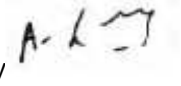




DPKO / DFS UNMEM Manual

Selection, Deployment, Rotation, Extension, Transfer and Repatriation of United Nations Military Experts on Mission in United Nations Peacekeeping Operations

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MANUAL
FOR THE SELECTION, DEPLOYMENT, ROTATION,
EXTENSION, TRANSFER AND REPATRIATION OF
THE UNITED NATIONS MILITARY EXPERTS ON MISSION (UNMEM)
IN UNITED NATIONS PEACEKEEPING OPERATIONS (UNPKOs)

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CHAPTER I

GENERAL INFORMATION

Introduction

1. This manual contains general information on various administrative aspects relating to the selection, deployment, rotation, transfer and repatriation of all United Nations Military Experts on Mission (UNMEM). These personnel may be categorized as UN Military Observers (UNMOs), UN Military Liaison Officers (MLOs) or UN Military Advisers (MILADs). For the purpose of this manual, when the term “UNMEM” is mentioned, it includes all categories, unless a direct reference to one of the categories or other title that may be designated is made.
2. The manual aims to:
 - a. Provide the respective Governments of the Member States (MS) with relevant information enabling them to select suitable officers to serve as UNMEM in UNPKOs and finalise their pre-deployment preparations.
 - b. Standardize the administrative procedures for the selection, deployment, rotation (replacement), extension and transfer of UNMEM in UNPKOs.
 - c. Ensure that the Governments and all UNMEM are fully aware of administrative, logistics and financial terms and conditions to govern the contribution of UNMEM in UNPKOs.
3. This “Manual” should not be regarded as exhaustive and shall be applied in conjunction with the mission specific guidelines for UNMEM and other policies and procedures for the conduct of UNPKOs and any other supplementary directions issued by United Nations Headquarters (UNHQ).
4. Should any substantial changes to this document have to be made and/or any additional information becomes available, this will be distributed accordingly. In case of any clarification, the MS should contact the Office of Military Affairs (OMA) in the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS).
5. **This “Manual” replaces UNMO Guidelines (1995) and subsequent draft versions.**

Relevant References

6. The following documents have been consulted while preparing this “Manual”:
 - a. Authority, Command and Control in United Nations Peacekeeping Operations, February 2008;
 - b. United Nations Military Observers Handbook (Second Draft), July 2001;
 - c. A Peacekeeping Training Manual, Department of Peacekeeping Operations, January 2001
 - d. United Nations Peacekeeping Operations – Principles and Guidelines, January 2008;
 - e. Applicability of the Arrangements of the United Nations Security Management System to Individually Deployed Military and Police Personnel in DPKO- or DPA-led Missions – Policy dated 1 May 2008;
 - f. Guidelines on Roles and Training Standards for UN Military Experts on Missions, March 2009;
 - g. ST/SGB/2000/9, dated 15 May 2000: Secretary-General’s Bulletin “Functions and Organisation of the Department of Peacekeeping Operations”;
 - h. Handbook on UN Multidimensional Peacekeeping Operations, December 2003;
 - i. Mission Start-up Field Guide, Version I, February 2008;
 - j. Model Status of Forces Agreement 1990, General Assembly A/45/594, 9 October 1990.

Correspondence

7. All correspondence within the scope of this “Manual” should be addressed to the OMA, DPKO. Other offices will not be able to initiate any action until it has been authorised by relevant officers in the OMA.
8. All UN correspondence would include a reference number (e.g. a Fax or Note Verbale number). Please refer to this number in any reply.

CHAPTER II

AUTHORITY AND MANDATE

Authority

9. UNPKOs are normally authorised by the Security Council. The overall **operational** authority for these operations, including the operational authority over all military and police personnel, is vested in the Secretary-General. The Secretary-General has delegated to the Under-Secretary-General for Peacekeeping Operations responsibility for the planning, preparation, conduct and direction of all United Nations fields operations.

10. The Secretary-General, with the approval of the Security Council, appoints the Head of Mission (HOM) who is responsible for the implementation of its mandate and has authority over all its components. The HOM, through the Under-Secretary-General for Peacekeeping Operations, is responsible to the Secretary-General for the implementation of the mandate. The DPKO/DFS policy on “Authority, Command and Control in UN Peacekeeping Operations” issued on 15 February 2008, clarifies the authority, command and control arrangements for the uniformed components of United Nations peacekeeping operations; and also provides important information regarding the relevant civilian and other managerial structures and their relationship to the uniformed components so as to enable more effective integration of the mission effort in multidimensional peacekeeping operations

Mandate

11. The mandate of each mission is defined by the relevant Security Council resolutions establishing and governing the UNPKOs.

Command and Control of Military Components in United Nations Peacekeeping Operations

General Concept of Command in United Nations Peacekeeping Operations

12. The levels of authority in United Nations peacekeeping operations are not as clear-cut as they are in military organizations. Military personnel contributed by the Member States to UNPKOs remain members of their national defence forces. However, the operational authority (including the operational control) over such forces and personnel is transferred to the UN, and vested in the Secretary-General, under the authority of Security Council. In the field, the Head of Mission (HOM) exercises operational authority over the United Nations peacekeeping operation’s activities, including military, police and civilian resources. In the case of military personnel provided by member states, these personnel are placed under the operational control of the Head of Military Component (HOMC). Once assigned under United Nations

operational control, experts on mission and contingent members report to the Head of Military Component and they should not act on national direction.

Levels of Command

13. In UNPKOs there are three distinct levels of ‘authority, command and control’:
 - a. Overall political direction, which is the purview of the Security Council;
 - b. Executive direction and control, which is provided by the Secretary-General; and
 - c. Authority in the field which resides with the Head of Mission. The Head of Military Component exercises operational control over all military personnel in the field.

United Nations Chain of Command

14. An unambiguous chain of command, from the highest political level – the Security Council – to the troops and military observers in field, is essential for coherence in the direction of the mission and the successful conduct of military activities in support of UN PKOs. The DPKO/DFS policy on “Authority, Command and Control in UN Peacekeeping Operations” defines and describes UN peacekeeping Authority, Command and Control in three separate but overlapping levels:

- a. **Strategic Level.** The management of a peacekeeping operation at United Nations Headquarters level in New York is considered to be the strategic level of authority, command and control. **The Security Council** provides the legal authority, high-level strategic direction and political guidance for all UN peacekeeping operations, and it vests the operational authority for directing these operations in the **Secretary-General** of the United Nations. **The Under-Secretary-General for Peacekeeping Operations** (USG DPKO) has been delegated responsibility from the Secretary-General for the administration of, and provision of executive direction for, all UN peacekeeping operations. The Under-Secretary-General for Peacekeeping Operations is accountable to the Secretary-General. On behalf of the Secretary-General, the Under-Secretary-General directs and controls UNPKOs; formulates policies for peacekeeping operations and operational guidelines based on Security Council mandates; prepares reports of the Secretary-General to the Security Council on each peacekeeping operation, with appropriate observations and recommendations; and advises the Secretary-General on all matters related to the planning, establishment and conduct of UN peacekeeping missions¹.

1. Secretary-General’s Bulletin “Functions and Organisation of the Department of Peacekeeping Operations”, ST/SGB/2000/9, dated 15 May 2000, p.2.

In addition to the above-mentioned responsibilities, UN System responsibilities for financial authority and for the safety and security of UN staff, which lie outside of the authority of USG DPKO but which affect UN peacekeeping operations are:

- (1) The Under-Secretary-General for Management (USG DM) has been delegated financial authority and responsibility from the Secretary-General for all financial matters relating to UN peacekeeping operations.
- (2) The Under-Secretary-General for Safety and Security (USG DSS) is directly accountable and responsible to the Secretary-General for the executive direction and control of the United Nations security management system and for the overall safety and security of United Nations civilian personnel and their recognized dependents at both headquarters locations and in the field.
- (3) The Under-Secretary-General for Field Support (USG DFS) responsible for all activities of the Department of Field Support. On behalf of the Secretary-General, the Under-Secretary-General directs all support for the peace operations by providing necessary strategic direction to guide the work programme of DFS. Under direction of the USG DFS, the Department of Field Support is responsible for delivering dedicated support to the field operations, including on personnel, finance, procurement, logistical, communications, information technology and other administrative and general management issues.

b. **Operational Level.** The field-based management of a peacekeeping operation at the Mission Headquarters is considered to be the operational level. The following senior officials hold operational level authority, command and control responsibilities at the Mission Headquarters level:

- (1) **Head of Mission (HOM).** The Head of Mission (HOM) of a multidimensional peacekeeping operation is generally a Special Representative of the Secretary-General (SRSG), though the Secretary-General may appoint a Chief Military Observer or Force Commander as HOM. The HOM reports to the Secretary-General through the USG DPKO. The HOM is the senior UN Representative and has overall authority over the activities of the United Nations in the mission area. The HOM represents the Secretary-General, leads UN political engagement and speaks on behalf of the United Nations within the mission area. The HOM leads and directs the heads of all mission components and ensures unity of effort and coherence among all UN entities in the mission area, in accordance with the UN Integrated Strategic Framework for the mission. The HOM provides political guidance for mandate implementation and sets mission-wide

operational direction including decisions on resource allocation in case of competing priorities. The HOM delegates the operational and technical aspects of mandate implementation to the heads of all components of the mission. The HOM provides direction to those components through the component heads.

(2) **Head of Military Component (HOMC).** The Head of Military Component (HOMC) reports to the HOM. The HOMC exercises operational control over all military personnel, including Experts on Mission, in the mission. The HOMC establishes the military operational chain of command in the field. The HOMC may establish subordinate Sector Commands, as appropriate. In doing so, the HOMC places military units under the Tactical Control of military commanders in the operational chain of command. In multidimensional peacekeeping operations the HOMC is generally designated as the Force Commander. If the military component comprises Military Observers only, a Chief Military Observer (CMO) or Chief of Staff (COS) will be appointed as the HOMC - the CMO then reports directly to the HOM and exercises Operational Control over all Military Observers. The operational chain of command for such situations is: the CMO, Sector Commanders/Senior Military Observers, Military Observer Team Leaders and Military Observers. In some missions, the HOMC, CMO or COS may act as the Head of Mission. The roles and responsibilities of the HOMC (Force Commander, Chief Military Observer and Military Chief of Staff) are more comprehensively covered under directives for these individual positions, issued by DPKO.

c. **Tactical Level.** The management of military operations below the level of Mission Headquarters as well as the supervision of individual personnel is considered to be at the tactical level and is exercised at various levels by subordinate military commanders at command levels established within the military command frameworks (for example Brigade, Regional, Sector Commanders). Tactical level commanders report directly to their respective operational commanders. This level of command and control generally involves the physical conduct of tasks in order to implement or safeguard the mission's mandate. Where a Division Headquarters is established in the operational chain of command, this headquarters shall be considered to be at the operational level of command and control, reporting to the HOMC at Mission Headquarters.

United Nations Operational Control

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

Security Arrangements for UNMEM

16. UNMEM normally operate from either well established military bases guarded by contingent personnel, or (in the case of UNMOs), from isolated team sites with little or no protection. UNMOs are traditionally deployed to Missions without a personal weapon, and operate unarmed. Protection, when required, will be provided by contingent troops. Exceptions to this practice are explained in paragraph 38.

17. The UN has developed a governance system for security management throughout the UN system, referred to as the United Nations Security Management System (UNSMS). The Designated Official (DO) is accountable to the UN Secretary General, through the Under-Secretary General of the Department of Safety and Security (DSS) for the security of personnel employed by the UN system and, if applicable, their authorized dependents.

18. The Head of Mission is accountable for the security of all uniformed personnel deployed to a UN peacekeeping operation. Because they are often deployed in remote locations such personnel are not generally covered by force protection arrangements provided for military and police contingents. As a result, it is the responsibility of the Head of Mission to ensure that individually deployed military and police personnel are not unduly exposed to risk and that their deployment in the field - especially in remote and isolated locations - is supported by the necessary mitigation instruments. Recognizing that unarmed military and police personnel are being asked to function in high-risk environments, this policy allows the Heads of Mission to place these personnel under some or all provisions of UNSMS, on the basis of a documented threat or risk assessment.

19. The application of the UNSMS arrangements to individually deployed military personnel does not preempt the operational control of heads of the United Nations military component over their personnel deployed in the mission. The mission leadership has the authority to task the individual military officers, also in the case the arrangements of the UNSMS are not in place.

CHAPTER III

COMPOSITION OF PEACEKEEPING OPERATIONS

Mission Structure

20. The UNPKOs are subsidiary organs of the UN, established pursuant to a Security Council resolution, or exceptionally one from the General Assembly. A UNPKO, besides its military component, generally comprises political, legal, civilian police, electoral, administrative, humanitarian, human rights, gender, public information and medical support components. The HOM is responsible to ensure necessary co-ordination and to maintain an integrated approach towards accomplishing the Mission's mandate.

Military/UNMEM Component

21. The Military Component of UNPKOs consists of national military contingents and/or UNMEM provided by the Member States of the UN upon the request of the Secretary-General. The HOM exercises operational control over the military component, including the UNMEM. In case a peacekeeping mission comprises an UNMO component only, the CMO, as head of the UNMO Component, exercises operational control over all UNMOs and advises the HOM directly on all military matters. Appropriate structure will be in place for other military experts on mission, such as MilAds and MLOs.

Administrative Component

22. The Director of Mission Support (DMS) / Chief of Mission Support (CMS) is the head of the Administrative Component of the Mission. The Under-Secretary-General for Peacekeeping Operations, in prior consultation with the Under-Secretary-General for Management, designates the DMS/CMS. The DMS/CMS is the principal adviser to the HOM on UN rules, regulations, policy instruments and procedures, and assists the HOM in ensuring that the Mission is managed within the framework established by the legislative bodies of the UN. The DMS/CMSs advice to the HOM extends to all matters related to finance, budget, personnel and all aspects of administration and management of the Mission, including logistics.

23. The DMS/CMS, under the overall authority of the HOM, is responsible for all administrative functions, logistics and all general and technical services relating to the Mission's activities, including the Integrated Support Structure, and for providing the administrative support necessary to carry out the substantive work of the Mission's UNMO Component. The DMS/CMS is also responsible for the administrative and financial certification, policy and procedural guidance and the proper implementation of the rules and regulations, and supplementary directives issued by the UNHQ in the areas of finance, personnel, logistics and general services.

Integrated Support Services (ISS)

24. An integrated UN civilian and military system will perform logistics and other services and support functions in UNPKOs. All military personnel, who are placed in this integrated system, by the UNHQ or by the Mission's Military Component Headquarters will perform their day-to-day activities and routine functions under the technical supervision of the designated UN civilian or military staff. Tasking of military personnel within the ISS is undertaken by the respective service/section/unit chief within ISS hierarchy, whether civilian or military. The Military Component Headquarters will coordinate all such functions and duties with the DMS/CMS. However, these military personnel will remain, at all times, under the "operational control" of the normal chain of command of the Military Component.

CHAPTER IV

SELECTION STANDARDS

General

25. Selection standards have been established to ensure that UNMEM of the highest quality are selected for service with the UN. These selection standards represent minimum requirements and failure to meet one or more of these standards could result in the rejection of nomination and/or repatriation of the UNMEM at the expense of the providing MS.

Selection Criteria/Requirements

26. **Nationality.** The UNMEM must be a citizen of the MS he/she is representing. Non-citizens cannot represent a country as an UNMEM. An UNMEM must hold a valid passport issued by his/her country.

27. **Professional Status.** The UNMEM must be a serving member of the MS defence forces. This excludes retired military/defence officers. A military officer nominated as an UNMEM should be currently working on a full-time military duty with a minimum of five years of regular military service as an officer.

28. **Rank.** The UN normally asks the MS to nominate their officers in the rank of Captain and /or Major to serve as an UNMEM. However, depending upon the nature of the task, at times, senior officers such as Lieutenant Colonels and Colonels may also be assigned as UNMEM. The CMO is generally a Brigadier or Major General. UNMEMs nominated by the MS must be of the rank requested by the UN. If an officer arrives in the mission area with a higher rank than requested, or is promoted during his tour of duty, the UN will not be obliged to take the higher rank into consideration in determining the officer's assignments.

29. **Age.** MS must not nominate and deploy UNMEM who are less than 25 years of age. As a rule an UNMEM must not be over 55 years old. This rule is not applicable to the senior UNMO appointments (ranks equivalent to colonel and above).

30. **Gender.** The UN is committed to improving the level of representation of women in peacekeeping in accordance with the provisions of Security Council Resolution 1325 on women, peace and security. The deployment of women UNMEM is necessary to ensure effective outreach to women in the host population and thereby enhance the operational effectiveness of peacekeeping missions.

31. **Mental and Physical Health.** UNMEM should be in excellent physical condition and must meet the established UN medical criteria outlined in the Medical Support

Manual for United Nations Field Operations. They may have to live and work in conditions of hardship and physical danger.

32. **Professional Competencies and Experience.** The officers must have the essential competencies and expertise which will enhance their performance on the ground and reduce the requirement of additional training in the mission area. DPKO has issued separate “Guidelines on Roles and Training Standards for Military Experts on Mission”. Essential competencies for UNMEM are:

- a. Previous field/troop unit experience in his/her national armed forces;
- b. Knowledge of infantry organisations (force structure, equipment, and capabilities) and operations at company and battalion level;
- c. Experience or training in light and medium weapons, support equipment, and common weapon, vehicle, aircraft, helicopter and ship identification;
- d. Proficiency in map reading, land navigation (both ground and vehicle) and use of global positioning systems (GPS);
- e. Use of tactical and basic commercial communications equipment and approved UN radio procedure;
- f. Knowledge of basic skills in dismounted and vehicle patrolling;
- g. Knowledge of basic negotiation, mediation and conflict resolution skills and basic interviewing techniques;
- h. Knowledge of basic first aid and stress management techniques;
- i. Ability to speak read and write the working language of the UNPKO and other languages, if specifically described. Officers are required to write or type their own reports and to communicate on voice radio sets;
- j. Be experienced light vehicle drivers, capable of supervising the daily maintenance of light military or commercial pattern vehicles and trained in employing self-recovery techniques. UNMEM should have at least two years recent experience in driving 4x4 type vehicles and be in possession of a national, military or international driving license that is valid for at least one month beyond the end of the anticipated tour of duty. Many of the duties will involve driving four-wheel drive vehicles over rough terrain.

All UNMEM will be tested in the following skills upon deployment to the mission area and therefore should:

- 1) Have working level English language skills (French skills are desirable in Francophone missions);
- 2) Be able to drive 4x4 vehicles;
- 3) Be able to communicate on radio both high frequency (HF) and very high frequency (VHF);
- 4) Be able to use maps and GPS;
- 5) Be able to use a personal computer (PC);
- 6) Complete the UN Basic and Advanced Safety in the field training (on-line trainings);
- 7) Complete the Code of Conduct, Integrity, and Prevention of Sexual Exploitation and Abuse (SEA) (on-line trainings),

NOTE: Failure in any of the above skills may lead to repatriation at national expense. Deployment of replacement will also be at national expense.

- k. Additional Qualifications. The following qualifications are desirable and are mentioned in mission specific guidelines or in the request initiated by DPKO/OMA.

- 1) Combat experience or combat troop-training experience, in order to properly evaluate or analyse situations that may confront UNMEMs in the course of carrying out their duties;
- 2) Staff training and experience.

- l. Specific Qualifications for Armed UNMEM. If the USG DPKO has authorized the deployment of armed UNMEM under the provisions established in Para 38, the qualifications for that Mission will include firearms proficiency tests.

- 1) Pre-deployment Training
 - a. UNMEM to be deployed armed should pass firearm proficiency tests as per national standards.
- 2) In-Mission Training
 - a. Firearms proficiency standards and type of tests will be set out in the HOM Annual Military Training Directive.
 - b. UNMEM will be tested at the beginning of TOD. Failing to comply with Mission standards may lead to repatriation at national expense. (See NOTE above)

- c. Firearms training for UNMEM will be coordinated by the Integrated Mission Training Center.
- d. Firearms training will specifically take into account that UNMEM operate in coordination with armed UN troops. Training in these coordinated activities will ensure that armed UNMEM are able to work effectively alongside armed forces.

33. Roles and Skills.

The required skill set for an UNMEM is determined by the role, the mandate and tasking. The following relations between roles and skills exist:

- a. **Monitoring and Observation:** Proficiency in static procedures, mobile procedures, foot patrols, aerial patrols, long range patrols, town security and curfew patrols, inspection procedures, radio communication, use of GPS, use of binoculars and night vision devices (NVD), ambush and kidnapping avoidance strategies, and anti-sniper drills.
- b. **Negotiation and Mediation:** Proficiency on basic negotiation skills, identification of dispute, prevention of escalation, dispute resolution, gender awareness and the use of language assistants.
- c. **Liaison:** Having good communication skills, a high level of proficiency in the official language of the mission, liaison techniques, interviewing techniques, and be skilled in the use of interpreters. Familiarity with the role of different partners external to the mission and relevant for the achievement of the mission's mandate. Additionally, in liaising with opposing armed groups and military forces, UN Military Experts on Mission should be familiar with issues such as human rights, obligations and international criminal justice implications. Proficiency in scheduling (meetings, events, travels), and should have good knowledge of the roles of the agencies, local groups and government in UN peacekeeping missions.
- d. **Reporting:** Be proficient in the use of computers and communications systems, able to write and speak at a high level in the working language of the mission (as specified in the UN job description), have previous report writing experience, and be familiar with the UN Standard Operating Procedures (SOPs) on reporting. Be proficient in briefings (including lectures, Power Point and informal briefings). UN Military Experts on Mission must be skilled in applicable UN Guidelines for staff duties.

More details on roles and skills of UNMEM are provided in the UN Guidelines on Roles and Training Standards for UN Military Experts on Mission.

CHAPTER V

PERSONAL CONDUCT AND PERFORMANCE

Privileges and Immunities

34. Article VI of the Convention on the Privileges and Immunities of the United Nations (1946) determines the status of an UNMEM. They enjoy the privileges, immunities and facilities specified in that article and those of the Status of the Mission (or Forces) Agreement wherever they perform missions for the UN. The text of Article VI is reproduced in Annex “A”. These privileges and immunities are granted in the interest of the UN and not for the personal benefit of individuals. The Secretary-General has the right and duty to waive the immunity in any case where, in his opinion, the immunity would impede the course of justice. Such a waiver shall be without prejudice to the interest of the UN. The provisions of mission-specific Status of Forces Agreement are applicable.

Conduct and Performance

35. Conduct and Performance². Military officers serving as UNMEM must display exemplary personal and professional integrity. This implies an international outlook and independence from direction from governments and organizations external to the UN. The UNMEM must act with impartiality, maturity, high ethical standards, honesty and trustworthiness. All UNMEM assigned to UNPKOs shall comply with all rules, regulations, instructions, procedures and directives issued by the Secretary-General and the HOM. They are required to sign the undertaking attached as Annex “B”. UNMEM are under the authority and direction of the FC/CMO and are answerable to him/her for the conduct and performance of their duties. In particular, all military personnel shall:

- a. Conduct themselves at all times (both on and off duty) in a manner befitting their status as a member of the Mission and carry out their duties and regulate their conduct solely with the interest of the UN in mind;
- b. Refrain from any action incompatible with the international nature of their duties;
- c. Respect the laws, regulations and customs of the host country, as well as international human rights standards and international humanitarian law and receive adequate training in these areas. In this connection, it is imperative that they demonstrate respect for all members of the local population;

2. Further guidance in regard to the conduct of the UN civilian and military personnel serving in the field is contained in the DPKO Human Resources Handbook. The Code of Conduct in respect of the UN staff members was approved by the General Assembly by its resolution 52/252 of 8 September 1998.

- d. Exercise utmost discretion in respect to all matters of official business; do not communicate to any person any information known to them by reason of their official position; and not at anytime use such information to their private advantage. This obligation shall not cease at the completion of the tour of duty by the UNMEM;
- e. Not seek or accept instructions in regard to the performance of their duties from their respective governments or from any other authority external to the UN;
- f. Not participate in exercises conducted by the armed forces of the host country or conducted by regional organisations on the territory of the host country.

36. **Guidance for Personal Conduct.** As general guidelines for personal conduct of peacekeepers, the following are attached as Annexes “C”, “D” and “E”, “We are United Nations Peacekeepers”, “Ten Rules – Code of Personal Conduct for Blue Helmets” the prohibitions set out by the Secretary-General’s Bulletin “Special measures for protection from sexual exploitation and sexual abuse” (ST/SGB/2003/13), mission code of conduct, and “Guidance to Commanders of United Nations Peacekeeping Operations: Standards of Code of Conduct and Performance Criteria”. Failure to meet these conduct and performance standards may lead to an early repatriation.

37. **Performance Evaluation.** The Missions will ensure that performance evaluation reports are prepared on all UNMEM at the end of their tour of duty. Such reports on UNMEM, down to and including the rank of Lieutenant Colonel, as well as reports on any officer whose performance of duties is assessed as “unsatisfactory”, will be forwarded to UNHQ for further submission to the national authorities concerned. The senior military officer of each MS, in each mission, will send the reports of other UNMEMs directly to his national authorities. Each officer must sign a copy of his/her evaluation report. The template on “Evaluation Reports in United Nations Peacekeeping Operations”, issued by the United Nations Headquarters, is attached as Annex “T”

38. UNMEM are traditionally deployed UNARMED, and are prohibited from bringing service or privately owned weapons and ammunition into the Mission area. Exceptions to this practice, if any, will be authorized by the USG DPKO in accordance with procedures and criteria established by the Secretariat for that purpose. Should there be a decision for arm the UNMEM for a particular PKO, the responsibility for their training rests with the TCC (See Para 32). Similarly, UNMEM are prohibited from purchasing/owning weapons or ammunition in the mission area or exporting such weapons or ammunition from the mission area. The UN will not issue certificates dealing with the export of private weapons. In this context the term "private weapon" includes not only firearms, but any other form of lethal weapon.

CHAPTER VI

DEPLOYMENT, ROTATION, EXTENSION, TRANSFER AND REPATRIATION

General Policy

39. Tour of Duty. The tour of duty for a UN Military Expert on Mission in UNPKOs is one year (a period of twelve continuous months) or up to the end of the Mission's mandate, whichever is earlier. Repatriation on completion of this tour of duty will be at UN expense. Any rotation undertaken during an authorized twelve-month mandate period will be at the contributing country's expense. However, assignments may be extended, subject to the recommendation by the HOM and the approval of DPKO/Office of the Military Adviser and the governments concerned. Any exception to this rule will be mentioned in the UN request to the MS.

40. Rank and Qualification of UNMEM. Each UN request for initial deployment, rotation (replacement), extension and/or transfer of an UNMEM will specify the rank and qualifications for each position for which the request is made. This is done to meet the requirements of the Mission. Within the UNMEM Component of a Mission, there are limited numbers of senior appointments/positions. These positions are normally distributed proportionately, on a progressive basis, between all contributing countries and are rotated on a one to two-year basis. It is, therefore, essential that a nominee must hold the desired rank and qualifications as requested by UNHQ. Any change with regard to the rank and specified qualifications of UNMEM will require prior agreement of UNHQ.

Initial Deployment

41. UN Request for Initial Deployment. During the planning phase of new peacekeeping mission, the OMA will informally contact the Permanent Mission (PM) of the designated countries to seek their contribution to the proposed UNPKO. After informal agreement is reached, the OMA will forward a Note Verbale – an example attached at Annex “F” – to concerning countries to provide UNMEM. The request will include the following information:

- a. The number of UNMEM requested including the minimum numbers of female military observers required;
- b. The required rank(s) and qualifications of the UNMEM;
- c. The length of tour of duty;

- d. The tentative date by which they should deploy to the Mission area;
- e. Additional requirements (language(s), specific specialities, etc. – as specified in the Job Description)

42. Permanent Mission's Response. Experience shows that, invariably, there is very little time between the date of the original UN request and the desired date of deployment of the UNMEM, especially in the case of a new UNPKO. Generally, an effort is made to provide informal information to the MS to facilitate the deployment of their UNMEM at short notice. The PM should send their replies as quickly as possible. A sample reply is attached as Annex "G". The following documents should be sent three weeks prior to travel date to allow sufficient time for processing of travel arrangements.

- a. Personal History Form for Military Personnel, which is attached as Annex "J";
- b. UN entry medical examination form (MS-2) certifying the individual's fitness for UN service. Please note that contrary to the statement on page 3 of the MS-2 form, a full size chest X-ray is not required. Instead, the radiologist's report accompanying the MS-2 form will suffice. MS-2 form is attached as Annex "I".

Rotation (Replacement)

43. Action by UNHQ. At least three months prior to the completion of the tour of duty of an UNMEM (normally on completion of a one year), the OMA will send a fax to the concerned PM asking for his/her replacement or providing information about his/her departure. If replacement is required, replacement request will outline who is to be replaced and the date when the new UNMEM should arrive in the Mission area. An example of the request is attached as Annex "K".

44. Permanent Mission's Response. The PM should respond to this request as explained in paragraph 42 above. In addition, reference to the name of the UNMEM being replaced must be made. An example of the reply by the PM is attached as Annex "L".

Extension

45. General Policy. The normal tour of duty for UNMEM in UNPKO is one year. Extension of the UNMEM's normal tour of duty in UNPKOs is granted as an exception, and not as routine, when considered essential due to operational reasons. The HOMC or CMO, in respective peacekeeping missions, will initiate all such requests, at least **four months** prior to completion of the tour of duty, for consideration by the DPKO. An UNMEM's tour of duty may be extended up to a maximum period of twelve months beyond his/her original tour of duty. In certain cases, a government may request for an extension of an UNMEM's tour of duty.

46. Extension Requested by a Peacekeeping Mission

- a. Action by UNHQ. Upon receipt of a request for an UNMEM's extension from Mission, the OMA will send a fax to the concerned PM, with necessary details, requesting their government's concurrence for such extension. An example of such a request is attached as Annex "M". Upon receiving the government's concurrence, the OMA will take the necessary follow up actions.
- b. Permanent Mission's Response. If the concerned government approves the extension, the PM is requested to forward their government's decision, preferably within fifteen days of the receipt of request, giving details of the length of extension granted, through a letter or fax. This information is essential especially if it differs from the length of extension time originally requested by UNHQ. Examples of these replies are attached as Annexes "N" and "O."

47. Extension Requested by Permanent Missions

- a. Action by Permanent Mission. In this case, the PM will initiate a request addressed to the Military Adviser, DPKO, indicating the UNMEM's name and Mission along with the reasons and proposed duration for extension, at least three months prior to completion of the tour of duty.
- b. Action/Response by UNHQ. Upon receipt of a request for an UNMEM's extension from a PM, the OMA will inform the head of the Military Component in the concerned peacekeeping mission about the request made by the UNMEM's government and seek the concurrence of the Mission HQ. On acceptance by the Mission, the final decision for such extension will be forwarded to the concerned PM. If such a request is not considered appropriate by UNHQ or is not agreed upon by the Mission, the PM will be requested to arrange a replacement. If a government indicates its inability to provide the replacement, the OMA, will approach another MS to provide the replacement UNMEM.

Transfer

48. General Policy. Normally, UNMEM are not transferred from one peacekeeping mission to another. In certain cases, due to operational necessities and mission exigencies, UNMEM may be transferred from one Mission area to another, either at the request of the UN or following a request by their government. In both cases it will be done after consultation between DPKO, the peacekeeping mission (where the UNMEM is assigned) and the PM of the concerned country.

49. Actions for Transfer Requests Initiated by UNHQ. When the UN needs to transfer UNMEM from one mission to another, a fax will be sent to the PM(s), requesting its/their Government's authorization for the proposed transfer, giving necessary details for the new assignment including information regarding the position and the duration of duty in the new mission. Normally, the UN will request a certain number of UNMEM for transfer. Depending upon the operational requirements, the UN may nominate specific UNMEM. The PM(s) is/are required to reply in a simple fax indicating their government's decision. If the UN has not requested the names of the UNMEM(s), the names of the UNMEM(s) that are allowed to be transferred by their government must be mentioned. Obtaining the concurrence of these UNMEM(s) will remain a national responsibility. If the UN nominates a particular UNMEM for transfer, then the OMA will obtain the individual UNMEM's willingness and availability from the UNPKO (where the UNMEM is assigned) before initiating a request to his/her government.

50. Actions for Transfer Requests Initiated by Permanent Missions. On rare occasions, a MS may initiate a request to move an UNMEM from one mission to another. In this case, the PM will forward a fax, addressed to the Military Adviser, DPKO, giving the details of the request and a brief explanation of the reasons for the transfer. OMA will consult with the Mission HQ, to ensure that the transfer does not affect the operational capability of the Mission. On receipt of the reply from the Mission, OMA will inform the PM. The administration of transfer will be co-ordinated within the UN system.

Repatriation

51. Early Repatriation. If an UNMEM is repatriated upon national request or for either failure to meet the necessary requirements or for disciplinary reasons, all costs associated with his travel home and arrival of his replacement to complete the tour of duty will be at the expense of the UNMEM's government.

52. Compassionate Repatriation. The mission FC/CMO may approve the early repatriation of an UNMEM before completion of his/her tour of duty for compassionate reasons in the following circumstances:

- a. On the request of the UNMEM due to death of his/her close family member, having a relation of the first degree (parent, spouse or child) or due to death of other close relative who was the only surviving relative of the individual. to attend the funeral of a close family member having a relation of the first degree (parent, spouse or child);
- b. In the case of critical or dangerous illness or injury to one of the above-mentioned family member/relative.

When the FC/CMO approves early repatriation on compassionate grounds, the UN will pay the one-way travel expenses to the home country against the entitlement to final repatriation travel.

53. Medical Repatriation. When an UNMEM is repatriated for medical reasons, the UN will cover all travel costs, both for him/her and his/her replacement. Before a

decision is made, the UN Medical Service will determine whether the condition was pre-existing, in which case the expense will be under the responsibility of the MS.

54. Death of an UNMEM. In the event of the death of an UNMEM while serving in a UN Mission, all costs associated with the return of the remains to the home country and travel of a replacement UNMEM to the Mission area will be borne by the UN.

CHAPTER VII

ADMINISTRATION AND LOGISTICS

General

55. Financial Liabilities. UNMEM shall follow specific instructions regarding the safeguard of UN property and the operation and maintenance of UN vehicles. All losses of or damage to UN property must be immediately reported to the appropriate officials through the established channels. UNMEM may be required to reimburse the UN either partially or in full for any financial loss suffered by the UN as a result of their negligence, or wilful act, or from their having violated any regulation, rule or administrative instruction. This may be done by withholding the Mission Subsistence Allowance (MSA). Similarly, such liability and requirements to reimburse the Organization may arise if such loss or damage occurred outside the performance of services within the UN.

56. Dependants. UNPKOs, in general, are not family missions. UNMEM, due to the nature of their work, are not, therefore, allowed to be accompanied by dependants during their tour of duty, unless otherwise permitted. Any exemption to this rule will be notified in the mission-specific guidelines or the UN request for UNMEM.

Pre-deployment Preparation

57. Travel Documents. UNMEM are responsible for securing their own travel documents. The respective PM will co-ordinate their travel arrangements with DPKO/DFS.

58. Passport. MS must issue a diplomatic or official passport to their UNMEM. The title in the passport should be shown as “United Nations Military Expert on Mission” and there should be an entry stating “For the Service of the United Nations Mission in ---- [*Mission’s complete name*]”. The passport must be valid for at least two years.

59. Visas. MS must ensure that their UNMEM obtain valid visa(s) for entry into the Mission area prior to arrival at their duty location. It is also essential to obtain any transit visas, which may be required for passage through countries en route to the Mission. DPKO or the field mission might support MS in getting the visas, in specific cases.

60. Driving Licences (UN Driver permits). In order to obtain a UN drivers permit all UNMEM (as with all other Mission staff) must be in possession of a valid national civilian or military driving license, covering all vehicle categories up to and including minibuses and 4x4 jeeps/light vehicles with manual gearboxes. In addition, they must respond in writing to certain medical questions. Any failure to then pass the UN drivers test in the mission will be promptly reported to the DMS/CMS/COS by the Chief Transport Officer (CTO). The UNMEM will be given two more attempts to pass the test. If such attempts still result in failure, then repatriation may be the only remaining option.

61. Medical Examination/Fitness. UNMEM selected for service in a peacekeeping mission must be medically examined to determine their fitness for duty in accordance with UN medical standards, which are attached as Annex “P”. UNMEM are to ensure that, prior to their departure for the Mission area, the concerned authorities of their country forward (through their government’s PM to the UN in New York) a copy of their medical history and the result of their latest medical examination (UN Form MS 2), laboratory tests, Electrocardiogram (ECG) tracing, and a radiologist’s report of chest X-ray. These documents should be sent to the Medical Director, Medical Service, United Nations, New York, NY 10017, USA. These will be used by the Medical Director for verification of physical fitness and as a record of the UNMEM’s physical condition upon assignment.

62. Immunizations. Full details of the immunization requirements for each peacekeeping Mission are in Annex “Q” to this manual.

63. Medical Documents. UNMEM must possess an international certificate of vaccination, showing all vaccinations and immunizations received. They must also obtain an authoritative record of blood type and RH factor. The UNMEM must carry these documents at all times.

64. All UNMEM should bring at least one copy of their personal health documents to the Mission, in order to provide proper information to the Mission’s health service personnel.

65. Training: Prior to deployment to the mission area, Member States are to ensure that their personnel are given pre-deployment training on the social and cultural context of the peacekeeping host country, including training on gender equality principles, human rights, and conduct standards adhered to by the UN.

Travel Arrangements

66. Travel Arrangements by UNHQ. The UN will pay all the travel expenses of UNMEM travelling to UNPKOs upon assignment, and returning to their home country upon completion of their tour of duty. In special cases, when the MS decides to deploy the UNMEM for a tour of duty shorter than 12 months, the travel expenses may be either totally or partially paid by the MS, upon arrangements with DPKO and DFS. Air transportation will be by economy/tourist class, by the most direct and economical commercial route between the officer’s home duty station or home country (residence or place where his military authorities are located) and the major airport nearest the Mission area. A nominated travel agency, on instructions from UNHQ, will, normally, arrange the travel to the major airport nearest to Mission area. Once these arrangements have been completed, Field Personnel Division (FPD), DFS, will send the details (including the travel authorization) to the respective PM. At the same time, they will inform the Mission HQ of the details of the UNMEM travel itinerary, in order to ensure that the Mission

makes the necessary reception arrangements for baggage allowance on initial deployment (see Para 90)

67. Group Travel. Where a large number of UNMEM are travelling together, the UN may consider the use of a chartered aircraft for their movement. Generally, such arrangements are made for a group of twenty or more personnel when rotating the UNMEM. It depends on whether chartering is more economical than the use of commercial aircraft. For each particular case, FPD/DFS will resolve the mode of travel and through OMA will advise the PM accordingly. UNMEM are limited to a total of 100 kg of personal effects for each individual, while travelling in a group on a chartered aircraft.

68. Travel Arranged by the UNMEM's Government. When the UNMEM's government, at the request of the UN, arranges travel, the UN will reimburse the government upon receipt of invoices up to the amount of the entitlement established by the UN (normally economy class or its equivalent). The government must advise FPD, DFS, DPKO, United Nations, New York, NY 10017, USA. (Fax: 1-212-963-0664) of the traveller's flight details so that the Mission can make arrangements to receive the UNMEM.

69. Travel Information. UNMEM are normally met on arrival at the airport. An officer whose travel has not been arranged directly by the UN is under the obligation to ensure that FPD/DFS is informed, as soon as possible, of airline and flight details, and of any subsequent changes. This information will be communicated to the Mission HQ. Details of any delays encountered en-route, which may affect the date of arrival, must be faxed to the DPKO Situation Centre (Fax: 1-212-963-9053), which will inform FPD/DFS and the Mission about such changes.

70. Travel Claims. UNMEM must arrange their travel as soon as possible, on receipt of travel instructions from UNHQ. Copies of all relevant travel documents (tickets, boarding passes and receipts) must be retained, as these will be required to support a travel claim.

Mission Identification Cards

71. Mission Identification Card. Upon arrival, all military personnel will be issued a UN identification card for the Mission.

72. Photographs. To facilitate the issue of identity cards, and for internal record purposes, UNMEM must bring with them at least six recent passport-size photographs (approximately 3 cm x 3 cm) of themselves in uniform. The cost of these photographs is reimbursable by the UN upon presentation of a receipt.

Clothing and Equipment

73. General Information. UNMEM are to wear their national uniforms while on duty. The UN will provide a blue beret, blue helmet cover, blue peaked cap, cap badge, two neck scarves, two brassards, and six shoulder patches. UN badges are to be sewn on the right upper sleeve of the uniform shirt or jacket and a national identification symbol; normally a small national flag is to be worn in accordance with the national regulations. A general guide to the clothing and equipment, which UNMEM must bring, is contained in Annex “R” to this manual. Appropriately designed clothing should be made available to female UNMEM.

74. Selection of Uniforms. Information regarding the requirement for uniforms, depending up on climatic and terrain conditions in the Mission will be included in Mission Guidelines to the MS. Combat or fatigue uniforms are most suitable for conducting investigations or performing other duties in the field.

75. Civilian Clothing. UNMEM may wear civilian clothes while off duty.

76. Field Equipment. UNMEM must bring their own army issue of equipment, such as field glasses, sleeping bags/rolls, compass and first aid kits, as these will not be available locally.

77. Clothing and Equipment Allowance. The entitlement for clothing and equipment will be paid each full year of service. The allowance is paid in two instalments, the first half upon arrival in the Mission area and the second half at the end of six months, when there is a reasonable expectation that the UNMEM will complete a full year’s tour of duty.

78. Weapons. UNMEM normally perform their duties unarmed (see Para 16 and 38).

Living Conditions in the Mission area

79. Living Accommodation. UNMEM will be briefed on accommodation arrangements upon arrival at the Mission. Upon arrival, they are likely to stay at a local hotel for two to three nights while undergoing briefings on their duties in the field. Thereafter, the UNMEM may be required to make his/her own arrangements for accommodation. In some cases, the UNMEM could be housed in field accommodations (e.g. tents).

80. While on duty, the UNMEM will be expected to cook and keep house for themselves. They may sometimes be subjected to hardship conditions while on duty, particularly during periods of tension. When either the UN or a sponsor military unit provides accommodation, the UNMEM’s mission subsistence allowance will be reduced accordingly.

81. Food. Outside the main centres of population, there may be difficulties finding basic foodstuffs. In such cases, the Mission will arrange to deliver food by truck or air. When either the UN or a sponsor military unit provides food, the UNMEM's subsistence allowance will be reduced accordingly.

Medical and Dental Arrangements

82. Medical treatment and hospitalization are provided, at UN expense, to UNMEM while on duty in the Mission area. Dental expenses are not reimbursable, except when they result from service-incurred illness or injury. As the peacekeeping Mission develops, Level 1 and Level 2 medical facilities will deploy as part of the Mission intended for use by all personnel. When an UNMEM is hospitalized in the Mission area, his MSA will be reduced accordingly.

83. The concept of medical evacuation calls for immediate stabilization of casualties at site / at the Level 1 Medical Unit and rapid evacuation by ambulance or by air to the Level 2 or Level 3 Facility (Hospital). If specialized or definitive treatment is needed and is not available in the Mission, the casualty will be evacuated to a treatment facility outside the Mission, preferably to the individual's country of origin. The evacuation will normally be by air, either commercial or by a fixed-wing ambulance aircraft, configured to support a patient and staffed by medical personnel. Medical personnel with the necessary equipment and supplies to provide full in-flight support to the patient will perform this medical evacuation.

84. Medical repatriation is a medical evacuation to the patient's home country. This procedure will apply to all personnel (sick and injured), unlikely to be fit for duty within 30 days, or those requiring treatment not available in the Mission area. The FC/CMO on the advice of the Force/Senior Medical Officer may recommend in writing the repatriation of individuals on medical grounds at UN expense. Before a decision is made, the UN Medical Service will determine whether the condition was pre-existing, in which case the expense will be the responsibility of the MS.

Travel and Mission Subsistence Allowances

85. Travel Expenses/Travel Claims. Upon arrival at his/her duty place in the Mission area, an UNMEM should submit a travel claim for reimbursement (UN Form F10, obtainable in the Mission) to the DMS/CMS or his/her designated representative for administrative processing. All supporting documentation, including the receipts for payments made during the journey, should be attached to the claim.

86. Mission Subsistence Allowance. The MSA is designed to cover the cost of boarding and lodging, local transportation and other incidental expenses and constitutes the total UN contribution towards such costs. The rates of subsistence allowance for different Missions, which are subject to change, are mentioned in the Mission Specific

Guidelines to the MS. Where food and/or accommodation are provided by the UN, Government or any related institution, the mission subsistence allowance will be reduced accordingly.

87. Withholding of MSA. The HOM or his/her designate may withhold a portion of an UNMEM's MSA to cover financial loss or damage caused to UN property through negligence or wilful act.

88. Currency Regulations. MSA is normally paid in United States dollars. It is the UNMEM's responsibility to learn and to abide by the currency regulations of his/her home country, and of the countries in the Mission area, especially as regards foreign currency exchanges on the local market. Violations of these regulations may result in disciplinary action and will be reported to the UNMEM's government.

Shipment and Insurance of Personal Baggage

89. Baggage Allowance. The baggage allowance for UNMEM will vary depending on the nature of the mission and the duration of the individual's tour of duty. The baggage allowance applicable to each mission may be found in the Notes for the Guidance of UNMEM for the respective Mission. As a general guide, the baggage allowance for UNMEM assigned to special missions is usually 100 kgs. both on deployment and repatriation. Effective March 2009, transportation of 100 kg on deployment will be effected through DHL. UNMEM are requested to coordinate this transportation through their national coordinators and the local DHL office prior to commencement of their travel. All DHL invoices are reviewed and settled centrally in New York by UNHQs. Consequently, there will be no more entitlement of accompanied excess baggage on deployment. The transportation of 100 kgs. on repatriation will be done by the respective field office by the most economical means, normally by airfreight

90. For UNMEM assigned to an established Mission for one year or longer, the normal entitlement is 1,000 kgs. unaccompanied shipment by surface or 500 kgs. by air on both on deployment and repatriation. The baggage allowance in respect of a tour of duty for less than six months is 20 kgs. by air on deployment and repatriation.

91. Where charter flights are arranged, personal effects should be carried as accompanied baggage. In this case, the UNMEM are authorized to carry their normal baggage entitlement, plus an additional 20 kgs. representing the free baggage allowance normally provided by commercial airlines. If the personal effects of UNMEM cannot be carried on chartered flights due to shortage of cargo space, their effects should be consolidated into a single consignment and shipped to the same destination as the charter flight. This also applies to group travel by scheduled commercial airlines. Shipments are made on a door-to-door basis and should normally be arranged by the mission, unless an agreement has been made with the national authorities for other arrangements.

Personal Mail

92. Personal Mail. Personal mail to UNMEM can be sent directly in care of their Mission HQ or through the Mission Headquarters PO Box in New York. DPKO will provide these addresses to the MS.

93. UNHQ will accept only letters and small packages for dispatch to the UNMEM in the missions. Large packages and other bulky items will be returned to the sender.

Annual Leave and Compensatory Time Off (CTO) for UNMEM

94. Annual leave. UNMEM accrue annual leave at the rate of two and a half (2 ½) days per month. Annual leave can be accrued up to a maximum of 20 days, on the understanding that it is to be taken as actual leave without cash compensation in lieu of leave not used. UNMEM who are scheduled to work on a continuous active duty basis without any scheduled time-off, weekends or official holidays may be granted CTO on a pro-rata basis whereby one day of CTO is earned for every five days of continuous active duty service. A CTO policy implemented with effect from 1 January 2009 is attached as Annex “S” to this manual. UNMEM assigned to continuous active duty do not have an established workweek, accordingly when CTO or annual leave is taken, CTO/leave is charged for the actual calendar days absent, including weekends and official holidays.

95. Advance leave. In order to facilitate an effective leave management, UNMEM can be granted leave days, which are not earned up to 4 months (10 days). Advance leave has to be authorized by the FC/CMO and must have the prior approval of the DMS/CMS. For leave days granted in advance no advance payment of MSA is applicable. MSA may be paid retroactively only as and when sufficient annual leave balance is accrued to cover the leave granted in advance.

96. Compassionate leave. In special circumstances described in para 52, UNMEM may request compassionate leave up to 14 days. If compassionate leave is granted travel costs will be paid by the individual UNMEM or his/her government and payment of MSA is not applicable.

Compensation for Loss of Personal Effects

97. Entitlement. UNMEM may be entitled, within the limits and under the terms and conditions established by the Secretary-General, to reasonable compensation in the event of the loss of or damage to their personal effects determined to be directly attributable to the performance of official duties on behalf of the UN. This provision only applies to compensation for damage to personal effects when travelling to join the Mission, from home country or place of duty, for the first time.

98. Limitations. UNMEM should not only take all possible precautions against loss or theft of their personal property, but should avoid bringing expensive or luxury items,

such as cameras, watches, radios, computers, or large amounts of cash or traveller's checks to the Mission area. Such attractive items must never be left unattended in UN vehicles. There are strict limits to the amount of compensation that may be paid for these items, regardless of the value of the individual item or amount of money lost. No compensation will be paid for loss or damage to any article, which, in the opinion of the Secretary-General, cannot be considered to have been reasonably required for day-to-day life under the conditions existing at the duty station.

99. Compensation for Loss of Personal Effects in the Mission. The UN does not accept responsibility for providing compensation for any loss or damage to personal household effects of an UNMEM in the Mission area, regardless of whether such loss or damage occurs as a result of theft or fire, or upon transfer from one post to another in the Mission area, even if transport is provided by the Organization.

100. The above interpretation is based on the UN position that, in view of the need for mobility, UNMEM must not encumber themselves with personal household effects. No compensation shall be paid for any loss or damage which was either caused by the negligence or misconduct of the UNMEM or was sustained through the use of a private vehicle for official business.

Compensation for Death, Injury or Illness

101. Entitlement. The UN may provide compensation coverage for death, injury or illness of UNMEM, which is determined, by the Secretary-General, to have been attributable to the performance of official duties on behalf of the UN, to the amount of US \$ 70,000 or twice the UNMEM annual base salary, less allowance, whichever is greater. The compensation payable under the rules governing this entitlement will be the sole compensation payable by the UN in respect of death, injury or illness. Compensation may not be paid where an UNMEM's death, injury or illness is deemed to have been caused by that individual's own wilful misconduct or wilful negligence.

102. Compensation Claims. A claim for compensation by or on behalf of an UNMEM must be submitted to DPKO, UNHQ, within four months of the UNMEM's death, injury or onset of illness by MS. In exceptional circumstances, the Secretary-General may accept for consideration a claim made at a later date. The Secretary-General has appointed an Advisory Board on Compensation Claims to review claims filed under the rules governing entitlements and to report to him regarding such claims or appeals. The determination of injury or illness and the type and degree of incapacity and the relevant award will be decided on the basis of documentary evidence and in accordance with the provisions established by the Secretary-General.

103. In an effort to expedite the processing of claims relating to the death or disability of an UNMEM while in service with the UN, the MS are urged to promptly submit such cases for review by UNHQ. All cases will be given consideration, taking into account all

relevant factors, including the possibility that such death, injury or illness could have occurred during the performance of official duties.

104. Beneficiary. In the case of death attributable to the performance of official duties, compensation may be paid only to the surviving spouse and dependant children.

105. Death. In the event of death in the service of the UN, the compensation awarded by the Advisory Board on Compensation Claims (ABCC) will be disbursed directly to the bank account of the recognized beneficiary i.e. surviving spouse and dependant children.

PRIVILEGES AND IMMUNITIES OF THE UNITED NATIONS
MILITARY OBSERVERS IN UNITED NATIONS PEACEKEEPING
OPERATIONS

Article VI of the Convention on the Privileges and Immunities of the United Nations³ (concerning experts on Mission, which applies to Military Observers) read as follows:

“Experts on Missions for the United Nations

Section 22. Experts (other than officials coming within the scope of Article V) performing Missions for the United Nations shall be accorded such privileges and immunities as are necessary for the independent exercise of their functions during the period of their Missions, including the time spent on journeys in connection with their Missions. In particular, they shall be accorded:

- a. Immunity from personal arrest or detention and from seizure of their personal baggage;
- b. In respect of words spoken or written and acts done by them in the course of the performance of their Mission, immunity from legal process of every kind. This immunity from legal process shall continue to be accorded notwithstanding that the persons concerned are no longer employed on Missions for the;
- c. Inviolability for all papers and documents;
- d. For the purpose of their communications with the United Nations, the right to use codes and to receive papers or correspondence by courier or in sealed bags;
- e. The same facilities in respect of currency or exchange restrictions as are accorded to representatives of foreign Governments on temporary official Missions;
- f. The same immunities and facilities in respect of their personal baggage as are accorded to diplomatic envoys.”

“Section 23. Privileges and immunities are granted to experts in the interests of the United Nations and not for the personal benefit of the individuals themselves. The Secretary-General shall have the right and the duty to waive the immunity of any expert in any case where, in his/her opinion, the immunity would impede the course of justice and it can be waived without prejudice to the interests of the United Nations.”

3. General Assembly resolution 22 A(I).

TEXT OF THE UNDERTAKING AND DECLARATION
TO BE SIGNED
BY THE UNITED NATIONS MILITARY EXPERTS ON MISSION

1. I, [name], as a member of [name of Mission] and a [functional title] make the following declaration:

“I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me by the United Nations, to discharge these functions and regulate my conduct with the interests of the United Nations only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization.”

2. I acknowledge that I have been given a copy of the *Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission*. I undertake to comply with those Regulations; in particular, the standards of conduct set out in Section 2 of those Regulations.

3. Sexual exploitation and sexual abuse violate universally recognized international legal norms and standards and have always been unacceptable behaviour and prohibited conduct for all members of a United Nations peacekeeping or peace mission.

4. I acknowledge and understand that the term “sexual exploitation” means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. I also acknowledge and understand that the term “sexual abuse” means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

5. I acknowledge and understand that in order to further protect the most vulnerable populations, especially women and children, the following specific standards apply to my appointment:

(a) Sexual exploitation and sexual abuse constitute acts of serious misconduct and are therefore grounds for disciplinary measures, including termination of my appointment;

(b) Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally unless I am legally married to someone under the age of 18 years but over the age of majority and consent pursuant to the law of nationality of the expert. Mistaken belief in the age of a child is not a defence;

(c) Exchange of money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour, is prohibited. This includes any exchange of assistance that is due to beneficiaries of assistance; and

(d) Sexual relationships between members of a peacekeeping or peace mission and beneficiaries of assistance (including local population and refugees), since they are based on inherently unequal power dynamics, undermine the credibility and integrity of the work of the United Nations and are strongly discouraged.

6. I acknowledge and understand that if I develop concerns or suspicions regarding sexual exploitation or sexual abuse by another, whether in the same agency or not and whether or not within the United Nations system, I must report such concerns via established reporting mechanisms.

7. I acknowledge and understand that I am obliged to help create and maintain an environment that prevents sexual exploitation and sexual abuse.

8. I acknowledge and understand that the standards set out above are not intended to be an exhaustive list. Other types of sexually exploitive or sexually abusive behaviour may be grounds for termination of my appointment.

9. I acknowledge and understand that if, after proper investigation, there is evidence to support allegations of sexual exploitation or abuse against me, this evidence may, after consultation with the UN Office of Legal Affairs, be referred to the competent national authorities for the purposes of criminal prosecution.

10. I undertake to comply with all Mission Directives, standard operating procedures, Mission policies and other applicable issuances and undertake to cooperate fully and actively with all investigations and inquiries conducted by the Secretary-General, the Mission and any competent United Nations bodies or departments pursuant to their mandates."

11. I shall exercise the utmost discretion in regard to the handling of documents, cables, maps, or other papers of the Mission and I shall follow detailed instructions issued by the Mission concerning such documentation. I shall by the end of my assignment with the United Nations return to the Organization all original and copies of documents received or generated by me in the discharge of my mission. I shall not publish such material without written authorization, nor shall I use such information or documentation for personal gain. I undertake to respect this condition after the completion of my assignment with the Mission.

12. I shall respect all instructions regarding the taking of private photographs and audio/video recordings and the carrying of private photographic equipment. In particular, I shall not photograph without written authorization subjects designated as restricted in

Mission Directives, standard operating procedures, Mission policies and other applicable issuances.

13. Unless authorized to so do, I shall not accept speaking engagements or make statements to, or grant interviews with the press, radio, television or other agencies of public information during my assignment with the Mission.

14. I shall follow specific Mission Directives or instructions issued by the Mission regarding the purchase, import and disposal of duty-free merchandise and shall cooperate with measures taken by the Mission to prevent the occurrence of any abuse of privileges or facilities accorded to experts on mission.

I sign this Undertaking and Declaration with the full understanding that, if I violate any of the standards of conduct set out or referred to in this Undertaking and Declaration, I may be subject to disciplinary procedures and, if found culpable, I shall not be eligible for future assignments with the United Nations.

Name:

Title

Date:

Witness:

Title:

Date:

WE ARE UNITED NATIONS PEACEKEEPERS

The United Nations Organization embodies the aspirations of all peoples of the world for peace. In this context the United Nations Charter requires that all personnel must maintain the highest standards of integrity and conduct.

We will comply with the Guidelines on International Humanitarian Law for Forces Undertaking United Nations Peacekeeping Operations and the applicable portions of the Universal Declaration of Human Rights as the fundamental basis of our standards.

We as peacekeepers represent the United Nations and our Nations and are present in the country to help it recover from the trauma of a conflict. As a result we must consciously be prepared to accept special constraints in our public and private lives in order to do the work and pursue the ideals of the United Nations Organization.

We will be accorded certain privileges and immunities arranged through agreements negotiated between the United Nations and the host country solely for the purpose of discharging our peacekeeping duties. Expectations of the world community and the local population will be high and our actions behaviour and speech will be closely monitored.

We will always:

- Conduct ourselves in a professional and disciplined manner at all times;
- Dedicate ourselves to achieving the goals of the United Nations;
- Understand the mandate and mission and comply with their provisions;
- Respect the environment of the host country;
- Respect local customs and practices through awareness and respect for the culture, religion, traditions and gender issues;
- Treat the inhabitants of the host country with respect, courtesy and consideration;
- Act with impartiality, integrity and tact;
- Support and aid the infirm, sick and weak;
- Obey our United Nations superiors and respect the chain of command;
- Respect all other peacekeeping members of the mission regardless of status, rank, ethnic or national origin, race, gender, or creed;
- Support and encourage proper conduct among our fellow peacekeepers;
- Maintain proper dress and personal deportment at all times;
- Properly account for money and property assigned to us as members of the mission;
and
- Care for all United Nations equipment placed in our charge.

We will never:

- Bring discredit upon the United Nations Organization or our Nation through improper personal conduct, failure to perform our duties or abuse of our positions as peacekeepers;
- Take any action that might jeopardize the mission;
- Make unauthorized communications to external agencies, including unauthorized press statements;
- Improperly disclose or use information gained through our employment;
- Use unnecessary violence to threaten anyone in custody;
- Commit an act that could result in physical, sexual or psychological harm or suffering to members of the local population, especially women and children;
- Commit any act involving sexual exploitation and abuse, sexual activity with children under 18, or exchange money, employment, goods or services for sex;
- Become involved in sexual liaisons which could affect our impartiality, or the well being of others;
- Be abusive or uncivil to any member of the public;
- Wilfully damage or misuse any United Nations property or equipment;
- Use a vehicle improperly or without authority;
- Collect unauthorized souvenirs;
- Participate in illegal activities, corrupt or improper practices, or
- Attempt to use our position for personal advantage, to make false claims or accept benefits to which we are not entitled.

We realize that the consequences of failure to act within these guidelines may:

- Erode the confidence and trust in the United Nations;
- Jeopardize the achievement of the mission; and
- Jeopardize our status and security as peacekeepers.
- Result in administrative, disciplinary or criminal action

TEN RULES

CODE OF PERSONAL CONDUCT FOR BLUE HELMETS

1. Dress, think, talk, act and behave in a manner befitting the dignity of a disciplined, caring, considerate, mature, respected and trusted soldier, displaying the highest integrity and impartiality. Have pride in your position as a peacekeeper and do not abuse or misuse your authority.
2. Respect the law of the land of the host nation, their local culture, traditions, customs and practices.
3. Treat the inhabitants of the host country with respect, courtesy and consideration. You are there as a guest to help them and in so doing will be welcomed with admiration. Neither solicit nor accept any material reward, honour or gift.
4. Do not indulge in immoral acts of sexual, physical or psychological abuse or exploitation of the local population or United Nations staff, especially women and children.
5. Respect and regard the human rights of all. Support and aid the infirm, sick and weak. Do not act in revenge or with malice, in particular when dealing with prisoners, detainees or people in your custody.
6. Properly care for and account for all United Nations monies, vehicles, equipment and property assigned to you and do not trade or barter with it to seek personal benefits.
7. Show military courtesy and pay appropriate compliments to all members of the mission, including other United Nations agencies regardless of their creed, gender, rank or origin.
8. Show respect for and promote the environment, including the flora and fauna, of the host country.
9. Do not engage in excessive consumption of alcohol or traffic in drugs.
10. Exercise the utmost discretion in handling confidential information and matters of official business, which can put the United Nations.

GUIDANCE TO COMMANDERS OF
UNITED NATIONS PEACEKEEPING OPERATIONS
STANDARDS OF CONDUCT AND PERFORMANCE CRITERIA

1. The UN embodies the aspirations of all people of the world for peace. In this context, the UN Charter requires that all personnel maintain the highest standards of integrity and conduct. The standards summarized below reflect those articulated in various official documents and policies of the UN, in particular the UN Staff Rules and Regulations. All participants in a peacekeeping operation must accept special constraints in their public and private lives in order to effectively accomplish the objectives and promote the ideals of the UN.
2. Standards of conduct and effective performance of peacekeeping duties are fundamental to the success of all UN operations. Within the Military Component, the principles that govern these aspects are reliant upon commanders at all levels ensuring good order and discipline amongst their subordinates.
3. The mission's military chain of command has a pivotal role in:
 - a. Establishing the competencies and responsibilities of subordinates.
 - b. Ensuring that subordinates are aware of, and strictly observe, their obligations.
 - c. Ensuring that conduct violations are discouraged and that any instances are promptly and thoroughly investigated and that appropriate disciplinary action is taken; and
 - d. Training subordinates in their responsibilities as part of routine training.
4. The Head of Mission has the organization's authority to take appropriate administrative measures where failure to comply with official guidelines is encountered. This authority may be delegated to senior staff of the UN Mission. The Head of the Military Component is to ensure that national contingent commanders, senior national officers and UN military team leaders exercise responsibility in this respect, over their subordinates.
5. UN military commanders must:
 - a. Ensure compliance with the guidelines on International Humanitarian Law for Forces Undertaking UN peacekeeping operations. This will take into account the nature of the UN forces, their powers, competencies and mandate.

- b. Enforce standards for Human Rights for the applicable sections of the Universal Declaration of Human Rights.
 - c. Ensure that all personnel comply with the standards established for the conduct of UN peacekeepers.
 - d. Ensure that subordinates recognize the needs and interests of the host country and its people and act in accordance with the principles of strict impartiality, integrity, independence and tact.
 - e. Establish a clear chain of command to ensure that inappropriate conduct and activities are appropriately and promptly addressed. This requires a clear linkage of the national responsibilities for discipline and the prerogatives of the UN commander to ensure appropriate follow-up of all alleged incidents.
 - f. Monitor and investigate all alleged incidents of illegal activities and apply appropriate remedial action.
 - g. Ensure that all personnel understand the mandate and mission assigned by the Security Council and that they comply with their provisions.
 - h. Confirm that comprehensive mission preparatory briefings and training include an understanding of local customs and practices and respect for mission regional culture, religion, traditions and the gender issues.
 - i. Confirm that comprehensive mission preparatory briefings and training include an understanding of local customs and practices and respect for mission regional culture, religion, traditions and the gender issues.
 - j. Ensure respect for local laws, customs and practices where they are not in conflict with mandated activities and the privileges, benefits or immunities the UN and its officials enjoy or which have been further negotiated and incorporated in relevant Status of Forces Agreement/ Status of Mission Agreement.
 - k. Ensure that subordinates respect, manage and care for all material and goods supplied by the UN (radios, vehicles and equipment).
6. UN military commanders must take immediate action where UN military personnel are involved in:
- a. Exploitation of vulnerable groups in local communities, particularly women and children, either through position or financial status has occurred or alleged to have occurred.

- b. Excessive consumption of alcohol or the use of drugs has occurred or alleged to have occurred.
 - c. Participation in criminal or illegal activities is detected or alleged to have occurred.
7. UN military commanders must also ensure that military personnel neither seek nor receive instructions relating to the performance of their duties from any unauthorized external source. Therefore legitimate communications with national authorities and with the media must be within clearly established guidelines (including SOP) to avoid inappropriate actions.
8. A clear mechanism must be established for addressing complaints made against UN personnel within the mission and include actions at UN Headquarters and national authority levels. This must include a well-defined process for investigating, reporting and follow-up.

**Example of a Note Verbale initiated by United Nations Headquarters
for Initial Deployment of UNMEM**

DPKO/MILAD/

The Secretariat of the United Nations presents its compliments to the Permanent Mission of [country's name] to the United Nations and has the honour to refer to your Government's contribution of Military Personnel to the United Nations Peacekeeping Mission in [Mission's name] (*Mission's acronym*).

The Secretariat has the honour to invite the Government of [country's name] to nominate [*number of United Nations Military Experts on Mission being requested*] suitably qualified officers, as mentioned below, — who are also proficient in written and spoken English (the language of the Mission) — to perform the task of (UNMOs, Military Advisers, Military Liaison Officers, etc.).

- *Colonel* *One*
- *Lieutenant-Colonel* *One*
- *Major* *Two*

The Secretariat should be grateful if the Government of [country's name] could provide the names and the particulars of the nominated personnel by [date]. These officers are expected to serve for a period of one year [*or 00 months, if Mission's initial mandate is less than one year*] and should be prepared to move to the Mission area from [date]. The movement details will be co-ordinated between the Permanent Mission of [country's name] and the Secretariat.

The Secretariat avails itself of this opportunity to express its appreciation to the Permanent Mission of [country's name] to the United Nations for the continued support of the Government of [country's name] to United Nations Peacekeeping Operations and to renew the assurances of its highest consideration.

[Date]

**Example of a Permanent Mission's Reply for Initial Deployment of
Military Experts on Mission**

[Permanent Mission letterhead]

[Military Adviser]
Department Peacekeeping Operations
United Nations
New York

Subject: United Nations Military Observer for [Name of United Nations Mission]

Reference: Your fax/letter DPKO/OMA [No.] of [date]

1. I wish to inform you that the *(country)* authorities have nominated the following military observers to be deployed in *[name of United Nations Mission]*.

[Ranks, names, passport numbers and dates of birth of nominated United Nations Military Observers]

2. Please find enclosed their *(or his/her)* curriculum vitae, *medical* documentation, certifying his/her fitness for United Nations service and his/her completed personal data for the travel itinerary form (S). They *(he/she)* are *(is)* ready to travel on *[date]* and it would be appreciated if the necessary travel arrangements could be made as soon as possible.

3. Regards.

Standard United Nations Personal Data for Travel Itinerary Form

(All dates should be in day/month/year format)

NATIONAL ID NO: _____ SEX: _____

NAME: (Last) _____ (First) _____ (Middle) _____

RANK: _____ SERVICE: _____ BRANCH: _____

DATE OF BIRTH: ___/___/___ NATIONALITY: _____

PASSPORT NO: _____ EXPIRY DATE: _____

NAME OF UNITED NATIONS MISSION: _____

DATE OF DEPARTURE FROM HOME COUNTRY: ___/___/___

DEPARTURE POINT: (City) _____

DATE OF ARRIVAL IN MISSION AREA: ___/___/___

MODE OF TRANSPORT: _____

DETAILS OF DEPENDENTS PROPOSING TO JOIN OBSERVER IN MISSION AREA:

(Applicable only to pre-permitted United Nations Missions)

<u>NAME (last, first)</u>	<u>RELATIONSHIP</u>	<u>DATE OF BIRTH</u>	<u>NATIONALITY</u>
_____	_____	___/___/___	_____
_____	_____	___/___/___	_____
_____	_____	___/___/___	_____
_____	_____	___/___/___	_____

GOVERNMENT OR DEFENSE OFFICIAL TO BE CONTACTED IN HOME COUNTRY FOR TRAVEL COORDINATION (e.g. for visa purposes):

NAME: _____

ADDRESS: _____

TELEPHONE NO: _____

FAX NO. _____

Standard United Nations Entry Medical Examination Form (MS-2)

Pages 48 to 51 left, intentionally, BLANK for Annex I - Standard United Nations Entry Medical Examination Form (MS-2) -, which is attached separately.

Standard United Nations Entry Medical Examination Form (MS-2)

Pages 48 to 51 left, intentionally, BLANK for Annex I - Standard United Nations Entry Medical Examination Form (MS-2) -, which is attached separately.

Standard United Nations Entry Medical Examination Form (MS-2)

Pages 48 to 51 left, intentionally, BLANK for Annex I - Standard United Nations Entry Medical Examination Form (MS-2) -, which is attached separately.

Standard United Nations Entry Medical Examination Form (MS-2)

Pages 48 to 51 left, intentionally, BLANK for Annex I - Standard United Nations Entry Medical Examination Form (MS-2) -, which is attached separately.

United Nations Personal History Form for Military Personnel

UN Post Applied For:

Nominated Position: <small>(include name of UN Mission)</small>
--

Personal Data:

Family Name:	First Name:	Middle Name(s):	Male/Female:
DOB dd/mm/yy: / /	Place of Birth:	Passport no	Passport Expiry Date. / /
Current Rank:	Nationality	Date Last Promoted: / /	Officer Service Since: / /
Branch/Corps:		Point of Departure:	

Contact details (only required for officers to be interviewed by DPKO)

Home Address:	Phone: Fax: E-mail:
Office Address:	Phone: Fax: E-Mail:

Service History:

Current Appointment:	Short Description of Duties:
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Last Five Years Military Appointments (excluding courses and UN service)

Appointment/Title	From dd/mm/yyyy	To dd/mm/yyyy	Brief Description of Responsibilities
	/ /	/ /	
	/ /	/ /	
	/ /	/ /	
	/ /	/ /	

Command Experience (Highlight any Operational Experience):

Date	Unit/Position	Significant Unit Activities

Staff Experience:

Date	Position	Operation/Activity

Note: Details should include:

The level of the appointment: **Strategic** –above Corps, **Operational** - Corps or Division, **Tactical** - Brigade and below.
The specialization: G1 –Personnel, G2, Intelligence, G3 – Operations, G4 – Logistics, G5 – Plans, G6 – Comms, G7 – Training, G9 – Civil Military Coordination.

Previous UN Service:

Year	Mission and Position:	UNMO	SO	Contingent

Non-UN Peace Support Operations Experience:

Date	Mission/Operation/Location	Position/Title	Description of Duties

General Information

Are there employment limitations?	
No <input type="checkbox"/>	Yes - provide details: <input type="checkbox"/> -
Are there travel limitations?	
No <input type="checkbox"/>	Yes - provide details: <input type="checkbox"/> -

Skills:

Language Proficiency: For languages other than mother tongue, enter appropriate letter from coding below to indicate knowledge level.

Mother Tongue:				
OTHER LANGUAGE	<i>Understand</i>	<i>Speak</i>	<i>Read</i>	<i>Write</i>

CODE:
A- Professional Fluency: Able to work independently in the language, including the preparation of written reports and papers. Able to participate actively in and/or lead meetings conducted in the language.
B- Working Knowledge: Able to follow work-related discussions and participate in them, although command of grammar and syntax may be uncertain. Able to use the telephone, to read and understand work-related documents, and to draft basic correspondence.
C- Limited Knowledge: Able to understand simple conversations and written texts.

Computer Skills:

Software applications for which you have experience:

Word	Excel	PowerPoint	Access	Outlook	Lotus
Yes/No <input type="checkbox"/> / <input type="checkbox"/>	Yes/No <input type="checkbox"/> / <input type="checkbox"/>	Yes/No <input type="checkbox"/> / <input type="checkbox"/>	Yes/No <input type="checkbox"/> / <input type="checkbox"/>	Yes/No <input type="checkbox"/> / <input type="checkbox"/>	Yes/No <input type="checkbox"/> / <input type="checkbox"/>

Other capabilities or experience

Driving Skills:

Have you held a valid driver licence for the last 2 years?	Yes/No <input type="checkbox"/> / <input type="checkbox"/>
--	---

Are you able to drive a 4x4 vehicle (manual)?	Yes/No <input type="checkbox"/> / <input type="checkbox"/>	
Other Qualifications/Experience		

Education:

Civilian Education:

	Date	Institution
Degree (Bachelor of Arts, Science)		
Master Degree/PhD		
Others		

Key Military Courses:

Course	Date	Institution
Jr Command/Staff College (Capt level)		
Command/Staff College (Major level)		
War College (i.e. NSSC, AMSC) (Lt Col & above)		

Other Military Courses (relevant to nominated position):

Course	Date	Institution

Conduct and Discipline:

Are you under investigation for any misconduct?	Yes/No <input type="checkbox"/> / <input type="checkbox"/>
Have you ever been convicted for any misconduct? (if yes give details)	Yes/No <input type="checkbox"/> / <input type="checkbox"/>

I confirm that above statements are true, complete and correct, without any misrepresentation and material omission.

Date:	/ /	Signature:
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Date:	/ /	Signature:	Military Adviser/OIC Peacekeeping Affairs Name: Contact details:
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Permanent Mission of

Example of a United Nations Request for Rotation/Replacement

OUTGOING FACSIMILE

FILE REF: NO: DPKO/OMA/FGS/ [NO]
Day/Month/Year

DATE:

TO: THE PERMANENT MISSION OF [COUNTRY] TO THE UNITED NATIONS	FROM: [Rank] [Name], Military Adviser, Department of Peacekeeping Operations ----- ----- Tel: (212) 963-2400 / 01
FAX NO: (212) [000-0000]	FAX NO: (212) 963-9070/ 8116
SUBJECT: REPLACEMENT OF [Observer's Name] - [Name of United Nations Mission]	
ATTN: [Rank and Name of the Military Adviser or Counsellor of the Permanent Mission]	ORIGINATOR: [Name] Force Generation Service, ROOM: [Number] TEL: (212) 963- [0000]
TOTAL NUMBER OF TRANSMITTED PAGES INCLUDING THIS PAGE:	

1. The present tour of duty of [rank initials, surname of the UNITED NATIONS MILITARY OBSERVER] is due to expire on [date]. Consequently, we should be grateful if your Government could designate a replacement for this Military Observer. The replacement should be an officer in the rank of [rank, i.e. Capt/Maj./Lt. Col.] and should arrive in the Mission area on [date].

In line with the recommendations of SCR 1325 we would welcome the deployment of a female officer.

2. It would be appreciated if your reply, including a completed personnel data for travel itinerary form and medical certification, could be received at the Office of the Military Adviser, United Nations Headquarters, no later than [date].

3. UN Guidelines for Deployment, Rotation, Extension and Transfer of United Nations Military Observers in UNPKOs, [month year] and Guidelines for United Nations Military Observers in [Name of United Nations Mission], [month year] are already available in your Mission or [are being forwarded under separate cover].

4. Best regards.

Example of a Permanent Mission's Reply Concerning Replacement

[Permanent Mission letterhead]

[Military Adviser]

Department Peacekeeping Operations
United Nations
New York

SUBJECT: Replacement United Nations Military Experts on Mission [Name of United Nations Mission]

Reference: Your fax/letter DPKO/OMA/FGS [No.] of [date]

1. I wish to inform you that the (*country*) authorities have nominated [*rank initials, surname l*] as a replacement for [*rank initials, surname*] currently serving in [*name of United Nations Mission*].
2. Please find enclosed his/her medical documentation certifying his/her fitness for United Nations service and his/her completed personal data for travel itinerary form. He/she is ready to travel on [*date*] and it would be appreciated if the necessary travel arrangements could be made as soon as possible.
3. Regards.

Example of a United Nations Request for an Extension

OUTGOING FACSIMILE

FILE REF NO: DPKO/OMA/FGS/[No] DATE:

TO: THE PERMANENT MISSION OF [COUNTRY] TO THE UNITED NATIONS	FROM: [Rank] [Name], Military Adviser, Department of Peacekeeping Operations
FAX NO: (212) [000-0000]	FAX NO: (212) 963-9222
SUBJECT: EXTENSION OF [UNITED NATIONS MILITARY Observer's Name] - [Name of United Nations Mission]	
ATTN: [Rank and name of the Military Adviser or Counsellor of the Permanent Mission)	ORIGINATOR: [Name] Force Generation Service, ROOM: [Number] TEL: (212) 963- [0000]
TOTAL NUMBER OF TRANSMITTED PAGES INCLUDING THIS PAGE:	

1. The United Nations wishes to extend the tour of duty of [rank, initials, surname] presently serving with [name of United Nations Mission] for a period of [length of time]. We should be grateful if your Government could agree to extend his/her tour of duty for the period indicated. The extension of the tour of duty has been recommended by [name of United Nations Mission], due to operational requirements.
2. Should it not be possible to extend his/her tour of duty, we would appreciate it if your Government could designate his/her replacement. In line with our mandate from the Security Council and in order to respond effectively to operational requirements in peacekeeping missions, we would welcome the deployment of a female officer. This replacement should be an officer in the rank of [rank] and, should arrive in the Mission area on [date]. In case of replacement is being provided by your Country, your reply, including a completed personnel data for travel itinerary form and medical certification, at the Office of the Military Adviser, United Nations Headquarters, would be appreciated no later than [date].
3. Best regards.

Example of a Permanent Mission's Reply When an Extension is Denied

[Permanent Mission letterhead]

Military Adviser
Department Peacekeeping Operations
United Nations
New York

SUBJECT: Extension Request *[Name of United Nations Mission]*

Reference: Your fax/letter DPKO/OMA/FGS [No.] of [date]

1. I wish to inform you that the *[country]* authorities have decided not to grant an extension of *[rank, initials, surname]* currently in *[name of United Nations Mission]*. Consequently, *[rank, initials, surname]* has been nominated as his/her replacement.
2. Please find enclosed *[replacement's rank, initials, surname]* medical documentation certifying his/her fitness for United Nations service and his/her completed personal data for travel itinerary form. He/she is ready to travel on *[date]* and it would be appreciated if the necessary travel arrangements could be made as soon as possible.
3. Regards.

[Can be sent either by fax or by letter]

Example of a Permanent Mission's Reply
When an Extension is Approved

[Permanent Mission letterhead]

Military Adviser
Department Peacekeeping Operations
United Nations
New York

SUBJECT: Extension Request [Name of United Nations Mission]

Reference: Your fax/letter DPKO/OMA/FGS [No.] of [date]

1. I wish to inform you that the [country] authorities have approved an extension of [length of time] for [rank initials, surname] currently serving in [name of United Nations Mission]. It would be appreciated that our Permanent Mission and [name of United Nations Mission] Headquarters are informed about the final decision of his extension.

2. Regards.

[Can be sent either by fax or by letter]

UNITED NATIONS MEDICAL STANDARDS
FOR PEACEKEEPING OPERATIONS

1. Personnel assigned to peacekeeping / special Missions are exposed to hazardous conditions not normally associated with peacetime service. Moreover, due to stressful and changed working environment, there is a potential of aggravation of any pre-existing medical conditions. Therefore, special considerations should be given to patients with a history of chronic medical problems.

Medical standards.

2. When examining members for service in a peacekeeping special Mission area, it must be borne in mind that they may be required to serve where unfamiliar diseases are endemic, where sanitation may be sub-standard and amenities few. They may be required to travel on foot and live in primitive conditions. Recreational facilities may be scarce.

3. Physicians shall make their assessment on the basis of medical history, physical examination, laboratory, EKG, and x-ray results, and an estimate of personality characteristics.

4. Special considerations shall be given to members with a history of the following conditions, who may function well in a relatively sheltered service environment, but may prove to be a medical liability in a peacekeeping Mission assignment:

- a. Physical Conditions – The following conditions are generally considered as precluding service in peacekeeping areas, but must be carefully assessed on an individual basis, taking into account the severity of the condition and the particular geographic area for which the member is being examined;
 - i. Ischemic heart disease;
 - ii. Hypertension requiring medication;
 - iii. Diabetes;
 - iv. Malignancies;
 - v. History of gastro-duodenal ulcers – a single instance of duodenal ulcer in the past should not preclude service in these areas;
 - vi. Ulcerative colitis;
 - vii. Asthma, chronic bronchitis and emphysema;
 - viii. Chronic nephritis and urinary lithiasis;
 - ix. Low back condition;

- x. Skin disease, such as extensive eczema, cystic recurrent acne, and skin cancer;
 - xi. Allergies requiring sustained supportive treatment;
 - xii. Members on special continuing medication such as steroids, anti-tuberculosis treatment, chemotherapy, anti-depressant and anti-psychotic drugs;
 - xiii. Endocrine disturbance such as hyperthyroidism;
 - xiv. Member with known allergies to antimalarial medication;
 - xv. Members with any immuno-compromised medical conditions such as HIV/AIDS.
- b. Psychiatric conditions – Members, who in the past have had episodes of situational maladjustment, anxiety neurosis or neurosis with somatization should be very carefully evaluated. Members, who have been known to require minor tranquillisers for relatively long periods of time, should also be screened carefully.
- c. Alcohol – The stress of deployment in these special areas and the environment of such areas are conditions favouring excessive consumption. Members who have a history of problems related to the use of alcohol or are known to be heavy drinkers should be screened carefully for service in these areas.

IMMUNISATION, FIRST AID AND MEDICAL PROCEDURES

1. **Mandatory Immunisation:**

- a. Standard childhood vaccinations (including required booster doses as per national schedule especially MMR, and Diphtheria.)

2. **Recommended Immunisation:** Specific immunisation requirements for each Mission are indicated in the Mission Guidelines. In general the following is recommended:

- b. Hepatitis A
- c. Hepatitis B
- d. Tetanus
- e. Polio
- f. Typhoid Fever
- g. Yellow fever
- h. Rabies
- i. Meningococcal

3. **Immunisation Schedule:**

<u>Disease</u>	<u>Duration of Protection</u>	<u>Number of Doses</u>	<u>Timing between doses</u>
Tetanus Toxoid	10 years	Booster-1, Initial Series-3	1 month between 1st & 2nd dose, 1 year between 2nd & 3rd dose
Typhoid	3 years	Booster-1, Initial Series-2	1 month between 1st & 2nd dose
Poliomyelitis 2 nd dose	10 years	Booster-1, Initial Series-3	6-8 weeks between 1st & 1 Year between 2nd & 3rd dose
Hepatitis A		Initial Series-2	1 year interval between 1st & (Havrix 1440) 2nd dose
Hepatitis B	3-8 year	Booster 1 Initial series-3 Initial Series-3	1 month between 1st & 2nd dose 5 months between 2nd & 3rd dose

Yellow Fever 10 years Single Dose 10 years

4. **Required Malaria Prophylaxis**

Mefloquine Phosphate tablets - 250 mg (brand name: LARIAM)

Adult Dose

MEFLOQUINE: – The adult dosage is 250 mg (one tablet) once a week. Mefloquine should be taken one week before leaving, weekly while in the malarious area of operation, and weekly four weeks after leaving the malarious area. Minor side effects one may experience while taking Mefloquine include gastrointestinal disturbances and dizziness. Personnel with a history of epilepsy, psychiatric disorder or hypersensitivity should not use Mefloquine, and should not be deployed to the Mission anyhow. Take Mefloquine with a meal and, preferably, always at the same time. In case of high fever in the Mission area, consult the UN Medical Personnel.

5. **PERSONAL PROTECTION AGAINST MALARIA** All personnel should protect themselves effectively against mosquito bites. This should constitute the participant's first line of defence against malaria. Protecting oneself from insect or mosquito bites involves the following:

- a. Wearing sufficiently thick, long-sleeved clothing and long trousers when out of doors after sunset.
- b. Smearing an insect repellent, such as dimethyl phthalate or N, N-diethyl-metatoluamide (DEET), on the parts of the skin remaining exposed, observing the manufacturer's precautions. Avoid applying high-concentration (greater than 35%) DEET;
- c. Sleeping in properly screened rooms. If this is not possible, the use of a mosquito net is recommended. When using mosquito nets around the bed at night, care must be taken to tuck in the net carefully under the mattress whilst ensuring that the net is not torn and that there are no mosquitoes inside. Increased protection may be obtained by impregnating the net with permethrin or deltamethrin;
- d. Using insecticide sprays to kill mosquitoes that may have entered in spite of screening.
- e. Using mosquito coils.

6. **UN MEDICAL SUPPORT FIRST-AID TRAINING FOR NON-MEDICAL PERSONNEL**

Introduction. There are, essentially, 3 levels of medical support in the UN medical support system for Peacekeeping Operations. They are:

- (1) Level I (First line or "Battalion" Level)
 - This is the first level where trained medical personnel (including a doctor) are present.

- Organic medical teams of the field units usually provide this level of support.
- (2) Level II (Second Line or “Brigade/ Sector” Level Surgical facility)
- This is a medical facility with limited specialist expertise and limited surgical capabilities. Life, limb and organ saving surgery can be performed here.
- (3) Level III (Third Line “Field Hospital”)
- This is a fully equipped and staffed multi-disciplinary field hospital.
 - All major medical and surgical specialties are provided for.

Basic level (“Soldier” level or “Buddy-Aid”).

This comprises the immediate first aid provided by the nearest person on-site.

7. **Importance of “Buddy” Aid.** The initial treatment provided at the point of injury is a critical step in saving life, organ or limb. Often this is as basic as maintaining the airway to allow the casualty to breathe or a simple dressing to stop bleeding. A person trained in the basics of essential first aid can save a life and also to reduce the suffering of the sick or wounded. It is essential for all UN peacekeepers to have basic knowledge and skills in first aid. The responsibility for all basic training is National and all troops deployed in a Mission should be trained in first aid. In the Mission Troop Commanders and Medical Officers should initiate on-going training. All troops must carry personal field dressings. This paper will outline the essential components of “Buddy” Aid, which the Troops are expected to be trained in.

8. **Components of Buddy Aid:**

- a. Cardio-Pulmonary Resuscitation (CPR)
 - How to perform “mouth-to-mouth” resuscitation and the use of a pock mask
 - How to perform cardiac or chest compression.
- b. Control of Haemorrhage (or bleeding)
 - How to apply pressure dressings and bandages to stop bleeding
 - How to prevent further bleeding
- c. Fracture Immobilisation
 - How to immobilise fractures in order to prevent further injury and to reduce pain
- d. Wound Dressing and Bandaging
 - How to dress various types of common wounds
 - How to dress wounds in various parts of the body

- e. Casualty Transport and Evacuation
 - How to prepare a casualty for transportation
 - How to transport a casualty by stretcher
 - Improvised transportation in the absence of a stretcher

- f. Communications and Reporting
 - Procedures for reporting accidents and injuries
 - Procedures for activating medical personnel and ambulances
 - Procedures for activating air-evacuation (if applicable)

9. **Conduct of Training** The Buddy Aid training for peacekeepers should focus on practical aspects, covering just the bare essentials of theory. The trainees must have adequate practice to ensure skills proficiency. Experienced medical trainers must conduct training. All personnel must be familiar with all items found in standard first aid kits. Periodical continuation training must be conducted to ensure skills maintenance.

10. **Equipping of Peacekeeping Troops** All UNMEM must be equipped with 1 x personal field dressing. It is recommended that they be issued 1 x personal pocket mask (for “mouth-to-mouth” resuscitation). They should be proficient in the use of these items and must be aware of how to get re-supply should the items be used or damaged.

CLOTHING AND EQUIPMENT GUIDE LIST

Service dress for staff officers (required)	Raincoat/rain dress (required)
Field service uniform (recommended)	Gloves (required; additional working gloves)
Combat dress (required)	Boots (rubber)
Combat fatigues (required)	Pullovers (required)
Field working uniform	Undershirts and shorts (required)
Ties (when part of the uniform)	Shorts (required)
Shoes (service uniform)	Socks (cotton, nylon, wool) (required)
Boots (good leather) (required)	Pyjamas (recommended)
Bush shirts (khaki or green drill)	Towels (required)
Sleeping mat	Toiletries (required)
Sleeping bag (with liner) (required)	Sports clothes and shoes
Mosquito net and repellent (recommended)	Flashlight with spare batteries (required)
Web belt and haversack (required)	Water bottles (thermos type)
Binoculars (absolute necessity)	Sun glasses
Compass (required)	Torch (battery operated)
Protractor (1:50,000 inches) (required)	Survival kit (whistle, mirror, recommended)
Map case (required)	First-aid kit (required)
Permanent/ washable ink markers, fine point (to work overlays) (recommended)	Hearing protection (required)
Combat helmet (required)	Dust goggles and dust mask (required)
Armoured vest (required) Protective Body Armour/Fragmentation jackets/vests (1)	Sun glasses (required)
Respirator (gas mask) and suit	Civilian clothes, including sports jacket and slacks, are also recommended

(1) All UNMEM are to be fully equipped in accordance with Annex R and their national scales of issue, including helmets and protective body armour/fragmentation jackets/vests. All UNMEM should be equipped with a blue helmet, or provided with a blue helmet cover. This is a national responsibility. The appropriate range of items of clothing should be provided for the prevailing and anticipated weather conditions.

UNITED NATIONS COMPENSATORY TIME OFF (CTO) POLICY FOR UNMEM

1. The purpose of this policy is to introduce a revised CTO policy for the UNMEM and civilian police officers serving in peacekeeping operations and other field Missions. It replaces current provisions as well as any other schemes or local arrangements of CTO and constitutes the only policy governing CTO in respect of UNMEM.

The Hours of Work

2. The FC/CMO shall establish the hours of work and official holidays for UNMEM / police officers, in consultation with the DMS/CMS. An equitable duty schedule is organized to meet operational and administrative requirements of the Mission.

3. Normally UNMEM / UNPOL are required to work on Saturdays, Sundays and official holidays. In order to compensate for the weekends and holidays worked compensatory time off (CTO) should be granted.

Five-Day Workweek

4. If the operational requirements of the Mission allow the establishment of a five-day workweek, no CTO would be granted. It should be noted that the scheduled days off in the course of a month's duty roster are not compensatory time off; they are simply days off in lieu of weekends / holidays.

CTO Granted Only on the Basis of Continuous Active Duty

5. CTO can only be granted, if operational reasons require active duty of UNMEM or UNPOL on a continuous basis, including Saturdays, Sundays and official holidays. Thus, if the Mission HQ officers, or any other UNMEM, enjoy weekends and holidays off, they do not qualify for CTO which requires *continuous active duty*, where the service otherwise breaks only for sick leave or annual leave.

6. CTO would normally apply only in those Missions and those locations / functions in which a continuous and active duty for UNMEM / UNPOL is an essential requirement, i.e., in isolated locations, patrol duties, observation posts, law enforcement etc., which do not allow for a regular workweek with scheduled days off.

Purpose of CTO

7. CTO is granted to UNMEM/UNPOL to provide them with the opportunities for rest after a particularly demanding period of continuous service. CTO shall be authorized by the FC/ CMO subject to operational requirements and exigencies of the service.

Granting of CTO

8. At the discretion of the Chief of Staff, the FC/CMO or the Police Commissioner, UNMEM / UNPOL who are required to be on duty on a continuous basis including weekends and official holidays may be granted CTO with MSA as follows:

9. CTO is granted on a pro-rata basis: for every five days of continuous duty / service, one CTO day is earned. For periods of less than five days, compensatory time off is earned in fractions (x 0.2), which can be accumulated to make a whole day. A maximum of 56 CTO days may be granted in a one-year period, and no more than 12 CTO days may be taken at any one time. CTO can only be granted and taken when the exigencies of the service so permit.

CTO and Annual Leave

10. CTO may be taken in conjunction with leave. The annual leave is accrued at the rate of two and a half (2.5) days per month. Annual leave can be accrued up to a maximum of 20 days, on the understanding that it is to be taken as actual leave without cash compensation in lieu of leave not used.

11. Based on the operational requirements, the FC/CMO shall organize the duty roster and establish appropriate procedures for the advance approval of UNMEM's CTO. It is up to the Mission to decide whether CTO is granted in fractions or any other arrangement is applied, e.g. one day given after five (5) working days, two (2) days after ten working days, six (6) after 30 days. This would offer a modicum of flexibility to the field Missions in awarding CTO.

Advance CTO – Payment of MSA

12. CTO must be earned before it is granted. Accordingly there can be no granting of advance CTO. MSA is payable for all CTO days whether taken inside or outside the Mission area.

13. The CTO must be taken within the regular tour of duty. The tour of duty shall not be extended in order to facilitate taking such time off. UNMEM may, however, be granted up to ten (10) days of accrued CTO / annual leave in the last month of their tour of duty in order to complete all arrangements, including travel and baggage formalities, prior to their departure from the Mission area. No annual leave or cash compensation in lieu of CTO is granted. However, granting CTO / annual leave during the last month of duty should be kept to a minimum and no annual leave / CTO is granted or should be taken during the last week of duty. This is to ensure that the personnel return to the Mission area for important checkout and repatriation travel purposes. Hence, CTO may not be taken in conjunction with repatriation.

Travel Days

14. There is no provision for travel days in connection with accrued CTO and / or annual leave spent inside or outside the Mission area.

Oversight of Attendance Records and Granting of CTO

15. The DMS/CMS is responsible for the administrative and financial certification as well as proper implementation of UN policies, rules and regulations in the Mission. He/she oversees the efficient use of UN resources. Given that there are financial implications in granting CTO, the DMS/CMS, or his/her representative, should also review the recording of UNMEM attendance records and ensure the proper administration of the CTO arrangements.

16. While the FC/CMO grants CTO, oversight is the responsibility of the DMS/CMS. The latter or his/her representative shall establish procedures and develop internal guidelines within the Mission in order to ensure adherence to policies and procedures. Verification of granting CTO / annual leave for UNMEM should be conducted prior to the departure of the personnel in question from the Mission area. Attendance and CTO records should always be kept current for review and audit purposes.

17. Any deviations from the standard policy without prior authorization will result in recovery actions against individual UNMEM and the application of rules governing financial responsibility of approving officers. All Missions are to ensure that any SOPs or other internal Mission instructions/directives are in line with the above stated policy and that they are copied to the Military Adviser's office/ CivPol Unit and to DFS.

UNITED NATIONS
(Full name of Mission in English)

NATIONS UNIES
(Full name of Mission in French)

**PERFORMANCE EVALUATION FORM FOR THE UNITED NATIONS
MILITARY EXPERTS ON MISSION**

UNITED NATIONS OFFICER INFORMATION	
<p>Last Name:</p> <p>First Name: Middle Name</p> <p>Nationality:</p> <p>ID Card No:</p>	

APPRAISAL PERIOD	
FROM:	TO:
APPOINTMENTS HELD AND DUTIES PERFORMED DURING THE PERIOD (with dates)	

REPORTING OFFICER RATINGS 1-4: 1 - Unsatisfactory; 2 – Developing; 3 – Fully Competent; 4 - Outstanding

CORE VALUES	1	2	3	4
Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respect for Diversity/Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CORE COMPETENCIES	1	2	3	4
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning and Organizing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Client Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commitment to Continuous Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MANAGERIAL COMPETENCIES	1	2	3	4
Managing Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment/Decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empowering Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JOB-RELATED COMPETENCIES (Provide evaluations only for competencies selected as relevant for the post occupied)	1	2	3	4
Job-related competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REPORTING OFFICER OVERALL RATING AND NARRATIVE OF PERFORMANCE APPRAISAL

OVERALL RATING

- Unusual contribution – truly exceptional and rare performance which far exceeds reasonable expectations, including of originality, creativity and initiative.
- Exceeds expectation – distinctly better performance than reasonably expected, inclusive of consistent willingness to undertake additional work.
- Fully satisfactory – competent and adept performance that fully meets reasonable expectations.
- Partly satisfactory – performance meets some or most of requirements but is in need of improvement.
- Unsatisfactory – performance does not meet reasonable requirements.

NARRATIVE OF PERFORMANCE APPRAISAL

Reporting Officer

Name:

Position:

Signature and date:

COMMENTS OF OFFICER BEING ASSESSED

United Nations Military Observer appraised

Name:

Position:

Signature and date:

COMMENTS OF REVIEWING OFFICER

Reviewing Officer

Name:

Position:

Signature and date: