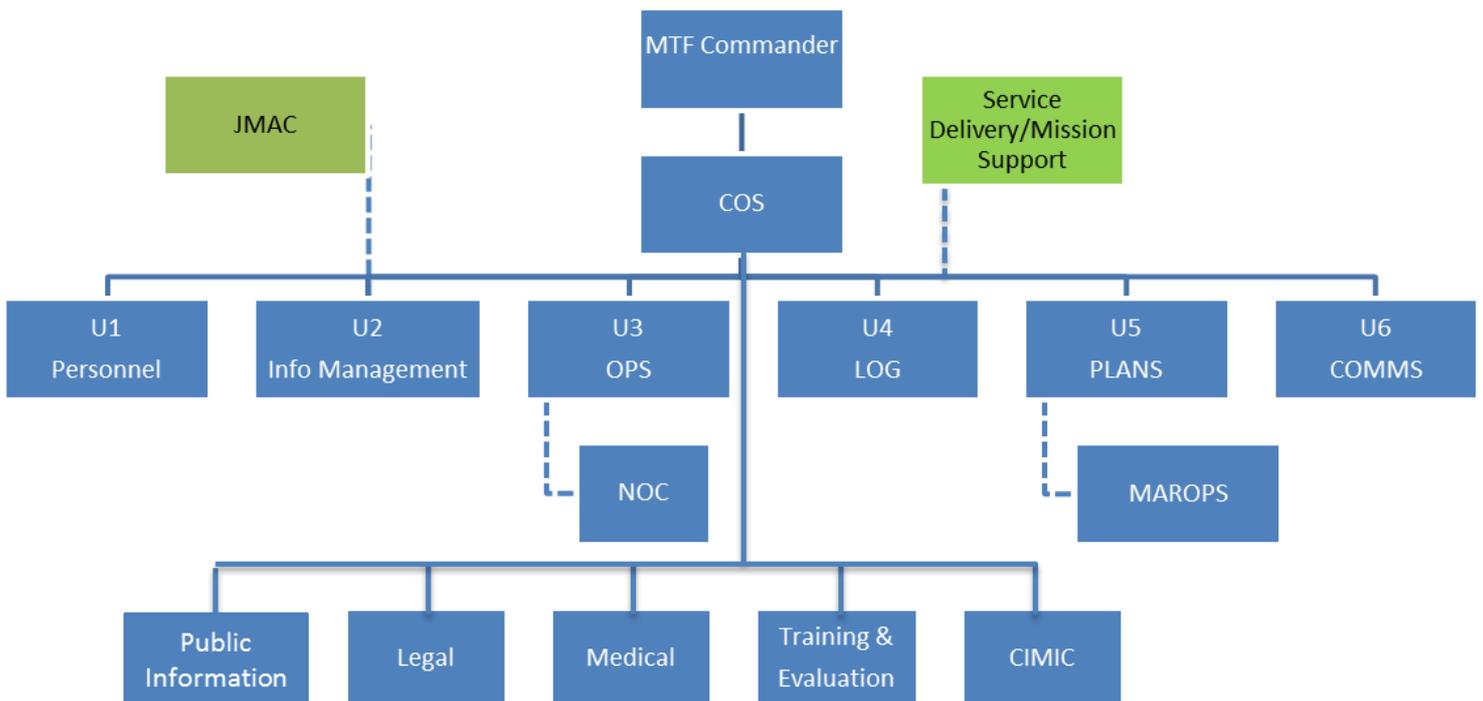
- Command posts (i.e., Maritime Task Force Headquarters) ashore support closer integration with the Mission Headquarters and host government agencies. This model is beneficial for an evolving Mission or for Missions in the start-up phase where consultation with Mission Headquarters is frequent and ad-hoc.

- Command posts afloat provide forward command presence in the area of maritime operations, and are preferred for complex maritime missions requiring close command supervision. UN Maritime Task Force Command posts afloat are also appropriate when a UN Mission is predominantly a maritime operation or is in a steady-state and consultation with Mission Headquarters is less frequent but regularly scheduled. The command post afloat model requires a flagship that must be suitably equipped to support UN Maritime Task Force Commander functions at sea. See the section on Flagships in Chapter 2 of this manual.

#### 4.6 UN Maritime Task Force Headquarters Staff

The following chart illustrates the major elements of the UN Maritime Task Force Headquarters Staff organization for “In Support of Land Operations” followed by a brief description of each element. The structure of the “Stand-Alone” UN Maritime Task Force Headquarters will be very similar although it might be augmented by a few additional cells to reflect the fact that the Maritime Task Force Commander is also the Force Commander.

### UN Maritime Task Force Headquarters Staff



- Key:
- |             |                                 |
|-------------|---------------------------------|
| MTF         | = Maritime Task                 |
| COS         | = Chief of Staff                |
| JMAC        | = Joint Mission Analysis Center |
| NOC         | = Naval Operations Center       |
| MAROPS      | = Maritime Operations Center    |
| Dashed Line | = Coordination                  |

#### 4.6.1 Operations Section (U3)

The Operations (OPS) Section coordinates and controls the UN Maritime Task Force's current operations. As the UN Maritime Task Force's Naval Operations Center, the OPS Section coordinates all operational activities within the area of maritime operations including air movements, conducts liaison with the NOC/JOC and processes immediate requests from subordinate units. The UN Maritime Task Force OPS Section works hand-in-glove with the UN Maritime Task Force Plans Section (U5) to manage the UN Maritime Task Force's operations, plan future operations, and conduct UN Maritime Task Force unit training evaluations. The OPS Section should be headed by a Chief Current Operations (COPS), is split into three watches for 24/7 coverage, and is staffed by a Watch Captain/Watch Assistant team. The watch maintains the Recognized Maritime Picture and integrates and disseminates information from multiple sources for command situational awareness. The watch also establishes and maintains liaison with adjacent Task Forces, if any, and with Force/Mission Headquarters for coordination and control of activities (via the MOC/JOC).

#### 4.6.2 Planning Cell (U5)

The UN Maritime Task Force Planning Cell (PLANS) is responsible for operational analysis, short-term future operations planning, Operations Order development and regional capacity building. The PLANS Cell should be staffed by a Chief, Future Operations (FOPS), and a team of officers serving as FOPS Planner, Air Ops Planner, Regional Cooperation Officer (RCO) and Knowledge Management Officer. The UN Maritime Task Force U5 PLANS Cell coordinates with UN Maritime Task Force Information Management and Operations Sections to ensure that UN Maritime Task Force elements, including air assets, are available and suitably employed to minimize gaps in coverage and respond quickly to dynamic situations. Information requirements are factored into surveillance flights to support overall Mission objectives. As the future operations cell of the UN Maritime Task Force, the PLANS Cell cooperates with parallel planning cells in other staff elements to identify situational and requirement changes and recommend plans adjustments.

#### 4.6.3 Maritime Operations Branch

The U5's Maritime Operations (MAROPS) Branch is responsible for planning mid- to long-term future maritime operations. The MAROPS Branch represents the UN Maritime Task Force Headquarters in the UN Force Headquarters staff, particularly regarding joint operations, plans and communications, and coordination with host government agencies. For a UN Maritime Task Force Headquarters afloat, additional officers are required to staff the MAROPS branch in Force Headquarters, including a Chief MAROPS and Liaison Naval Officer (Operations). A 2-person MAROPS branch (not sufficient for 24/7 operations) and its functions are described in Annex A.

#### 4.6.4 Naval Aviation

- Naval aviation requirements<sup>14</sup> for organic helicopters, unmanned, unarmed aerial vehicles and Maritime Patrol Aircraft are explicitly requested when seeking maritime

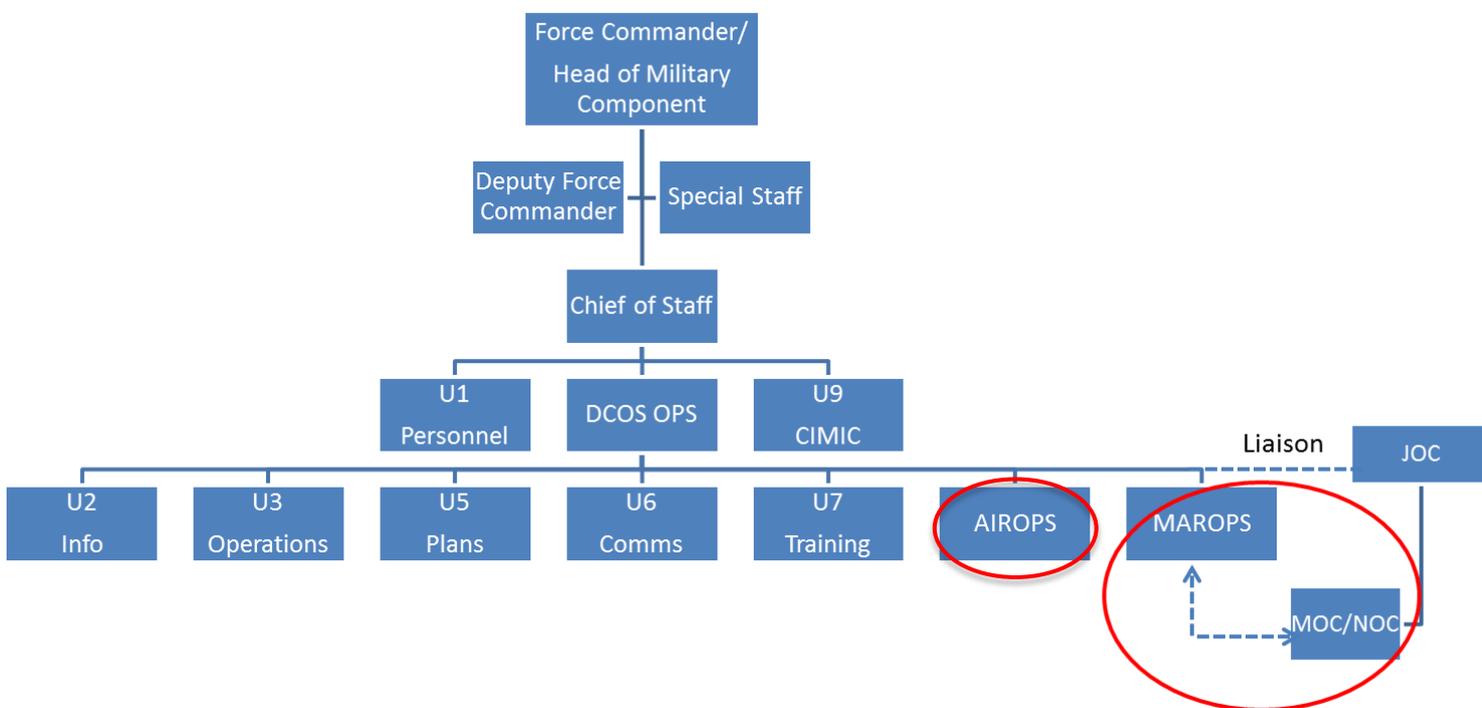
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<sup>14</sup> See the DPKO *Aviation Manual*, 2005 for specific requirements to transport weapons on board UN-chartered aircraft. All planned aviation-related activities, such as transportation by air (including medical and casualty evacuation), reconnaissance, selection of temporary helicopter landing sites, etc., must be coordinated with the Mission Aviation and Movement Control

asset contributions from UN Member States. As numerous aviation assets operate in the area of maritime operations, there is a need for centralized airspace management and air operations planning for safety, flight deconfliction and efficient use of air assets. During the Mission start-up phase, it is vitally important to establish the aviation safety framework including aircraft control procedures and air tasking cycle management.

- As shown in the diagram below, all military aviation assets in direct support of UN military operations, including those in the area of maritime operations, are centrally coordinated by the AIROPS Section at Force Headquarters (if it exists) or at the Maritime Task Force Headquarters, if that is the Mission’s senior military headquarters. The Chief Aviation Officer in Mission Support will also be involved.

## Centralized Military Aviation Control



- The Naval Operations Center (NOC) (see diagram above) embedded within the Military Operations Center (MOC)/Joint Operations Center (JOC), and the UN Maritime Task Force Operations Section (U3) at the UN Maritime Task Force Headquarters, coordinate closely with the Mission/Force Headquarters AIROPS Section to determine aviation asset availability for maritime operational response, and to highlight potential gaps in coverage. (Manpower requirements to establish a UN Maritime Task Force element within the Force Headquarters AIROPS Section will depend on Mission requirements.)

elements in order to meet specific requirements stipulated in the respective Aviation, Movement Control and Aviation Safety policies, manuals and SOPs.

- When assigned to UN military operations, Maritime Patrol Aircraft, un-manned, unarmed aerial vehicles and organic helicopters can be employed for surveillance missions to obtain information consistent with approved Priority or Critical Information Requirements. The MAROPS Branch coordinates the employment of maritime aviation assets with AIROPS.

#### 4.6.5 Naval Operations Center

The Naval Operations Center (NOC) functions on a 24/7 basis, monitoring and reporting current maritime operations. It is staffed with at least three separate watches, each consisting of a Watch Captain and a Watch Assistant. The NOC is located inside the Military Operations Center (MOC)/Joint Operations Center (JOC) and reports to the Head of Mission/Force Commander. Typically, on a daily basis, the NOC provides a briefing to Chief U3 and MAROPS prior to the daily Force Commander's brief. When the UN Maritime Task Force Headquarters is situated ashore with the Mission/Force Headquarters, the UN Maritime Task Force Operations Cell assumes the functions of the NOC. For a UN Maritime Task Force Headquarters afloat, additional personnel are required to staff the NOC ashore to sustain it on a 24/7 watch cycle to meet mission requirements. A 3-person watch team (the minimum required for one shift but not sufficient for 24/7 operations) is described at Annex A.

#### 4.6.6 Information Management Section (U2)

- The UN Maritime Task Force Information Management Section is responsible for planning, collecting and analyzing information pertaining to the maritime threat in support of the UN Maritime Task Force's mission objectives. The section also provides the UN Maritime Task Force with meteorological forecasting<sup>15</sup> and manages the charts and relevant geographic grid references used for maritime operations. Where necessary and available, the host nation's meteorological services can be the primary option for providing weather information in the area of maritime operations.
- The Information Management section is staffed by a Head Analyst, a Deputy Head Analyst (who may reside in the Force U2 to facilitate integration of maritime activities) and two additional Information Analysts (at the grade of E-6).
- Information sharing is a critical part of any maritime operation. The Information Management Section maintains close links with the Force U2/Mission JMAC for integrated information sharing and mission analysis.

#### 4.6.7 Logistics Office (U4)

The Logistics Office (LOG) oversees logistics requirements such as replenishment and repair services, port facilities and medical support to ensure the UN Maritime Task Force has the wherewithal to accomplish its mission. The UN Maritime Task Force LOG Office is staffed by a Logistics Officer and a Logistics Assistant. The LOG office coordinates with the offices of the Mission Chief of Service Delivery and the Mission Support Center for

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<sup>15</sup> The U2 obtains meteorological forecasting from the Mission's Aviation Section, and from the Maritime Task Force's own Aviation Section, if present. Planners must consider the distances between land and maritime areas of operations, as well as the differing weather patterns over land and sea, and ensure that the Maritime Task Force has its own meteorological forecasting capability, if required. If properly equipped and staffed, ships at sea are capable of producing their own weather forecasts.

centralized logistics planning and supply management (via Force Headquarters U4). The Logistics Officer also serves as the UN Maritime Task Force finance officer.

#### **4.6.8 Communications Section (U6)**

The Communications Section (COMMS) maintains UN Maritime Task Force communications and communications protocol during operations. It provides communications troubleshooting and preventative maintenance, and focuses on ensuring the availability of reliable voice and data communications between the Force/Mission Headquarters and the UN Maritime Task Force Headquarters. The section is staffed by a COMMS Officer and a team of COMMS Assistants.

#### **4.6.9 Legal Cell**

The Legal Cell is responsible for providing the UN Maritime Task Force Commander legal counsel on operational issues. The Legal Cell represents the UN Maritime Task Force on legal issues and actively consults the Mission Force Commander's legal advisors. The UN Maritime Task Force's ROE must be sufficiently robust and legally sound to ensure that the UN Maritime Task Force retains its credibility and freedom of action in implementing the UN mandate. Clear and comprehensive ROE define the exact operational limits of the UN Maritime Task Force and give the UN Maritime Task Force Commander greater control in higher risk operations. The ROE also guide the UN Maritime Task Force Commander on the appropriateness of different levels of force available to achieve mandated maritime objectives. Mission ROE are issued by UN Headquarters.

#### **4.6.10 Personnel Office (U1)**

The UN Maritime Task Force Personnel Office provides personnel administration and serves as a liaison between subordinate units and the headquarters on personnel issues such as staffing, medal eligibility, visa applications, and commendation letters. The Personnel Officer should be supported by at least one Personnel Assistant, but the actual size and composition of the section will depend on UN Maritime Task Force requirements.

#### **4.6.11 Public Information Office**

The Public Information Office (PIO) generates support and understanding for the UN Mission amongst the local population and international community. The office coordinates with other Mission components and plans for appropriate engagement activities with the local seagoing population through confidence-building measures, community engagement, media management and key leadership engagements. Where needed, the PIO engages local interpreter/language assistants. The PIO is supported by a Public Information team, the size and composition of which depends on UN Maritime Task Force and Mission requirements to further media outreach efforts. The PIO should be equipped with reach back communications to the Force's/Mission's Chief of Public Information so that it can keep informed of the public information strategy, media trends relating to the Mission and submission of press releases.

#### **4.6.12 Medical Cell**

- The Medical Cell is responsible to the UN Maritime Task Force Commander for all medical operational matters. The Medical Cell may be required to plan and co-

ordinate medical support for the UN Maritime Task Force, oversee maintenance of medical support, develop medical training policies and standards, and ensure the compliance of UN Maritime Task Force units with internationally accepted standards. The size and capability of the Medical Cell depends on Mission requirements.

- UN Maritime Task Force units may be deployed for extended periods of time in the area of maritime operations. Given the uncertain availability of reliable medical and dental facilities in the area of maritime operations, comprehensive pre-deployment medical screenings are needed to ensure that participating personnel are fit for deployment. Mission forces must ensure that medical teams are self-sufficient to provide primary medical support and emergency care.
- Robust medical support is essential to mission success and ensures that the UN Maritime Task Force is able to conduct its duties in a dynamic Mission environment. Detailed planning for medical support is required for pre-deployment medical preparations, ready access to Level 2<sup>16</sup> surgical facilities, and subsequent transfer to Level 3 or 4 medical facilities.

#### 4.6.13 Training and Evaluation Cell

The Training and Evaluation Cell develops training plans and evaluations in accordance with UN and internationally accepted standards for the UN Maritime Task Force Commander. The cell conducts training to maintain UN Maritime Task Force unit skill levels and integrate new units into the UN Maritime Task Force. Should the UN mandate require, the Training and Evaluation Cell plans and executes training for host or designated nation forces as part of the UN Maritime Task Force's Capacity Building efforts. The size of the Training and Evaluation Cell takes into account the existing expertise and resources available to the UN Maritime Task Force.

#### 4.6.14 Civil-Military Cooperation Cell

- The Civil-Military Cooperation (CIMIC) Cell builds confidence in the UN Maritime Task Force by coordinating with local authorities and/or regional agencies through the Mission/Force Headquarters for community and humanitarian outreach. The CIMIC cell contributes to situational awareness, assessments and reports regarding the civil maritime environment. The size of the CIMIC Cell will depend on the civil maritime engagement and coordination objectives of the UN Maritime Task Force.
- CIMIC can involve cooperation, guidance, advice and assistance to merchant shipping. UN Maritime Task Force operations and merchant shipping need to be de-congested. For that reason cooperation, guidance and assistance and the enhancement of safety and security for merchant ships are vital to Mission success. As appropriate, the CIMIC Cell or the MAROPS Branch coordinates with organizations such as Naval Cooperation and Guidance for Shipping (NCAGS) to gain information and build rapport with the merchant maritime industry and foster cooperation with UN Maritime Task Force guidance and actions at sea.

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<sup>16</sup> A description of UN level 1 to 4 medical facilities is available in JIU/REP/2001/1 "Review of the Medical Service in the United Nations."

# Chapter 5

## Support for the UN Maritime Task Force

### 5.1 Support Expectations

5.1.1 In accordance with the UN Contingent-Owned Equipment (COE) Manual, the UN provides only selective logistical support to UN Maritime Task Force vessels. Instead, UN Maritime Task Force vessels are subject to “wet lease” agreements (explained in paragraph 5.10 below) making logistical support the responsibility of the Maritime Contributing Country. Logistical support can be from a limited number of approved ports. Thus, the UN Maritime Task Force is expected to meet the typical requirements of self-sustainment in accordance with national norms, the terms of the Force Requirement and any existing Memorandum of Understanding (MOU) or Letter of Assist (LOA) signed by the UN and respective Maritime Contributing Country.

5.1.2 To avoid having UN Maritime Task Force personnel arrive unprepared to sustain themselves or their operations, Maritime Contributing Countries and their contingents must be clear on what support will be provided by the UN, and what support they must provide for themselves. It cannot be over-emphasized that special attention must be given to the detailed requirements for rations, water, shelter, medical and supplies both aboard ship and for any Maritime Task Force elements that may be stationed ashore.

### 5.2 The UN Maritime Task Force Commander’s Role

Before deploying to the UN Mission’s operational theatre, the UN Maritime Task Force commander must ensure that he or she can deploy, sustain and regenerate his or her force. The commander should consider the implications of casualties, consumption, materiel losses and resupply lead time; and then plan, allocate and balance resources accordingly. A UN Maritime Task Force commander should also evaluate the risks to, and security of, his or her sustainment equipment and capabilities, communication nodes and links; and adapt his or her plan to reduce the impact of unavoidable constraints on the resources readily available. The commander should carefully consider UN and Maritime Contributing Country guidelines for determining further sustainment requirements. The following paragraphs illustrate those sustainment requirements.

### 5.3 Self-Sustainment

Ships at sea must be capable of self-sustainment in basic life support needs such as food, fuel, water and shelter. Depending on support arrangements stipulated in the Force Requirement/Statement of Unit Requirement, MOU or LOA, any UN support to the UN Maritime Task Force, if it is being provided, may not begin until after the first 30 to 90 days following the unit’s arrival in the Mission area. Until that time, the unit is responsible for meeting all its own needs for food, fuel, water,

lubricants, etc. Typically, contingents (afloat and ashore) are required to initially self-sustain for a specified period of time in the following areas:

- Catering
- Communications<sup>17</sup>
- Office<sup>18</sup>
- Electrical<sup>18</sup>
- Minor engineering<sup>18</sup>
- Explosive Ordnance Disposal<sup>18</sup>
- Laundry and cleaning
- Tentage (see immediately below)
- Accommodation
  - **Initial Accommodation:** The UN Mission may prepare green field sites for any shore-based UN Maritime Task Force contingents under austere conditions at the deployment location. The contingent will need to deploy with sufficient tentage for all accommodation, storage, offices, ablutions and workshops, etc. Water sources will be arranged by the UN Mission; the contingent must deploy sufficient water purification units and storage capacity to produce and consume its own purified water. The Mission will provide Field Defense Stores (FDS) and additional FDS kits for use in mobile operations.
  - **Permanent Accommodation:** The UN Mission will strive to provide rigid or semi-rigid accommodation after the initial six-month period in Contingent-Owned Equipment tentage; failing which the UN Mission will pay a penalty rate of reimbursement until pre-fabricated accommodation can be provided.
  - **Deployable Accommodation:** The contingent must deploy with a sufficient quantity of tentage necessary for short-term operational and tactical deployments.
  - **Tentage Structure:** Tentage must include flooring and the ability to heat and cool as appropriate; and netting at doors, windows and the inner/outer fly of tents. Double-layered tents with metal pipe frames are recommended due to conditions in the field. It is also recommended to mount the tents on cement or wooden foundations to ensure their stability. Deployable accommodation noted in the paragraph above is excluded from this requirement.
- Basic fire-fighting equipment
- Fire detection and alarms
- Medical: observation and treatment identification

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<sup>17</sup> Internal communications within a contingent are a Maritime Contributor responsibility. Contingents should come with suitable equipment for their internal communications establishing contact from their highest contingent headquarters to their respective countries and each of their subordinate Sections, Teams and Detachments afloat or ashore. Maritime Contributing Countries are also responsible for providing email and internet access for personal or welfare purposes.

<sup>18</sup> For the internal area only of any UN Maritime Task Force base ashore. Does not apply to mine clearance activities.

- Defense against Chemical, Biological, Radiological and Nuclear Weapons<sup>19</sup>
- Field defense stores (only for the Maritime Task Force base ashore)
- Miscellaneous general stores
- Internet access
- Unique equipment
- Welfare items

## 5.4 Sustainment Support

### 5.4.1 Mission Support to the UN Maritime Task Force

Following the initial period of self-sufficiency, the UN, if supporting an element of the UN Maritime Task Force, provides sustainment support through coordination between the UN Maritime Task Force and the (Ground) Force Headquarters, if present. The UN Maritime Task Force must therefore liaise with the Force Headquarters logistics structure (including the DCOS Operations Support, U-4 LOG and U-1 PER), as well as the Mission's Office of the Director/Chief of Mission Support. UN Maritime Task Force life support and operational requirements may be satisfied by the Mission's Director or Chief of Mission Support through the Office of the Chief of Service Delivery if so stipulated in the Force Requirement/Statement of Unit Requirement, MOU or LOA.

5.4.2 If the UN determines that the Mission will provide some level of sustainment support, then the Director or Chief of Mission Support<sup>20</sup> acquires and provides the supported elements of the UN Maritime Task Force food, fuel and water for it and all other Mission components aside from the initial self-sustainment requirement specified in the Force Requirement/Statement of Unit Requirement, MOU or LOA.

5.4.3 If arranged in writing by MOU or LOA with the Maritime Contributing Country, the UN may provide the following items and services:

- Food rations (storage, cooking and sometimes transportation are a contingent responsibility).
- Bulk raw water (or access to bulk raw water). Maritime Contributing Country contingents are responsible for purification, storage and transport).

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<sup>19</sup> To date, UN peacekeepers have not been subjected to a nuclear or biological warfare environment. However, they have had to work in a chemical warfare environment. It is therefore important that some elements of the CBRN threat be covered in training to include the characteristics, symptoms, precautions and use of protective clothing and detection monitoring equipment for all types of CBRN threats. If time is constrained, military units should concentrate on detection of and protection from chemical weapons. –*United Nations Peacekeeping Training Manual, Training Guidelines for National or Regional Training Programmes*, undated, page 28, published by DPKO: [http://ppdb.un.org/Policy%20%20Guidance%20Database/MAN\\_UN\\_PEACEKEEPING\\_TRAINING.pdf](http://ppdb.un.org/Policy%20%20Guidance%20Database/MAN_UN_PEACEKEEPING_TRAINING.pdf)

<sup>20</sup> If the UN Maritime Task Force or elements thereof are receiving logistical support from the Mission, UN Maritime Task Force personnel should know that the UN logistics support concept in Mission is based on the integration of UN-owned, contracted and contingent-provided resources. All Mission support or service functions, regardless of their origin, are considered common to the Mission's needs and fall under the responsibility of the Director or Chief of Mission Support (DMS), who coordinates logistics for all components and segments of the Mission. In peacekeeping operations, tasking authority for UN-owned assets and services is vested in the DMS/CMS. Only the DMS/CMS has the authority to commit Mission financial resources for operational purposes, including making contractual arrangements for the use of local resources and services.

- Bulk fuel.
- Strategic movement of Contingent-Owned Equipment and personnel from the home country to the Mission area of operations, if not part of a sea-going vessel.
- Main supply route, road/other infrastructure upkeep and mine clearing. Minor engineering and routine upkeep is a TCC and Maritime Contributing Country responsibility. Readers should consult the applicable MOU.
- Blood and blood products.
- Casualty Evacuation/Medical Evacuation (CASEVAC/MEDEVAC <sup>21</sup> transportation and support for movement of sick and wounded personnel to appropriate medical facilities.<sup>22</sup>
- Road transport for shore liaison elements and administrative activities.

## 5.5 Medical and CASEVAC/MEDEVAC Support

During the planning phase of each operation, special attention must be given to medical support and CASEVAC/MEDEVAC capabilities, procedures and timing with the appropriate staff officers at UN Maritime Task Force Headquarters, who will coordinate, as appropriate, with Mission/Force Headquarters. The UN is responsible for providing CASEVAC/MEDEVAC transportation and support for movement of sick and wounded personnel to medical facilities beyond Level 1.<sup>23</sup> UN Force/Mission CASEVAC/MEDEVAC assets and Level 1/2/3 Hospitals will provide medical support (if not available aboard ship) and should train with the Mission's Maritime Task Force. CASEVAC/MEDEVAC training is aimed at interoperability with enablers, such as air <sup>24</sup> and ground transportation assets. When aerial CASEVAC/MEDEVAC assets are not available or appropriate, alternate CASEVAC/MEDEVAC may be arranged using Force or Mission assets and procedures. UN Maritime Task Force CASEVAC/MEDEVAC typically involves UN Maritime Task Forces making use of all available assets.

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<sup>21</sup> Casualty Evacuation (CASEVAC) entails the evacuation (by air or land) of a casualty from the site of injury to the closest medical facility. This category of patient transfer shall be conducted within 1 hour of injury. Medical Evacuation (MEDEVAC) entails the evacuation of a casualty between two medical facilities; either within the Mission area (in-theatre) or out of Mission area. MEDEVAC should be conducted depending on the medical urgency. See the newly-revised UN Medical Support Manual, 2015, Chapter 10, paragraphs 9.a. and b.

<sup>22</sup> For comprehensive guidance on medical operational, logistical and administrative guidelines for Member States, UN Headquarters and field Missions, consult the Medical Support Manual for United Nations Peacekeeping Operations, which will be available at: [http://ppdb.un.org/Nav%20Pages/PolicyFramework\\_Default.aspx](http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx).

<sup>23</sup> Not all ships in the UN Maritime Task Force are capable of providing their own Level 1 Hospital. In such cases, the Maritime Task Force Commander will arrange for Level 1 Hospital Support from another Task Force vessel. For comprehensive guidance on medical operational, logistical and administrative guidelines for member states, UN Headquarters and field Missions, consult the Medical Support Manual for United Nations Peacekeeping Operations, which will be available at: [http://ppdb.un.org/Nav%20Pages/PolicyFramework\\_Default.aspx](http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx)

<sup>24</sup> All planned aviation-related activities, such as transportation by air (including medical and casualty evacuation), reconnaissance, selection of temporary helicopter landing sites, etc., must be coordinated with the Mission Aviation and Movement Control elements in order to meet specific requirements stipulated in the respective Aviation, Movement Control and Aviation Safety policies, manuals and SOPs. See also the DPKO *Aviation Manual*, 2005 for specific requirements to transport weapons on board UN-chartered aircraft.

## **5.6 Major Engineering Support**

Before deployment, UN-Maritime Contributing Country negotiations should include any UN Maritime Task Force requirement for major military engineering, such as port facility improvement, if appropriate. Early identification of major engineering requirements is essential to reach full operational capability as soon as possible, especially when UN Maritime Task Forces are establishing their presence in new locations. Major military engineering tasks are a Mission responsibility and included in the Mission's master engineer plan.

## **5.7 Responsibility for Port Facilities and Provisioning**

5.7.1 Designated Maritime Ports of Call (DMPCs) are required for resupply of food, fuel and water. Maritime Contributing Countries logistically support their vessels if the UN and Maritime Contributing Country determine that (1) adequate DMPCs are close to the UN area of maritime operations and, (2) the DMPCs possess the capacity to meet all vessel support requirements. When Maritime Contributing Countries assume responsibility for providing their own logistical support, the Mission's Director or Chief of Mission Support is not involved in supporting UN Maritime Task Force vessels.

5.7.2 Logistical capability, military, legal and political considerations need to be taken into account in the selection of DMPCs. DMPCs should be relatively close to the UN area of maritime operations to reduce time off-mission. A limited extension of UN privileges and immunities is allowed for transit purposes. The UN carefully reviews options and, together with Maritime Contributing Countries, identifies a small number of appropriate ports of call that meet the basic requirements for vessel replenishment. Available DMPCs should be confirmed during the Technical Assessment Mission before the start-up of a peacekeeping Mission.

5.7.3 If a port does not possess all the required logistical facilities, the UN Mission may provide the required logistical support to the UN Maritime Task Force by means of commercial contracting. Alternatively, the UN may coordinate for the needed logistical support by arrangement with Maritime Contributing Countries. If no commercial contractors are available, or their service levels are not accepted by Maritime Contributing Countries, the provision of food, fuel and water might also be sourced directly from the Mission's shore-based stores through appropriate land and sea transportation. Ships of the UN Maritime Task Force will then be replenished at sea while at anchor or underway. Logistical support to a UN Maritime Task Force is a complex undertaking and requires additional specialist skills within the Mission support structure.

5.7.4 Whether or not the UN is providing logistical support, Maritime Contributing Countries and their contingents must be quite clear as to what support will be provided by the UN, and what support they must provide for themselves in order to avoid having the UN Maritime Task Force arrive unprepared to sustain itself. The specifics of what to expect are provided in key documents such as the Force Requirement or Statement of Unit Requirement (SUR) and any MOU or LOA between the UN and Maritime Contributing Country. It cannot be over-emphasized that when negotiating MOUs and LOAs with the UN, Maritime Contributing Countries should give special attention to the detailed requirements and

responsibilities for providing food, fuel, water, supplies, accommodation, information technology, communications, transport, office space and medical support for the UN Maritime Task Force command post and liaison elements located afloat and ashore.

## **5.8 UN Headquarters Sustainment Support**

### **5.8.1 Coordinated Force Generation and Logistics Planning**

The Department of Peacekeeping Operations (DPKO) and Department of Field Support (DFS) at UN Headquarters provide dedicated support to peacekeeping field Missions in the areas of Mission planning and oversight, force generation, human resources and general administration, logistical support services, communications and information technology, verification and financial reimbursements. Amongst these support responsibilities, the close coordination of the force generation and logistics planning processes is an essential requirement. This coordination occurs as soon as Maritime Contributing Countries have been identified for a specific Mission. Problems that Maritime Contributing Countries may face in equipping or supporting their contingents are identified and staffed for resolution at UN Headquarters. Problems are assessed based on a combination of the data given by the Maritime Contributing Country and inspections carried out by DPKO and DFS personnel. DFS also recognizes that many Member States do not possess all of the equipment needed for a particular UN Mission and have therefore put in place mitigating logistical arrangements such as the purchase of UN-Owned Equipment and/or “wet and dry leases” (see paragraph 5.10 below), Memoranda of Understanding and Letters of Assist (see paragraph 5.12.2 below). Moreover, the Mission Support Plan is the basis for identifying resources that may be re-deployed from other locations (e.g., UN Logistics Base Brindisi or other field Missions) to support Mission deployment. Additionally, the Mission Support Plan forms a basis for negotiations with potential Maritime Contributing Countries on provision of COE that each individual Maritime Contributing Country is required to bring to the Mission along with any applicable self-sustainment services.

### **5.8.2 Communications and Information Technology Support**

Equipment for communications between the Mission, Force Headquarters and the UN Maritime Task Force is provided as UN-Owned Equipment (UNOE). UNOE ensures that the UN Maritime Task Force has integral, secure, military-grade communications within the Force or Mission’s communications network. At the Mission-level, the UN establishes strategic communications links, providing geospatial information and enabling information exchange throughout the respective Mission. The UN Mission also provides access to the UN network and telephone system at the contingent headquarters level. National, operational and internal tactical communications aboard ship and within a national contingent, and any welfare information technology such as internet, is provided as Contingent-Owned Equipment and is the responsibility of the Maritime Contributing Country and its contingent, as defined by the respective MOU between the UN and Maritime Contributing Country.

## **5.9 Equipment Support and Ownership**

5.9.1 When a nation or nations deploy a UN Maritime Task Force element, the inherent responsibility for equipment sustainment rests with the provider nation. This

may include the supply of specialist spare parts or maintenance expertise. Once again, personnel should consult the Force Requirement/Statement of Unit Requirement, LOA and MOU for details on what support can be expected from the UN, and what support the deploying contingent's nation is expected to provide.

5.9.2 Unless the UN funds acquisition beforehand, a nation contributing a UN Maritime Task Force element that deploys with its own equipment retains ownership of that equipment. Having deployed to the UN Mission, the provider nation, in close coordination with the Mission's Director or Chief of Mission Support, may determine ownership arrangements to meet either host nation, UN or coalition partner agreements.

5.9.3 Responsibility for costs associated with deployment and re-deployment are established as part of the UN agreement with the respective Maritime Contributing Country. When the UN provides a nation equipment for its UN Maritime Task Force responsibilities, or is assisted by the UN in obtaining said equipment, the ownership of that equipment is determined by the UN in conjunction with the nation using the equipment prior to the completion of the operation.

## **5.10 Wet and Dry Lease**

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

### **5.10.1 Wet Lease**

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

- The troop or maritime contributor provides the vehicles and equipment, related minor equipment, workshop support, spares, and maintenance personnel. The troop or maritime contributor is reimbursed at set rates.
- One troop or maritime contributor provides the major equipment and a second party, under a bilateral arrangement, provides the support. In this case, the troop or maritime contributor deployed to the Mission area and operating the equipment is reimbursed by the UN. The second party is reimbursed, if at all, by bilateral arrangement without UN involvement or responsibility.

### **5.10.2 Dry Lease**

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

- Under the first, the troop or maritime contributor provides the equipment and the UN takes responsibility for the support, spares and maintenance.

The troop or maritime contributor receives reimbursement, but at the dry lease rate.

- The troop or maritime contributor provides the equipment and the UN arranges for another Member State to provide the support. The former receives reimbursement at the dry lease rate and the latter on scales laid down for maintenance and support.
- The troop or maritime contributor provides the equipment, receives reimbursement at the dry lease rate and the UN provides the support via commercial contractor.

## **5.11 Verification and Reporting Procedures**

### **5.11.1 Pre-Deployment Visits**

In view of the financial and operational significance of ensuring that contingents are correctly equipped, DPKO arranges to conduct Pre-Deployment Visits (PDVs)/inspections before deployment. PDVs are usually conducted once the troop or maritime contributor and UN Headquarters reach an MOU agreement. This MOU covers personnel,<sup>25</sup> major equipment, self-sustainment and Mission factors, and is a contractual statement of what each of the respective parties will provide.

### **5.11.2 Operational Usage Report**

Once participants in the UN Maritime Task Force deploy to the Mission area, an Operational Usage Report (OUR) is certified by the senior Mission management to verify a vessel's presence at sea or in a Designated Maritime Port of Call. The OUR provides a day-by-day record of when each vessel was in the UN area of maritime operations, days in harbor and transfer operations. The OUR enables the UN Logistic Support Division and Field Budget and Finance Division of the Department of Field Support to review the status of each UN Maritime Task Force vessel. OURs reveal that an overlap of vessels sometimes occurs when a replacement vessel arrives some days before the transfer of responsibility. These overlapping periods are identified by the Mission's Movement Control which prevents over-payments by checking the days to be reimbursed on the basis of the respective LOA and UN Maritime Task Force tracking tables.

## **5.12 Financial Reimbursement**

5.12.1 The determination of financial reimbursement to UN Member States for Contingent-Owned Equipment (COE) is established through the COE Working Group and UN legislative bodies. Major equipment (if not in the COE Manual) will be treated as a "special case" if the situation requires. Maintenance of this special case equipment is a Maritime Contributing Country responsibility if the equipment is under wet lease. In accordance with the COE Manual, any special minor equipment or consumables not covered by the standard self-sustainment rates may be categorized

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<sup>25</sup> The MOU also contains articles on discipline and investigations promulgated by the UN Conduct and Discipline Unit at UN Headquarters.

as “unique equipment.” These items will be reimbursed according to bilateral special case arrangements between the UN and Maritime Contributing Country.

5.12.2 The details of this reimbursement at the contingent-specific level are included in the MOU and LOA, which are the primary references for UN Maritime Task Force contingent logistics support for each specific peacekeeping Mission. Reimbursement for the vessel itself is covered by LOA according to UN Headquarters-established rates per vessel types/class, while the reimbursement of the crew and self-sustainment costs are covered by MOU according to the Contingent Owned Equipment (COE) manual.<sup>26</sup> Thus, two documents with different approval, verification and reimbursement procedures cover a single vessel. The regulations governing the use of the MOU and the LOA are summarized below:

- **Memorandum of Understanding**

The MOU is designed to cover reimbursement for (a) personnel costs, (b) major equipment and (c) self-sustainment costs. Under the MOU, liability is borne by the UN. The COE manual states that in the case of loss or damage of equipment due to hostile action or force abandonment, the UN is responsible for reimbursement to the Member State in cases where the loss or damage exceeds \$250,000. Where the loss or damage is less than \$250,000, the Member State assumes responsibility.

- **Letter of Assist**

The UN may meet specific support requirements not already included under an MOU or available through commercial contract. These support requirements may be met by a contracting method known as a Letter of Assist, by which the UN acquires special supplies or services from a Member State. LOAs are used when:

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

The LOA is intended to cover items like vessels, aircraft or radar systems that are not listed as standardized items in the COE manual. The LOA stipulates that liability is borne by the Maritime Contributing Country. The procedure to establish the LOA ensures that the UN Procurement Service and the Headquarters Committee on Contracts have the opportunity to evaluate the reimbursement rates offered to the contributing country. The LOA is specific and time bound with any changes requiring an amendment to the original LOA. The LOA is reviewed by the UN

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<sup>26</sup> Paragraph 32, Annex A to Chapter 3 of the COE Manual states, “Owing to the special nature of vessels, type, quantity and performance criteria will be stipulated separately in Letter of Assist.”

Headquarters Committee on Contracts before approval by the UN Controller.

### 5.13 Status of Forces Agreement

5.13.1 From a logistical perspective, the Status-of-Forces Agreement (SOFA) specifies the terms of support provided by the host state to the UN Mission, as well as the legal rights of the UN Mission's personnel and operations. DPKO, in coordination with DFS, is responsible for negotiating SOFAs with the host state.

5.13.2 SOFAs codify relations between the UN Mission and host state describing "the rights, privileges and immunities of the Mission and its personnel and the Mission's obligations to the host government."<sup>27</sup> SOFAs govern the legal status of military and civilian personnel deployed to the Mission in the host state, and specify the legal immunity for UN personnel with regard to the settlement of claims, the modalities for the exercise of civil and criminal jurisdiction over military and civilian Mission members, as well as provisions relating to freedom of movement, taxes, customs, immigration controls, radio frequencies, flight clearances and permission to wear uniforms and carry weapons.

### 5.14 National Support Elements

5.14.1 With prior UN approval, Member States providing military personnel to UN Missions may augment those personnel with a National Support Element. Member States may choose to organize National Support Elements to provide their deployed contingents administrative and logistical services with national standards of support that may exceed or differ from the stated UN requirement. A National Support Element includes personnel and equipment *in addition* to those agreed to by the UN and Member State under the terms of the applicable MOU, and/or as described in the Statement of Unit or Force Requirement for the specific field Mission.

5.14.2 As this augmentation is over and above UN requirements, the UN offers no reimbursement or financial liability for National Support Element costs, deployment, rotation or self-sustainment. Nonetheless, for purposes of legal status, National Support Element personnel are considered part of the Member State's military unit contingent. The total personnel strength of the National Support Element may be specified in the remarks of the applicable MOU between the UN and Member State, and shall be reasonably proportionate to the strength of the contingent unit concerned.

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<sup>27</sup> *Handbook on United Nations Multidimensional Peacekeeping Operations*, published by DPKO Peacekeeping Best Practices Unit, December 2003, p.13, available at: <http://www.peacekeepingbestpractices.unlb.org/Pbps/library/Handbook%20on%20UN%20PKOs.pdf>

# Chapter 6

## Training for the UN Maritime Task Force

### 6.1 Intent

This Chapter is intended to assist UN Maritime Task Force commanders and subordinate commanders in their professional obligation to achieve the training and operational readiness of the personnel under their supervision. The following paragraphs contain brief explanations of training responsibilities and expectations, training requirements and professional military training recommended for emphasis. The UN fully recognizes Maritime Contributing Country sovereignty and prerogatives when it comes to the maritime training of their personnel and maritime elements. Maritime Contributing Country training is the foundation upon which UN Maritime Task Forces can then add and adapt to the UN peacekeeping context. The training requirements mentioned in this Chapter are task-oriented and not necessarily UN peacekeeping unique. The intent is to provide maritime contingent commanders and subordinate leaders a consolidated list of important topics as they prepare their maritime elements for UN deployment and during deployment. Commanders and subordinate leaders should develop these training topics in greater detail to suit the needs of their maritime elements. To meet the need for greater detail in UN Mission-specific training, specialized training materials (STMs) are being developed by the Department of Peacekeeping Operations to provide peacekeeping training goals for Maritime Contributing Countries participating in UN operations.

### 6.2 Training Responsibilities and Expectations

Training, regardless of subject, is a command responsibility at every organizational level. Military commanders and supervisors have a professional, legal and moral obligation to ensure their personnel and maritime elements are properly trained to accomplish their missions. National military training is ideally within the parameters set by the UN as articulated in this Manual (to promote effectiveness and interoperability), and therefore may only require a deploying unit to undergo some additional training to gain greater familiarity with UN peacekeeping and the specific requirements of a particular Mission. DPKO's Integrated Training Service (ITS), part of the Policy, Evaluation and Training Division of DPKO at UN Headquarters, provides this type of UN Mission orientation training material. ITS has developed Mission-specific training modules that, when applied, help transform and re-align UN maritime elements to the tasks and challenges of peacekeeping operations. ITS is responsible for providing peacekeeping training standards for all phases of training, based on departmental priorities and policies, lessons learned and best practices. ITS disseminates required standards to all peacekeeping training partners, including Member States and field Missions. Planners should take into consideration training requirements as they develop timelines for deployment and maritime vessel rotation so that maritime elements can receive the necessary training before they deploy. Upon arrival in the Mission area, the Force Headquarters is responsible for producing train-the-trainers courses for induction training conducted under contingent

arrangements. Individual and especially collective UN Maritime Task Force training should also focus on interaction with different Mission elements, partners and other actors present in the area of operations.

### 6.3 Training Requirements

6.3.1 UN Maritime Task Force training should be based on Mission requirements contained in the Statement of Unit Requirement, Concept of Operations, etc. The UN Infantry Battalion Manual (UNIBAM) discusses common UN military unit training at length and should be studied by all maritime elements deploying for peacekeeping Missions.<sup>28</sup> Key professional qualities worthy of Maritime Contributing Country training emphasis include military planning, the ability to integrate and orchestrate diverse sources of specialist personnel and equipment, communications skills (both oral and written), the development of a versatile and flexible mind-set, cultural awareness and sensitivity, language skills, and knowledge of the UN communications and information technology system. Descriptions of generic UN peacekeeping training, including the various training phases such as Pre-Deployment Training, Induction Training, Ongoing or In-Mission Training (a command responsibility vital to ensuring the maintenance of operational effectiveness) and on-the-job training are covered in the UN Infantry Battalion Manual. The overarching principles of UN peacekeeping described therein are applicable to all military maritime elements regardless of specialty.

6.3.2 While some maritime training may vary according to national goals and resources, there are fundamental training requirements that should be addressed when preparing to deploy to a peacekeeping Mission. Training requirements of particular note for UN Maritime Task Forces include:

- Mission Rules of Engagement.
- Protection of Civilians.
- Mission-specific equipment and SOPs. For example, communications and information technology training is available from DFS's Integrated Training Service. This training includes intensive system and technology-specific training on UN-provided equipment. The Information, Communications and Technology Division of DFS sets the framework for this part of the required training and unit preparation.
- UN Secretary-General's policy of zero tolerance on Sexual Exploitation and Abuse cases.
- Human Rights and Due Diligence Policy.

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<sup>28</sup>The Infantry Battalion Manual, Volumes I and II, can be found at: <http://www.un.org/en/peacekeeping/documents/unibammanualvol1.pdf> and <http://www.un.org/en/peacekeeping/documents/unibammanualvol2.pdf>.

- Mission-specific geographic and environmental conditions whose unique physical and operational characteristics present certain operating challenges for effective operations (i.e., communicating, ship handling, etc.).
- Mission-specific guidance obtained from documents issued by DPKO's Office of Military Affairs, such as the Force Requirement or Statement of Unit Requirement and Guidelines to TCCs and Maritime Contributing Countries; the Integrated Training Service's Pre-Deployment Information Packages; and field Mission documents such as the Force Commander's Training Directive.
- Observations resulting from reconnaissance by the incoming UN Maritime Task Force commander and staff to the Mission area.
- Lessons learned from the outgoing UN Maritime Task Force.
- Awareness training on asymmetric threats, particularly the use of IEDs.

#### **6.4 Professional Military Training Recommended for Emphasis**

There are a number of professional military training subjects Maritime Contributing Countries should emphasize as they prepare their personnel and maritime elements for UN peacekeeping operations. Maritime Contributing Countries are encouraged to develop leaders who are capable of working within a wider civilian/military operating structure and environment. Beyond mastering specific technical subjects, UN Maritime Task Force leaders should be capable of orchestrating all maritime unit functions to achieve a coordinated application of unit assets. The ability to work with other nationalities is a fundamental requirement in UN operations. Language training and Mission-specific cultural familiarization could be incorporated into the Maritime Contributing Country's long-term professional military curriculum, not just its pre-deployment training. Since English and French are the two languages most frequently required in UN Missions, it is highly desirable for UN Maritime Task Force personnel to be proficient in English and/or French languages (written and oral). Preparing key contingent members to communicate in the English and/or French languages allows them to integrate their unit into the overall Mission. Moreover, it is essential to assign at least two bi-lingual radio operators to all ships' radio rooms. Maritime Contributing Countries are encouraged to work with DPKO's Integrated Training Service to develop classroom instruction and command post exercises that will provide UN peacekeeping orientation that can then be added to Maritime Contributing Country -specific military professional training.

# Chapter 7

## Evaluation of the UN Maritime Task Force

### 7.1 Evaluation Criteria

7.1.1 Evaluations are extremely useful to Maritime Contributing Countries, their contingent commanders and UN planners and Mission leadership to organize, train, equip, deploy and employ military capabilities. Maritime Contributing Countries conduct their evaluations to assess and monitor the state of individual and collective pre-deployment training, and to check the maintenance and performance of equipment and vessels. Above all, the purpose of formal evaluations is to assist Maritime Contributing Countries and maritime contingents in meeting national and UN standards of performance and interoperability.

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

### 7.2 Independent Evaluation Support

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

### 7.3 Conducting Evaluations

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

systematically build expertise and integrate capabilities for collective application. In addition to national training standards, further guidance on conducting evaluations is available in the evaluation criteria, modes and standards at Annex B, and the links and references provided throughout this manual on UN policies, directives, SOPs and guidelines, as well as those references in Annex C and the glossary of maritime terms at Annex D.

#### **7.4 Pre-Deployment Evaluations**

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

- Ensure timely assembly, grouping, and equipping of the UN Maritime Task Force element in accordance with the Force Requirement/SUR and MOU.
- Conduct Mission-specific, task-oriented, individual and collective tasks/capabilities.
- Identify shortcomings and take corrective action for capability enhancement.

7.4.2 Prior to UN DPKO's PDV, a well-prepared UN Maritime Task Force element may undertake the following activities:

- Raising and establishing a Maritime Task Force element in accordance with the Mission-specific Force Requirement/Statement of Unit Requirement.
- Training in accordance with standard UN Maritime Task Force tasks and operational demands. See Chapter 3 for a detailed discussion of UN Maritime Task Force tasks.
- Developing Mission-specific, task-oriented, individual and collective expertise and capabilities.
- Identifying shortcomings and taking remedial action to improve capabilities.
- Making timely adjustments and mid-course corrections.
- Utilizing experienced trainers from previously-deployed Maritime Task Force elements to train the new Maritime Task Force element awaiting deployment.
- Final pre-deployment inspection and rehearsal of the Maritime Task Force element by national peacekeeping experts under Maritime Contributing Country arrangements.

## 7.5 In-Mission Evaluations

In-Mission evaluations should include:

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

## 7.6 UN Assistance

DPKO/DFS and the Mission leadership play a key role in guiding and facilitating Maritime Contributing Country achievement of evaluation and operational readiness. In addition to this manual, numerous documents offer guidelines and standards by which UN Maritime Task Forces can evaluate their operational readiness. See Annex C. The nature of UN assistance is described below:

### 7.6.1 UN DPKO/DFS Assistance

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

- Guiding, assisting, facilitating or supplementing Maritime Contributing Country efforts in evaluation.
- Providing training assistance through the Integrated Training Service.
- Providing the Mission and Maritime Contributing Countries strategic guidance and oversight by:
  - Conducting a pre-deployment visit (mainly for initial deployments) to verify that provisions of the Force Requirement/SUR and MOU are met.

- Guiding and assisting emerging Maritime Contributing Countries (and other Maritime Contributing Countries on request), focussing on basic military/maritime training and technology-related issues.
- Providing an Operational Advisory Team from DPKO/DFS to guide and assist emerging Maritime Contributing Countries (assistance on request for other Maritime Contributing Countries).

### **7.6.2 Mission Leadership Assistance**

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

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

### **7.7 Collective Responsibilities**

Maritime Contributing Countries are encouraged to modify and formalize the evaluation methodology, criteria and procedures presented herein to suit their needs in conducting their evaluations. For Maritime Contributing Country contingents deploying to UN Missions, the development and use of detailed standards and checklists, focusing on peacekeeping and UN Maritime Task Force preparedness, will yield great benefits in terms of operational readiness and early identification of unit capabilities that need improvement. Early identification allows performance and equipment shortfalls to be addressed before they cause problems. Maritime Contributing Countries that lack the financial or technical ability to support their deploying maritime elements with the resources needed to meet national or UN standards should discuss their needs with DPKO/DFS at UN Headquarters. Every

effort will be made to assist the Maritime Contributing Country with its requirements, either by expert assistance from UN Headquarters or through third party support.

## Key Positions and Functions of the UN Maritime Task Force Headquarters Staff

Position	Functions of the Operations Staff U3
<b>Chief Current Operations U3</b>	<ol style="list-style-type: none"> <li>1. Leads UN Maritime Task Force watch-floor operations and ensures watch competence in controlling UN Maritime Task Force maritime elements and crisis management.</li> <li>2. Advises UN Maritime Task Force Plans on the planning and conduct of maritime operations.</li> <li>3. Provides daily operations briefs to the UN Maritime Task Force/Force Commander when needed.</li> </ol>
<b>Watch Captain</b>	<ol style="list-style-type: none"> <li>1. Serves as Chief Current Operations in his absence.</li> <li>2. Monitors and directs maritime activities.</li> <li>3. Coordinates with the NOC/JOC to seek the UN Maritime Task Force/Force Commander permission for specific UN Maritime Task Force actions.</li> <li>4. Provides operations briefs and updates to the UN Maritime Task Force/Force Commander as needed.</li> <li>5. Responds to maritime incidents as per SOP and on the UN Maritime Task Force Commander's instructions.</li> </ol>
<b>Watch Assistant</b>	<ol style="list-style-type: none"> <li>1. Maintains the Recognized Maritime Picture and assists the Watch Captain in sustaining UN Maritime Task Force watch-floor operations.</li> <li>2. Prepares operations briefs to the UN Maritime Task Force Commander.</li> </ol>

Position	Functions of Planning Staff U5
<b>Chief Future Operations U5</b>	<ol style="list-style-type: none"> <li>1. Coordinates with MAROPS to develop OPORDS for maritime missions.</li> <li>2. Oversees planning work conducted by the PLANS Section.</li> <li>3. Provides operational forecasts to UN Maritime Task Force Commander and Force Commander as needed.</li> </ol>
<b>Future Operations Planner U5</b>	<ol style="list-style-type: none"> <li>1. Serves as Chief Future Operations in his absence.</li> <li>2. Produces critical command messages such as Operation Orders and tasking.</li> <li>3. Coordinates force flow arrangements.</li> <li>4. Develops and refines operational responses to developing threats.</li> </ol>
<b>Air Planner</b>	<ol style="list-style-type: none"> <li>1. Maintains oversight of air asset availability and employment.</li> <li>2. Coordinates with UN Maritime Task Force Information Management to generate daily Air Tasking Order.</li> </ol>
<b>Regional Cooperation Officer/Knowledge Management Officer</b>	<p>Develops regional cooperation plan for UN Maritime Task Force Commander in consultation with Mission Headquarters.</p> <ol style="list-style-type: none"> <li>1. Headquarters.</li> <li>2. Coordinates Key Leadership Engagements such as cross-deck visits and courtesy calls for the UN Maritime Task Force Commander.</li> <li>3. Coordinates capacity-building efforts with host government agencies, including planning work for combined training and operations.</li> <li>4. Collates mission drivers, accomplishment indicators and lessons learned for knowledge management, and supports Mission Headquarters' operational analysis of mission effectiveness.</li> </ol>

Position	Functions of the MAROPS Staff U3
<b>Chief Maritime Operations U3</b>	<ol style="list-style-type: none"> <li>1. Assists in developing maritime policy and plans, and coordinates operations between the UN Maritime Task Force and Mission Headquarters staff.</li> <li>2. Coordinates with UN Maritime Task Force Plans to oversee Operation Orders (OPORD) and Fragmentary Orders (FRAGORD).</li> <li>3. Provides MAROPS briefs to the UN Maritime Task Force/Force Commander as needed.</li> <li>4. Provides expertise to the Headquarters in all maritime areas.</li> </ol>
<b>Liaison Naval Officer (Operations) U3</b>	<ol style="list-style-type: none"> <li>1. Serves as Chief MAROPS during his absence.</li> <li>2. Performs UN Maritime Task Force force generation planning with Mission Headquarters.</li> <li>3. Develops OPORDs and FRAGORDs in coordination with the UN Maritime Task Force Plans staff.</li> <li>4. Develops the regional cooperation plan in coordination with UN Maritime Task Force Plans staff.</li> <li>5. Provides MAROPS weekly and monthly operations summary.</li> <li>6. Maritime Air Operations experience is preferred.</li> </ol>

Position	Functions of the NOC Staff
<b>Lead Watch Captain</b>	<ol style="list-style-type: none"> <li>1. Develops SOPs for NOC maritime operations monitoring.</li> <li>2. Leads NOC operations and ensures watch competence.</li> <li>3. Monitors current maritime situation and reports UN Maritime Task Force ROE requests to UN Maritime Task Force Commander.</li> <li>4. Coordinates with MAROPS to provide input for daily reports to the UN Maritime Task Force/Force Commander.</li> </ol>
<b>Watch Captain</b>	<ol style="list-style-type: none"> <li>1. Monitors current maritime situation and reports UN Maritime Task Force ROE requests to the UN Maritime Task Force Commander.</li> <li>2. Provides operations briefs and updates to the UN Maritime Task Force/Force Commander as needed.</li> <li>3. Coordinates with the JOC for integrated response to maritime incidents in accordance with SOP and UN Maritime Task Force/Force Commander instructions.</li> </ol>
<b>Watch Assistant</b>	<ol style="list-style-type: none"> <li>1. Maintains the Recognized Maritime Picture (RMP) and assists the Watch Captain in sustaining NOC operations.</li> <li>2. Prepare operations briefs to the UN Maritime Task Force/Force Commander.</li> </ol>

Position	Functions of the Information Management Staff U2
<b>Head Analyst U2</b>	<ol style="list-style-type: none"> <li>1. Coordinates with UN Maritime Task Force Operations Section to determine the Mission's Priority Information Requirements (PIR).</li> <li>2. Plans and coordinates information gathering and analysis activities between the UN Maritime Task Force and Mission Headquarters staff.</li> <li>3. Provides daily mission analysis briefs to the UN Maritime Task Force/Force Commander as needed.</li> <li>4. Serves as UN Maritime Task Force Security Officer.</li> </ol>
<b>Deputy Head Analyst U2</b>	<ol style="list-style-type: none"> <li>1. Serves as Head Analyst during his absence.</li> <li>2. Coordinates through JMAC information management activities between the UN Maritime Task Force and Mission Headquarters.</li> <li>3. Provides UN Maritime Task Force mission analysis briefs to the UN Maritime Task Force/Force Commander as needed.</li> <li>4. Generates and disseminates mission analysis products from JMAC to the UN Maritime Task Force Headquarters.</li> </ol>
<b>Information Analyst U2</b>	<ol style="list-style-type: none"> <li>1. Prepares and updates mission analysis products.</li> <li>2. Prepares mission analysis briefs to the UN Maritime Task Force Commander.</li> </ol>

## Evaluation Criteria, Modes and Standards

Phase: Pre-Deployment	Target Group: Unit (Ship) / Staff	Evaluation Outcome: Readiness for Deployment
Component Criteria	Mode of Evaluation	Benchmarking Standards
1. Maritime security skills: a. Perform basic maritime security tasks.	1. Live exercise.	1. Respective national directives, SOPs, ROEs and standards.
1. Generic peacekeeping skills: a. Demonstrate understanding and ability to apply UN policy guidelines and peacekeeping directives.	1. Progressive: a. Lesson-based theory followed by quizzes. b. Scenario-based tabletop exercise. c. Live exercise.	1. Relevant UN documents pertaining to: a. PKO. b. Rule of Law and legal framework. c. Civil-military affairs. d. Security Council Resolutions and mandate.
1. Mission-specific peacekeeping skills.	1. Scenario-based tabletop exercise.	1. Relevant UN Mission reports.
Platform readiness and integration of unit.	Live exercise.	1. Respective national directives and standards.
Phase: Pre-Mission	Target Group: Command Team	Evaluation Outcome: Readiness of Task Force Level Support and Task Units
Component Criteria	Mode of Evaluation	Benchmarking Standards
1. Task organization and C2: a. Clear organization and C2 established and understood by TF units.	1. Tabletop exercise.	1. UN mission set-up and relevant mission reports.
1. Capabilities: a. Sustainable force generation. b. Appropriate task units assigned to execute mission.	1. Quantitative analysis.	1. Assets assigned able to fulfill mission requirements and sustain, with considerations for: a. Expected tasks and unit organic capabilities. b. Characteristics of AMO. c. Unit deplorability and timeframe.
1. Communications: a. Common communications system established. b. Task units / Staff are competent in system operation.	1. System checks and simulation runs.	1. Effective and timely communications that is able to support C2 and incident management.

1. SOPs and incident management process: a. Established and promulgated to task units.	1. Checklist / Tabletop exercise.	1. Relevant UN documents pertaining to: a. PKO. b. Civil-military affairs. c. Security Council Resolutions and mandate.
1. Legal: a. Common understanding of legal boundaries by all task units and staff.	1. Tabletop exercise.	1. Relevant UN documents pertaining to Rule of Law and legal framework.
1. Logistics support: a. Ensure individual task unit arranged for their logistics support. b. Coordinate TF resources if required / available.	1. Checklist / Qualitative analysis.	1. Potential areas of support: a. Replenishment at sea. b. Helo spare deck.
1. Emergency response: a. Procedures established.	1. Tabletop exercise.	1. Existing emergency response structures: a. SAR. b. Medical evacuation.
<b>Phase: In-Theatre</b>	<b>Target Group: Task Force</b>	<b>Evaluation Outcome: Task Force Integration and Effectiveness of Task / Mission Outcomes</b>
<b>Component Criteria</b>	<b>Mode of Evaluation</b>	<b>Benchmarking Standards</b>
1. Task force integration: a. Command team able to exercise effective C2 over task units. b. Task units operating i.a.w. SOP. c. Communication system is effective.	1. Scenario-based live exercise.	
1. Performance of assigned tasks.	1. Post-activity reflection and qualitative evaluation on achievement of intended task objectives.	1. Relative to attainment of expected outcomes. 2. Areas to consider: a. Leadership and C2. b. Resource management and optimization. c. Safety. d. Information flow and timeliness of information exchange. e. Conduct of operations. f. Support available or lacking.
1. Incident management.	1. Post-incident report and qualitative evaluation on management.	Same As Above
1. Outreach and engagement.	1. Qualitative evaluation on extent and impact.	Same As Above

## References

### General References

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

[http://pbpu.unlb.org/pbps/Library/Capstone\\_Doctrine\\_ENG.pdf](http://pbpu.unlb.org/pbps/Library/Capstone_Doctrine_ENG.pdf)

United Nations Infantry Battalion Manual (August 2012)

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

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

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

[http://ppdb.un.org/Policy%20%20Guidance%20Database/Security\\_management\\_system\\_policies.pdf](http://ppdb.un.org/Policy%20%20Guidance%20Database/Security_management_system_policies.pdf)

UN Force Link

The Online Strategic Movements and Force Generation Knowledge Center

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

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

[https://cc.unlb.org/COE%20Documents/Generic%20Guidelines%20-%20Military%20\(TCC\)/Generic%20Guidelines%20for%20TCCs%20Deploying%20Military%20Units%20to%20the%20UN%20Peacekeeping%20Missions\(Mar%202008\).pdf](https://cc.unlb.org/COE%20Documents/Generic%20Guidelines%20-%20Military%20(TCC)/Generic%20Guidelines%20for%20TCCs%20Deploying%20Military%20Units%20to%20the%20UN%20Peacekeeping%20Missions(Mar%202008).pdf)

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

[http://www.un.org/en/peacekeeping/sites/coe/referencedocuments/COE\\_manual\\_2011.pdf?bcsi\\_scan\\_00259711a12fb51a=sOZRyx95Yi5OihONCU1qZkoP3AqaAAAv\\_o2FNA==&bcsi\\_scan\\_filename=COE\\_manual\\_2011.pdf](http://www.un.org/en/peacekeeping/sites/coe/referencedocuments/COE_manual_2011.pdf?bcsi_scan_00259711a12fb51a=sOZRyx95Yi5OihONCU1qZkoP3AqaAAAv_o2FNA==&bcsi_scan_filename=COE_manual_2011.pdf)

Mission Start-up Field Guide for Mission Managers of United Nations Peace Operations 2.0, United Nations Department of Peacekeeping Operations and Department of Field Support, September 2010

<http://ppdb.un.org/Policy%20%20Guidance%20Database/2010.1MissionStartUpFieldGuide1Aug2010.pdf>

Medical Support Manual for UN PKO

[http://physiciansforhaiti.org/wp-content/uploads/2013/04/DPKO-MSM.pdf?bcsi\\_scan\\_00259711a12fb51a=hmWzNdn8DV+iawiew2GfNRDw0H+aA AAAvo+FNA==&bcsi\\_scan\\_filename=DPKO-MSM.pdf](http://physiciansforhaiti.org/wp-content/uploads/2013/04/DPKO-MSM.pdf?bcsi_scan_00259711a12fb51a=hmWzNdn8DV+iawiew2GfNRDw0H+aA AAAvo+FNA==&bcsi_scan_filename=DPKO-MSM.pdf)

UN Integrated Assessment and Planning Handbook

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

UN PKO: Principles and Guidelines

[http://pbpu.unlb.org/pbps/library/capstone\\_doctrine\\_eng.pdf](http://pbpu.unlb.org/pbps/library/capstone_doctrine_eng.pdf)

UN PKO Planning Toolkit – 2012

[http://www.un.org/en/peacekeeping/publications/Planning%20Toolkit\\_Web%20Version.pdf](http://www.un.org/en/peacekeeping/publications/Planning%20Toolkit_Web%20Version.pdf)

## Maritime-Specific References

### **UN Security Council Special Research Report “UN Sanctions,” dated 25 Nov 13.**

The report serves as an explanatory guide on the fundamentals of UN sanctions, provides a reference source and outline notable trends in the evolution of UN sanctions.

[http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/special\\_research\\_report\\_sanctions\\_2013.pdf](http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/special_research_report_sanctions_2013.pdf)

### **United Nations Convention on the Law of the Sea (UNCLOS)**

This document defines the rights and responsibilities of nations with respect to their use of the world's oceans, establishing guidelines for businesses, the environment, and the management of marine natural resources.

[http://www.un.org/depts/los/convention\\_agreements/texts/unclos/unclos\\_e.pdf](http://www.un.org/depts/los/convention_agreements/texts/unclos/unclos_e.pdf)

## International Maritime Organization (IMO) Documents

### **Best Management Practices for Protection Against Somalia Based Piracy dated August 2011.**

This document provides best management practices to assist merchant vessels to avoid, deter or delay piracy attacks in the High Risk Area as defined in the document.

<http://www.imo.org/MediaCentre/HotTopics/piracy/Documents/1339.pdf>

### **List of International Maritime Organization Maritime Security Documents**

This list provides the various IMO-promulgated documents applicable to maritime security.

<http://www.imo.org/OurWork/Security/SecDocs/Documents/Maritime%20Security%20Documents.pdf>

## Training References

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

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

Policy on Training for all UN Peacekeeping Personnel (2010)

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

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

SOP on Mobile Training Support Team (2009)

SOP on Training Recognition (2009)

SOP on Training-of-Trainers Courses (2009)

Pre-Deployment Information Packages (PIP)

UN Training Support to Member States

[http://www.peacekeepingbestpractices.unlb.org/PBPS/Pages/Public/PeaceKeepingTraining.aspx?page=support&menukey=\\_12\\_4](http://www.peacekeepingbestpractices.unlb.org/PBPS/Pages/Public/PeaceKeepingTraining.aspx?page=support&menukey=_12_4)

## Evaluation References

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

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

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

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

## Glossary

### **Affected / Designated State(s)**

State(s) upon whose territory persons or property are affected by a disaster. This term is used with regard to Humanitarian Assistance / Disaster Relief and is the accepted term found in the International Committee of the Red Cross and Red Crescent “Draft Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance” (26 October 2007).

### **Armed Robbery**

Other than an act of piracy, any unlawful act of violence or detention or any act of depredation, or threat thereof, directed against a ship or against persons or property on board such a ship, within a State's jurisdiction over such offenses (as defined in UN resolution A.1025: Code of Practice for the Investigation of the Crimes of Piracy and Armed Robbery Against Ships).

### **Area of Influence**

A geographical area wherein a commander is directly capable of influencing operations by manoeuvre or fire support systems normally under the commander's command or control.

### **Area of Interest**

That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by opposing forces that could jeopardize mission accomplishment.

### **Area of Maritime Operations**

An operational area defined by the force commander for maritime forces. Areas of operation do not typically encompass the entire operational area of the UN Force Commander, but should be large enough for component commanders to accomplish their missions and protect their forces.

### **Coalition**

Applies to a task force composed of two or more nations that is based on ad-hoc (non-treaty) multinational efforts and is normally crisis action in nature.

### **Commander's Critical Information Requirement**

A comprehensive list of information requirements identified by the commander as being critical in facilitating timely information management and the decision making process that affects successful mission accomplishment. Two key subcomponents are critical friendly force information requirements and priority information requirements.

**Commander's Intent**

The commander's vision describing the desired end state conditions. It is a concise expression of the purpose of the operation, not a summary of the concept of operations. Together, with the strategic commander's warning order, the commander's intent is the initial impetus for the planning process. The commander's intent helps subordinates pursue the desired end state conditions without further orders, even when operations do not unfold as planned. The commander's intent provides focus for all subordinate elements. The intent statement is usually written.

**Deny**

Withholding information about force capabilities and intentions that adversaries need for effective and timely decision making. To hinder or prevent the opposing force from using terrain, space, personnel, supplies, or facilities.

**Deploy**

The movement or relocation of forces and materiel to desired operational areas.

**Disaster Relief**

Assistance to help ease the effects of natural disasters or manmade events.

**Embargo**

A sanctioning prohibition on the import or export of specified goods into/out of a specific country.

**International Maritime Organization**

A UN agency facilitating intergovernmental cooperation on international shipping issues. It promotes the adoption of the highest practicable standards in maritime safety, efficiency of navigation and prevention and control of marine pollution from ships. The Organization is also empowered to deal with international administrative and legal matters related to these purposes.

**Maritime Interdiction Operations**

Actions encompassing seaborne measures to divert, disrupt, delay, seize, or possibly destroy designated items or personnel into or out of a nation or specific area.

**Maritime Security Activity**

All efforts initiated by nations, international organizations, and nongovernmental organizations to coordinate a safe maritime environment.

**Maritime Security Operations**

Operations by the appropriate civilian or military authorities and multinational agencies that enforce or secure a maritime environment to enforce laws, protect citizens, and safeguard national and international interests.

**Operational Level**

The operational level links the tactical employment of forces to strategic objectives. It is the level at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives in theatres or areas of operations. Activities at this level link tactics and strategy. It is at this level that military strategy

is implemented by assigning missions, tasks, and resources to tactical operations.

**Participating Nation**

A nation that is part of the multinational effort or part of the UN Maritime Task Force command structure. A participating nation is always a contributing nation. However, a contributing nation is not necessarily a participating nation since they may be contributing via other means and other organizations that are not part of the formal multinational effort or Maritime Task Force command structure.

**Piracy**

Any illegal act of violence or detention, or any act of depredation, committed for private ends by the crew or the passengers of a private ship or a private aircraft, and directed: (i) on the high seas, against another ship or aircraft, or against persons or property on board such ship or aircraft; (ii) against a ship, aircraft, persons or property in a place outside the jurisdiction of any State; any act of voluntary participation in the operation of a ship or of an aircraft with knowledge of facts making it a pirate ship or aircraft; any act of inciting or of intentionally facilitating an act described above (as defined in Article 101 of the 1982 UN Convention on the Law of the Sea).

**Reach Back**

The ability to access information from sources not forward deployed to negate the requirement of deploying those sources of information; the use of technology that enables a commander to access information from sources distant from his location.

**Seize**

A tactical mission task that involves taking possession and occupation of a designated area by using overwhelming force.