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**INTEGRATED SERVICE SUPPORT SYSTEM
WITHIN THE UNITED NATIONS PEACEKEEPING
OPERATIONS**

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Abstract:

Within the international environment of the 21st century the role of the mutually reinforcing international security institutions remains of a vital importance. At least from the historical perspective, the number of member states and the number of missions carried-out The United Nations leads the way for the other organizations with security vocation. The means UN uses to address the security challenges are The Security Council Resolutions and the respective tools to pursue the resolutions are the UN Missions / Operations. United Nations peacekeeping operations have evolved to encompass a wide range of mandated tasks. The administrative, logistical and other specialized support arrangements for United Nations peacekeeping operations are crucial for the effective implementation of these tasks. The Integrated Service Support System (ISS) represent an integrated approach to supporting and sustaining UN PKOs in the field of specific sensitive services and functions.

Key words: United Nations, Peacekeeping Operations, mission support and sustainment, UN Logistics, Integrated Support Services, Joint Logistic Operations Centre

1. Introduction

“If we do not hang together gentlemen, we shall surely hang separately.”

Benjamin Franklin, 1776

The essence of integrated support is encapsulated in this quote. Neither the UN nor any military component in a PKO will be able to provide all the required support. Hence there's need to closely work together. Modern UN peacekeeping missions are typically very complex operations that are deployed in countries with dysfunctional economies and minimal infrastructures. They also have demanding mandates, challenging timescales and finely tuned budgets. They therefore call for effective, efficient and timely administrative and logistics support to the mission, in order to enable it to achieve its mandated tasks.

A UN PKO is considered to be a subsidiary organ of the UN established to pursue a Security Council Resolution. Besides its military component the UNPKO comprises also all or some of other components: political, legal, police, electoral, administrative, humanitarian, human rights, public information and medical support, etc.

INTEGRATED SERVICE SUPPORT SYSTEM WITHIN THE UNITED NATIONS PEACEKEEPING OPERATIONS

2. Sustaining and supporting of UN PKOs

At the United Nations Headquarters level, within the DPKO, the OMS (Office for Missions Support) is responsible for delivering dedicated support to UN field operations, including personnel, finance, field procurement, logistical, communications, information technology, and other administrative and general management issues.

The OMS reports directly to the Under-Secretary General (USG PKO). He is in charge with Logistic and Administrative Support but also deals with Procurement issues. The organizational chart highlighting the place, role and areas of responsibilities of OMS within the DPKO is as shown hereafter:

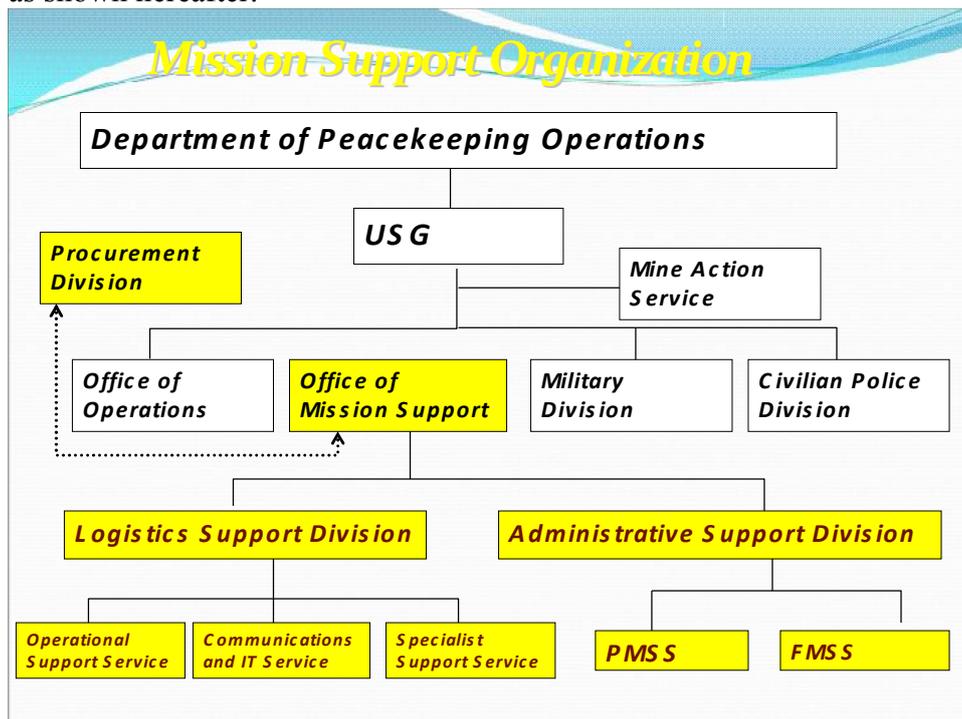


Fig.1 Mission Support Organization

In the field, the support component of a United Nations peacekeeping operation provides administrative and logistic support services that enable the mission to carry out its core functions in an effective, coordinated and timely manner, consistent with the regulations and procedures prescribed by the United Nations.

3. Fundamentals of UN logistics

The establishment and maintenance of a peacekeeping mission requires a wide range of logistics support for a broad range of dependencies. The dependencies will include some or all of those:

- Substantive Staff
- Administrative Staff
- Military & Civpol HQ Staff
- Mil Obs / UNMOs

The 6th International Scientific Conference
“DEFENSE RESOURCES MANAGEMENT IN THE 21st CENTURY”

- Military Contingents
- Civpol Teams & Formed Police Units
- Other UN Agencies

While the specific support requirements of these different dependencies may vary, they will all require some of all of the following support services: water & food, living and working accommodation, medical, communications & IT, office equipment & furniture, surface and air transportation, POL, movement control, general services(janitorial, waste disposal) , etc.

The range of logistics support provided to a mission will normally be provided by a combination of UN civilian, commercial and military resources. Each of these elements has distinct advantages and disadvantages:

- UN Civilian support is under direct control, could be easily adjusted to specific requirements and it can operate in all but the most hostile environments. But it can take time to assemble required personnel, equipment & establish itself.
- Commercial support comes fully staffed and equipped. But takes time to conclude contractual arrangements and cannot always be relied upon to operate in hostile conditions. Moreover it comes with limitations on capacity.
- Military support can operate under the hostile conditions and can be mobilized relatively quickly. However, it may not be fully equipped and could also be expensive. Force generation can be problematic and the rotation schedules often affect support continuity.

The combination of logistics support resources (Engineering Units, Communications, Field Hospitals, Transport Units, Movement Units, Logistics Units and Aviation Units) selected for a particular mission will depend on the mission’s tasks, and on its operating environment. While the mission’s objectives will remain the dominant factor throughout, economies of scale will be sought whenever possible. In particular, a separate provision of dedicated logistics assets to all mission components is uneconomical and will be avoided whenever possible.

Such military contingents are often known as “enabling units”. They are normally provided when there are locations in the mission area that are not sufficiently secure for civilian operations, when there are specific operational support requirements that can only be met by them, or when there is a need for the rapid generation of a mission-essential capability pending the slower development of a civilian or commercial solution.

The overall range of a mission’s civilian, commercial and military logistics support resources are calculated by DPKO to provide full coverage for the mission’s entire civilian, military and police support requirements. This is no redundancy, and no surplus capacity. Therefore centralized management of resource-to-task is essential to the correctly-prioritized, cost-effective support of all the missions’ components.

4. The Integrated Support Services concept

This objective is achieved by the integration of command & control, and accountability for the provision of second, third and fourth line support. This requires the centralized coordination and prioritization of all logistics functions and the centralized employment and tasking of the logistics resources of all mission components. This approach is the ISS Concept.

So, ISS is an integrate UN system that performs engineering, communications and other logistic services and support functions in UN PKOs. All military personnel who are

INTEGRATED SERVICE SUPPORT SYSTEM WITHIN THE UNITED NATIONS PEACEKEEPING OPERATIONS

placed into such integrated units / system by UN HQs, DPKO perform their daily activities and routine functions under the technical supervision of the designated UN military or civilian personnel. The Head of the Mission (HoM) will co-ordinate such functions and duties through the Chief Administrative Officer (CAO).

The CAO is the head of the Administrative Component of the mission and therefore the principal adviser of the HoM not only on UN rules and regulations, organizational policies and procedures but also in matters related to finance, budget, personnel and other aspects of administration and management of the mission. Under the authority of the HoM the CAO is responsible for all administrative functions, all general and technical support services related to the Mission. The overall support organization at the mission level and all respective components are shown in the next chart.

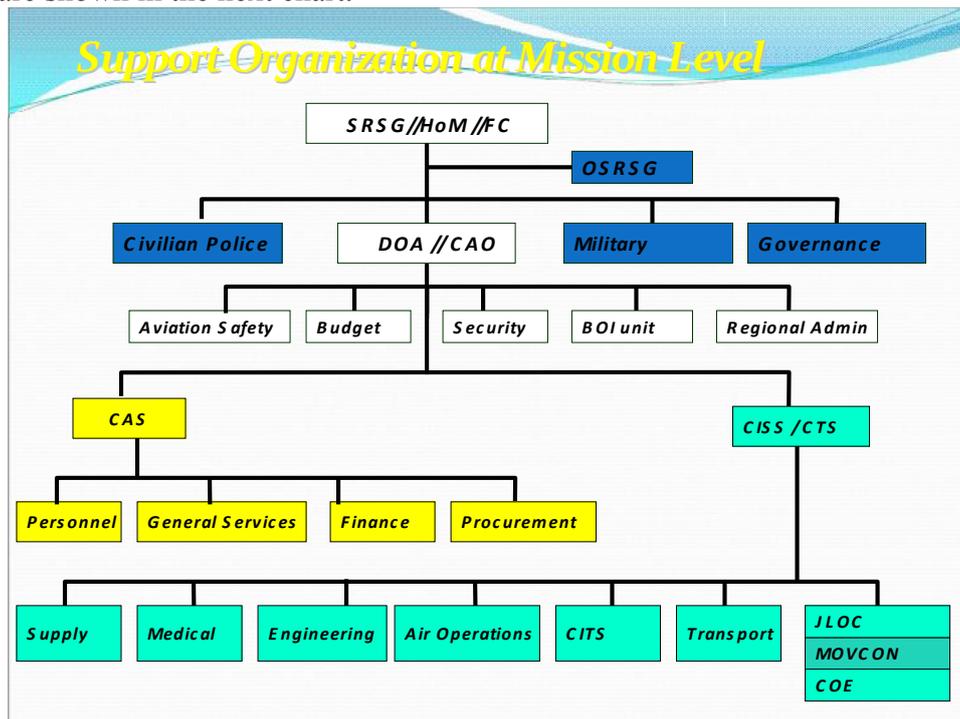


Fig. 2 Support Organization at Mission Level

Internal logistics integration at the mission level means between the civilian and military support functions.

Irrespective of their origin or ownership following 2nd, 3rd and 4th line assets will be considered common to the whole mission:

- Provision of accommodation, buildings management and civil engineering and geographical information system services;
- Assignment of transportation resources, fleet management and major vehicle repair and maintenance services;
- Movement control and air or maritime support services;
- Installation and maintenance of mission-wide communications and computer equipment and facilities;
- Provision of medical and dental services and emergency medical evacuation capability; and
- Provision of general supply items, fuel, water, rations and construction and defense materials.

The 6th International Scientific Conference
“DEFENSE RESOURCES MANAGEMENT IN THE 21st CENTURY”

Why integration? Because the logistic support is undertaken at the mission level and therefore separate provision of assets by components is uneconomical since resources are limited. Moreover the Military Rotation cycle (6 months/ 1 year) means lack of continuity. The last but not the least, through integrating civilian and military planning and management capability UN could maximize the outputs.

Barriers to integration:

- Perception of control and loss of turf.
- Personalities.
- Transition from Regional Peacekeeping Forces to UN PKOs.
- Resistance to acceptance of UN System – “army does it best”.
- Unwillingness of military staff to work under civilian supervisors and vice-versa.
- All military or police requirements are always “operational”.
- Tendency to conserve COE (Contingent Owned Equipment).
- Tendency of UN civilians to consider military as profligate.

The principles of ISS concept are:

- Unity of purpose.
- Synergy of effort.
- Efficiency, through maximum utilization of resources.
- Continuity.
- Balance between operational responsiveness and financial accountability.
- Appropriateness of support solution.
- Empowerment, through unified central planning and decentralized execution.
- Teamwork and reduced polarization.
- Professionalism, through adoption of common standards.

Under this Integrated Support Services concept a joint civilian-military management structure reviews and prioritizes all requests for logistics support in accordance with the Mission’s aims and objectives, and allocates the most suitable civilian, commercial or military support resources to meet the requirements in the most effective and economical manner.

5. ISS Planning Process and respective responsibilities

Mission senior management will determine the priorities for mission accomplishment. These priorities will be translated into plans, resource allocation, tasking and coordination. Tasks will be passed to civilian sections, contractors or military enabling units, through the ISS structure.

INTEGRATED SERVICE SUPPORT SYSTEM WITHIN THE UNITED NATIONS PEACEKEEPING OPERATIONS

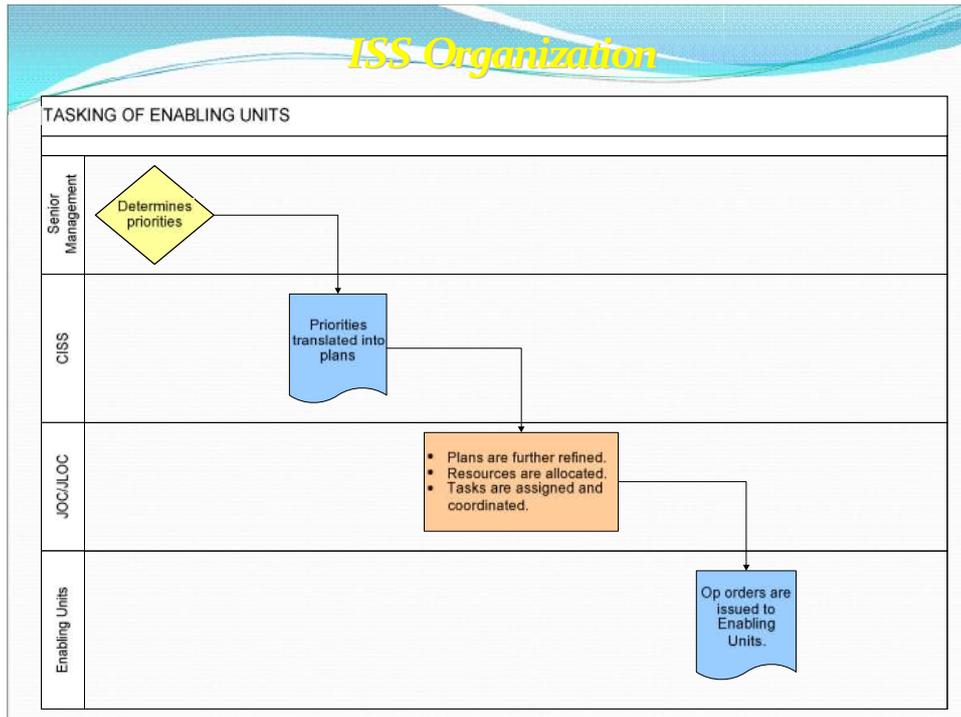


Fig. 3 ISS Planning Process

Civilians and military officers will be interleaved at all levels of the ISS management structure. Where a Section or Unit Chief is a civilian, his/her deputy will be a military officer, and vice versa.

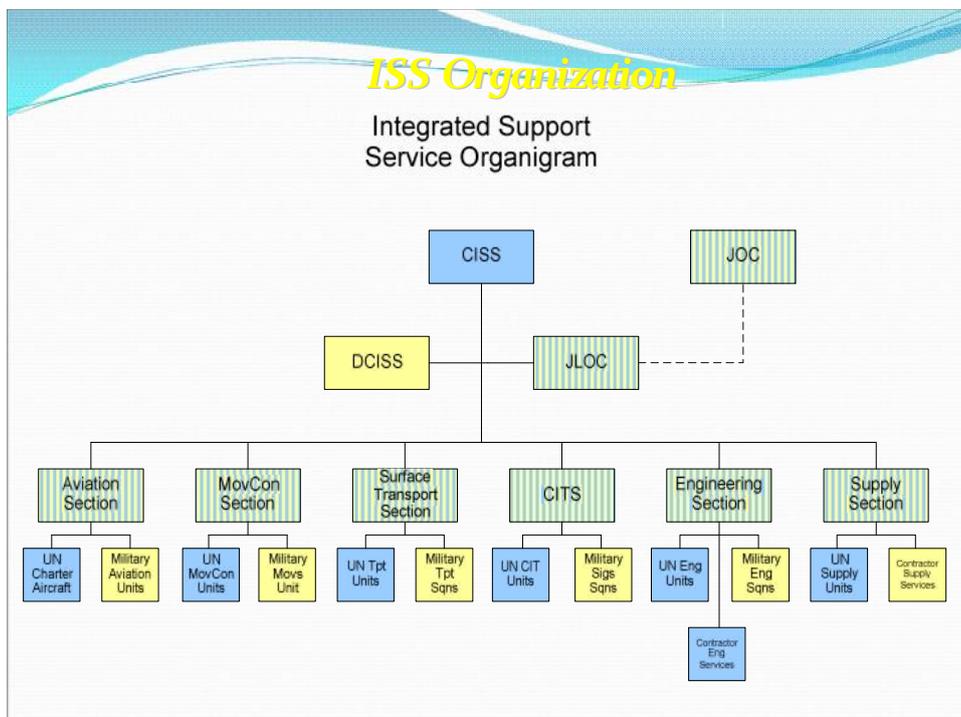


Fig. 4 ISS Organization

In military Command & Control terms, all Mission “enabling units” will come under the Tactical Command of the Chief Integrated Support Services (CISS) while the Force

The 6th International Scientific Conference
“DEFENSE RESOURCES MANAGEMENT IN THE 21st CENTURY”

Commander will retain Operational Control of these units. Similarly, individual military staff within the ISS will be tasked by the CISS, but remain under the Force Commander for disciplinary purposes.

Within a mission the Director of Administration DOA/ Chief Administrative Officer CAO is the sole financially-accountable officer, and is thus responsible for the provision of all administrative and logistics support to all of the mission's components. The CAO is responsible for managing the mission's human, financial and material resources and serves as the senior adviser to the Head of Mission on administrative and logistic issues. The number of staff serving under a CAO will vary with the size of the mission and the workload. In larger missions, specialists in all the administrative functional areas of finance, personnel, procurement and asset management as well as the technical and logistic functions of supply, communications and information technology, engineering and transport may work under the CAO. In small missions, the support component may be limited to an administrative officer and some specialized staff performing those tasks.

The component commanders review the quantity and quality of service but are not responsible for provision of support. They can take up any issues related to the quantity, quality and priority of support with the CAO. While individual contingent commanders will control their first-line support resources, they are not responsible for the provision of second, third and fourth line support requirements, which remain the province of the DOA/CAO.

The DCISS is a senior military logistician and assists the CISS in planning, administration and management of logistics support in the mission. DCISS will be answerable to the CISS and plays a critical role through bringing current military expertise into the ISS. While planning and execution of logistics support to all mission components, he ensures that the military operational aspects are adequately addressed in logistics plans. His role at the mission level is not limited to the military component. He pays particular attention to the functioning of the JLOC being the central coordination agency within the ISS. If approved by the Controller he assumes responsibilities of a certifying officer.

The consolidation and integration function of integrated support services is focused in a JLOC, which is staffed by military and civilian logistics personnel and coordinates the logistical needs of all mission components. Day-to-day receipt, analysis and tasking of all requests for logistics support will be handled by a Joint Logistics Operations Center (JLOC). All requests for logistics support, from all Mission elements must be channeled through the JLOC for appropriate prioritization and satisfaction. Mission resources will be assigned to Mission elements dependent only on functional needs and assessed priorities.

The “Planning Horizons” of the CISS, DCISS, and the JLOC will be complementary. The CISS will deal with longer-term strategic and budgetary issues, the DCISS will deal with medium-term operational issues and the JLOC will deal with short-term tactical issues.

To best coordinate operational and support plans, the JLOC should be collocated with the Mission Joint Operations Center (JOC). It will communicate implementing instructions regarding support matters to all mission “out-stations”, such as sector HQ's, logistics base(s), and reception centers and it will issue tasking instructions to civilian support sections, contractors and military “enabling units”.

The JLOC will also be a mission's single point of contact for the coordination of logistics issues with non-DPKO actors such as UN Agencies and NGOs.

INTEGRATED SERVICE SUPPORT SYSTEM WITHIN THE UNITED NATIONS PEACEKEEPING OPERATIONS

The integrated assets and resources of the Mission will be distributed to all mission components on an equitable basis, depending on functional needs and assessed priorities.

1. Conclusion

The UN PKOs United Nations peacekeeping operations have evolved to encompass a wide range of mandated tasks. The administrative, logistical and other specialized support arrangements for United Nations peacekeeping operations are crucial for the effective implementation of these tasks. United Nations peacekeeping operations function through a mix of UN civilian and commercial contracted services procured by the United Nations and military support capabilities, provided through 'lease' arrangements between the United Nations and contributing Member States.

The ISS is a useful tool to provide full coverage for the mission's entire civilian, military and police support requirements in an effective manner through integrated planning and execution and centralized management of resource-to-task.

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