

Advanced Topics in United Nations Logistics

**The Provision of Troops and
Contingent-Owned Equipment (COE) and
the Method for Reimbursement**

(COE 061120)



**A course produced by
The United Nations Institute for Training and Research,
Programme of Correspondence Instruction**

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FOREWORD

The evolution of the COE System of Reimbursement is an example of the achievements that can be accomplished when the UN Secretariat and Member States focus their efforts on resolving common problems. This collaboration permitted remarkable achievements within a short period of time. It took only six months from the date of the approval to proceed with changes to the reimbursement methodology to the date that a solution was developed. That solution also included the participation of 70 Member States. This speaks volumes of the leadership and organisation of the Working Groups to produce results. As Colonel Bo Brandt, Counsellor and Military Adviser, Permanent Mission of Denmark to the UN and Vice-Chairman of the Phase II Working Group so aptly put it on a daily basis “I smell the scent of consensus.” Though not everyone’s concerns could be satisfied, the spirit of cooperation meant that a solution could be achieved and that unresolved issues could be handled separately by the Secretariat.

It then took less than a year to transform the principles and recommendations into a resolution approved by the General Assembly. Again through the combined efforts of the Secretariat and Member States, the momentum for change continued to produce a workable system for all parties. Some might say there is a better system. The COE system addresses complex issues and satisfies the majority of both Secretariat and Member State concerns. From the start, the focus of COE was to reduce the administrative burden imposed by the survey method that was in use at the time. Students should keep that spirit of cooperation in mind during this course.

Since I used the COE Manual as the main reference for this course, you may encounter different terms for the same thing. Most notably is the use of “Member State” and “Troop/police-contributor.” While I am sure that these terms have different meaning for the UN, they can be used interchangeably to signify the country that provides troops and equipment to UN missions, since it is only to Member States of the UN that the COE system applies. In January 2006, DPKO release a new version of the COE Manual. This course is an updated version of the 2004 course, based on changes in the new COE Manual. As always, the COE Manual and the associated UN documents should always be consulted for the practical application of the COE methodology.

Don Leslie
2006

INTRODUCTION

THE PROVISION OF TROOPS AND CONTINGENT-OWNED EQUIPMENT (COE) AND THE METHOD FOR REIMBURSEMENT

Course Objective

The purpose of this course is to provide students with an in-depth look at the provision of, and reimbursement for, troops and equipment that Troop/police-contributors (TC/PC) provide to UN peacekeeping missions. The primary reference will be the UN COE Manual, which was last amended on 22 December 2005. The lessons follow the same sequence of the COE Manual for ease of reference for the students.

The COE system is the foundation upon which the UN obtains personnel and equipment from TC/PCs. Designed to simplify administration through the use of standard rates for troops and generic types of equipment, the COE system is still in its infancy since being approved by the General Assembly in June 1996. It is important that students understand what the system is designed to achieve and the rationale behind its creation. There are literally billions of dollars being spent by the UN for troops and equipment, and the COE system was created based on the premise that “the UN pays for what it wants”.

The End-of-Lesson Quizzes will focus on practical examples wherever possible to allow the student to be familiar with the classification of equipment and personnel services, the application of standard rates, and the processes involved in completing an agreement.

Course Outline

Lesson 1: The Evolution of Troop and Contingent-Owned Equipment Reimbursement

In Lesson 1, the student will be exposed to the history of how troops and equipment have been provided by Member States to UN peacekeeping missions. The lesson will cover the development of the reimbursement process for troop costs. The reimbursement for COE up to 1996 will also be discussed as a prelude to the emergence of the current COE system.

This lesson will explain how and why the COE system was developed and state its goals and objectives. A chronological presentation will take the student through the five phases of Working Groups that prepared the concept and the associated UN regulatory meetings that led to the General Assembly’s approval of the system and procedures.

The lesson will close with a segment on the various references that apply to the provision of troops and equipment to UN missions and the related reimbursement procedures. It will be stressed that the student becomes familiar with these references, both for success with the course and, more importantly, for use by Member States on actual missions. Applicable excerpts from the references will be provided as part of the course package.

Lesson 2: Standard Elements of the COE System and Lease Options

Lesson 2 will describe the elements of the COE system, including their purpose and underlying concepts. After an introduction of the major concepts behind the COE system, the following elements will be discussed:

- Retroactivity
- Binding Arrangements
- Reimbursement/Lease Options
- Transportation
- Loss and Damage
- Mission Factors
- Verification and Control
- Major Equipment
- Self-Sustainment
- Reimbursement During Drawdowns/Termination of Mission
- Dispute Resolution

Lesson 2 will close with a summary of the interaction of the elements and a restatement of the goals and objectives of the COE system. It is important that the student understand the nature of the COE system and the rationale behind its key elements.

Lesson 3: Standards, Verification and Control

Lesson 3 will discuss the standards upon which the COE system is built. The lesson will explore the guiding principles behind reimbursement for major equipment and for self-sustainment. In addition, the verification and control process will be explained, and students will be exposed to the three types of inspections used in a mission area.

The lesson will focus on the standards laid out in the COE Manual. It is very important that students understand the meaning and application of the standards as a basis for reimbursement negotiations. By the end of this lesson, the student should be familiar with the requirements for reimbursement based on the standards set forth in the COE Manual. They should also be conversant with the processes for verification and control for personnel, equipment, and materials.

Lesson 4: Transportation Procedures

Lesson 4 will cover the procedures and regulations governing the preparation and transportation of equipment to and from a mission as a part of a COE agreement. The lesson will expose students to the aspects of transportation costs that are reimbursable through the UN for both deployment and sustainment equipment and materials. The lesson will also describe UN

responsibilities for inland transportation within the boundaries of a Member State when en route to the mission area. Finally, this lesson will discuss the responsibilities for loss and damage of equipment when in transit to and from the mission area.

Lesson 5: Special Equipment Rates

Lesson 5 will provide the student with an insight into the procedures for negotiating rates for specialised equipment that cannot be categorised into a generic group. The lesson will cover the rationale for establishing this procedure and the instances when it is to be applied. Students will be provided with the formulas for calculating special rates and shown how to apply to the UN to determine reimbursement rates. The End-of-Lesson Quiz will include a practical example for the students to complete.

Lesson 6: Equipment Loss and Damage

Lesson 6 will familiarise the students with the responsibilities and procedures related to the loss and damage of equipment and supplies provided under the COE Agreement. The lesson will differentiate the liabilities between the UN and Member States and show how and when the UN authorises compensation.

Students will be provided with several scenarios as a demonstration of the application of the loss and damage procedures. Since Member States can have a variety of claims dependent upon the level of major equipment and self-sustainment support they are providing to their contingents, it is important that the student recognises the circumstances under which claims will be approved. This will also include a brief segment on the reporting of loss and damage to the UN.

Lesson 7: Mission Factors

Lesson 7 will provide the student with knowledge as to the purpose and calculation of Mission Factors as part of the COE reimbursement process. Since mission factors are designed for additional reimbursement based on the rigors of a specific mission area, it is important that the student realise the situation and requirements that have to be met. The student will learn how the UN determines mission factors and the elements used in the decision-making process. The student will also be provided with a practical example to test their ability in determining mission factors.

Lesson 8: Major Equipment Rates

Lesson 8 provides the student with in-depth exposure to the actual rates used to calculate reimbursement for major equipment. Building upon previous lessons, Lesson 8 will use examples and scenarios to familiarise the student with wet and dry lease, generic equipment groups, and the roles and responsibilities for rate calculations. The latest rate tables will be provided to the student.

Building on the standards and principles of Lesson 3, Lesson 8 will provide more detail as to the specific standards for each category of major equipment. Explanations and examples will be provided to demonstrate the application of the standards to both major equipment and self-sustainment.

Lesson 9: Self-Sustainment Rates

Lesson 9 is similar to Lesson 8 but focuses on personnel-based self-sustainment rates. The lesson provides the student with an in-depth exposure to the actual rates used to calculate reimbursement for major equipment. Building upon previous lessons, Lesson 9 will use examples and scenarios to familiarise the student with wet and dry lease, categories of self-sustainment, service level standards, and the roles and responsibilities for rate calculations. The latest rate tables will be provided to the student.

Building on the standards and principles of Lesson 3, Lesson 9 will provide more detail as to the specific standards for each category of self-sustainment. Explanations and examples will be provided to demonstrate the application of the standards to both major equipment and self-sustainment.

Lesson 10: Management Responsibilities

Lesson 10 will provide the student with an insight into how COE Agreements are prepared, approved and managed. This lesson will cover the responsibilities of UN Headquarters, Mission Headquarters, Member States and contingents through a progression from initial identification of a mission to the deployment and repatriation of troops and equipment. This lesson will describe the composition of the formal agreement, a Memorandum of Understanding that the UN uses to requisition troops and equipment from Member States. This lesson will provide an example of the MOU and guide the student through a description of its contents and process for completion. This will expose the student to the documentation and level of detail required completing and managing a COE Agreement.

The objective of this lesson is to provide the student with an understanding of the complexities and detail involved in completing COE Agreements. The scenarios will be present from a UN and Member State point of view to demonstrate how differences can arise in preparing a COE Agreement. This will demonstrate to the student how the concept of voluntary contributions, as described in Lessons 2, is applied to COE Agreements.

FORMAT OF STUDY

This course is designed for independent study
at a pace determined by the student

Course format and materials permit:
<ul style="list-style-type: none">• MODULAR STUDY• EASE OF REVIEW• INCREMENTAL LEARNING

Materials needed for the completion of this course are enclosed with
the course listed below:

- Course booklet: The Provision of Troops and Contingent-Owned Equipment (COE) and the Method for Reimbursement
- End-of-Course Examination (provided with this course)
- Answer Sheet for End-of-Course Examination
- Return Envelope for End-of-Course Examination

STUDENT'S RESPONSIBILITY

The student is responsible for:

- Learning course material
- Completing the End-of-Course Examination
- Submitting the End-of-Course Examination

**Please see the End-of-Course Examination Answer Sheet
for submission instructions.**

METHOD OF STUDY

The following are suggestions for how to proceed with a UNITAR POCI Course. Though the student may have alternate approaches that are effective, the following hints have worked for many.

- Before you begin actual studies, first browse through the overall course material. Notice the lesson outlines, which give you an idea of what will be involved as you proceed.
- The material should be logical and straightforward. Instead of memorising individual details, strive to understand concepts and overall perspectives in regard to the United Nations system.
- Set up guidelines regarding how you want to schedule your time.
- Study the lesson content and the learning objectives. At the beginning of each lesson, orient yourself to the main points. If you are able to, read the material twice to ensure maximum understanding and retention, and let time elapse between readings.
- When you finish a lesson, take the End-of-Lesson Quiz. For any error, go back to the lesson section and re-read it. Before you go on, be aware of the discrepancy in your understanding that led to the error.
- After you complete all of the lessons, take time to review the main points of each lesson. Then, while the material is fresh in your mind, take the End-of-Course Examination in one sitting.
- Return your End-of-Course Examination Answer Sheet to UNITAR POCI. Your exam will be scored, and if you achieve a passing grade of 75 per cent or higher, you will be sent a Certificate-of-Completion. If you score below 75 per cent, you will be given one opportunity to take a second version of the End-of-Course Examination.
- One note about spelling is in order. There are six official languages at the United Nations; one of these is English as used in the UK. UNITAR POCI courses are written using English spelling.

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LESSON 1

THE EVOLUTION OF TROOP AND COE REIMBURSEMENT

- 1.1 The Evolution of Troop Costs
- 1.2 The Focus on COE Reimbursement
- 1.3 Reform Project Plan and Time-Line
- 1.4 The COE Manual
- 1.5 References
- 1.6 Summary

LESSON OBJECTIVES

In Lesson 1, the student will be exposed to the history of how troops and equipment have been provided by Member States to UN peacekeeping missions. The lesson will cover the development of the reimbursement process for troop costs. Reimbursement for COE up to 1996 will also be discussed as a prelude to the emergence of the current COE system.

This lesson will explain how and why the COE system was developed and state its goals and objectives. A chronological presentation will take the student through the five phases of Working Groups that prepared the concept and the associated UN regulatory meetings that led to the General Assembly's approval of the system and procedures.

The lesson will close with a segment on the various references that apply to the provision of troops and equipment to UN missions and the related reimbursement procedures. It will be stressed that the student becomes familiar with these references, both for success with the course and, more importantly, for use by Member States on actual missions. Applicable excerpts from the references will be provided as part of the course package.

1.1. The Evolution of Troop Costs

The history behind the development and setting of troop costs is important because it represents the underlying principles used for the COE system. Troop cost reimbursement was originally created in 1974. Based on a study conducted by the UN Secretariat in conjunction with troop-contributing countries, an amount of \$500 per person per month would be paid for services rendered on



Installation of the United Nations checkpoint by the UNEF Finnish contingent at kilometre marker 101 on the Cairo-Suez road (1973). (UN Photo #123971)

peacekeeping missions. Additionally, a standard rate of \$150 per month would be paid to troop-contributing countries for a limited number of specialists to provide support to contingents. The rates were reviewed every 2-3 years up until 1991. From July 1991 until today, troop costs were set at \$988 per person per month for pay and allowances (all ranks), \$291 per person per month for supplementary payment for specialists, for up to a maximum of 25% of logistic units and up to 10% of other units.

Back in 1974, the General Assembly also approved a monthly allowance per person for clothing, personal equipment (including weapons), and ammunition. The rates were set at \$65 per month for personal equipment and clothing and \$5 per month for ammunition.

In determining reimbursement rates for troops, the initial study considered three underlying principles:

- Troops serving side by side should be reimbursed on the same basis for identical services;
- No Government should receive higher reimbursement than its actual costs -- in other words, no Member State should “profit” from its participation in the operation; and
- Some Governments would not be fully reimbursed based on any standard cost formula, but they should be reimbursed at least the amount that was paid to their troops as actual overseas allowance.

In 2001, troop cost reimbursement was reviewed, and the following new rates were approved as of 1 January 2002:

- Troop costs at the rate of \$1,028 per month per contingent member;
- Personal clothing, gear, and equipment allowance at the rate of \$68 per month per contingent member;
- Personal weaponry and training ammunition at the rate of \$5 per month per contingent member; and
- An allowance for specialists at the rate of \$297 per month, or \$303 per month (effective 1 January 2002) for 25% of troop strength of listed logistics units and 10% of troop strength of infantry unit, Force Headquarters, Sector Headquarters and other units.

The contingent personnel will receive directly from the peacekeeping mission a daily allowance of \$1.28 plus a recreational leave allowance of \$10.50 per day for up to 7 days of leave taken during each six month period.

1.2. The Focus on COE Reimbursement

During the 1970's, the UN also developed a methodology for reimbursing Member States for the provision of equipment to peacekeeping missions. For the most part, the UN "purchased" the use of equipment through Letters of Assists or Notes Verbale. Since most mission roles were as observers, commercial pattern or light military vehicles and equipment were sufficient. Even major confrontation areas with over 1,000 troops each, such as UNFICYP, were primarily static observer forces whose requirements could be satisfied through a simple UN support organisation or by Member States' voluntary contributions if the funds ran short.

To control the use and reimbursement of contingent-owned equipment, the UN developed a system of surveys to count and catalogue material as it arrived in the mission area. The In-Survey identified **ALL** items brought by the contingent. The Out-Survey listed **ALL** the items returning to the Member State. For all returning equipment, Member States were reimbursed for depreciation costs while the equipment was in the mission area. The difference between the surveys was considered equipment losses and could be reimbursed at the value established during the In-Survey. Reimbursement was based on the Member State providing the proper document filed at the time of the loss (Loss or Write-off Reports).

In the mid to late 1970's, the complexity of mission equipment started to increase wherever a strong military presence was required of observer missions, such as UNEF II, UNIFIL, and UNDOF. By the late 1980's, the simplicity of the In/Out Survey was insufficient to keep pace with the growing list of equipment and support. The survey process was quickly becoming an administrative burden for both the UN Secretariat and Member States. Moreover, the deployment time for contingents became shorter as UN forces were rapidly deployed to cease-fire operations in Iran, Iraq, Afghanistan, and Angola. By its very nature, the Survey process was time-consuming and bureaucratic. The time and workload to settle reimbursement claims following redeployment of contingents grew steadily.

As the size and complexity of UN forces grew, so did the focus of both the Member States and the UN on the cost of equipment and support. Member States were caught between both the desire to provide suitably-trained equipment contingents and the difficulty in receiving all or partial reimbursement. The UN Secretariat was experiencing a substantial increase in workload and personnel devoted to reimbursement. In addition, DPKO faced increasing dissatisfaction from Member States and varied standards in contingent-owned equipment and support provided in mission areas.

1.3. Reform Project Plan and Time-Line

In order to simplify the process of reimbursement for contingent-owned equipment, and thereby reduce the lead-time associated with the payment of claims, a project plan was established to develop a new methodology for reimbursement for COE and support. This development process began with the Secretary-General's Report A/48/945, and the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) A/49/664, in which problems related to the planning, budgeting and administration of peacekeeping operations were presented to the General Assembly. The General Assembly, by Resolution 49/233 of 23 December 1994, authorised the Secretary-General to proceed with a reform of the procedure for determining reimbursements to Member States for contingent-owned equipment provided to peacekeeping missions. This effort was divided into five phases.

The Phase I and Phase II Working Groups, made up of technical and financial experts from Member States, met with Secretariat representatives from January to March 1995. Six Member States presented written proposals for a reform of the methodology, all focusing on a flat rate reimbursement system. The Groups recommended that reimbursement to the Troop/police-contributor (TC/PC) be made on the basis of a "wet lease", whereby the TC/PC would provide major equipment and maintenance. A second option was a "dry lease", whereby the TC/PC would provide only major equipment, with the UN assuming responsibility for maintenance.

These Working Groups recommended that minor equipment and consumables not directly related to major equipment be reimbursed as "self-sustainment" based on troop strength. Self-sustainment categories are not subject to accountability upon entry into and departure from the mission area, but rather to verification and inspection to ensure that they meet the agreed standards and mandate of the contingent. When a contingent provides less major equipment or self-sustainment than that is stipulated in the Memorandum of Understanding (MOU), the TC/PC will be reimbursed only for actual numbers.

In preparation for the Phase III Working Group, the Secretariat convened a meeting in May 1995 to gather cost data from Member States in order to determine the baseline rate of major equipment and self-sustainment reimbursement. In July 1995, the Working Group met and developed the first rate tables (examples of which are provided in Lessons 9 and Appendix C). The Working Group also finalised the general principles of the COE system and prepared recommendations for UN General Assembly approval and the establishment of a subsequent Phase IV to obtain General Assembly approval and to implement the COE system.

The basic principles of this system are simplicity, accountability, and financial and management control. This is accomplished by reducing the administrative burden on TC/PCs, the Secretariat, and the peacekeeping missions; standardisation of reimbursement rates will be determined on an equitable basis based on the standards to be applied to equipment and services to be provided. Moreover, the Secretariat wanted to ensure that the new system allowed the UN to pay for what it wants, not what it gets.

Furthermore, accountability and control are ensured by the system relying on an *a priori* agreement (Memorandum of Understanding) between the UN and the TC/PC for the leasing of equipment and the provision of services to personnel. This MOU eliminates the need for detailed surveys of equipment, spare parts, and consumables, and it puts the emphasis on the TC/PC for asset management.

Phase IV Implementation was launched when the General Assembly, by Resolution 50/222 of 10 May 1996, authorised the implementation of new procedures for determining reimbursement to Member States for contingent-owned equipment. A major focus of this phase was the development of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of TC/PC Participating in Peacekeeping Missions (hereafter called COE Manual). The first COE Manual was completed in October 1996 and detailed the procedures authorised by the General Assembly. The COE Manual replaced the previous methodology whereby the TC/PCs were reimbursed based on the In- and Out-Surveys and depreciation of equipment. The outcome of this phase was a report back to the General Assembly on the implementation of the COE system.

The fifth phase of the reform project covers on-going process improvement and reporting to the General Assembly. The Phase V Working Group reviewed the rates in February 2001 and examined lessons learned from the implementation of the COE system. A post-Phase V Working Group reviewed the draft COE Manual that had been in use since the COE was adopted in 1996. The results were incorporated in a new version of the COE Manual released in October 2001.

The Working Group was again convened in 2004 to review the COE system, its rates, and the contents of the COE manual. The recommendations of the Working Group and those of the Secretary-General were adopted by the General Assembly by resolution 59/298 on 31 August 2005. A new version of the COE Manual was provided to the General Assembly for translation and distribution on 22 December 2005.

The next review will be conducted in 2008 in accordance with General Assembly resolution 59/298.

1.4. The COE Manual

The COE Manual is a primary document that governs reimbursement under the COE system. The COE Manual is a consolidation of the recommendations of the Phase II, III, IV, V and post-Phase V Working Groups as approved by the General Assembly and provides clarifications and explanations, where required, on the implementation of these decisions. The COE Manual contains the policies, procedures, and actions to be followed by UN Headquarters and Missions. The COE Manual is intended to provide assistance to the TC/PC and ensure that the decision of the General Assembly is fully and consistently implemented. The procedures used in the implementation of the General Assembly decisions may be amended from time to time to take into account changing circumstances and experience gained.

One of the COE Manual's goals is to facilitate the preparation of MOU to deploy troops and equipment to peacekeeping operations. The scope of the COE Manual primarily covers the administrative, logistical, and financial aspects related to the contingent-owned equipment (major equipment and self-sustainment). However, in order to facilitate a TC/PC's participation in UN operations, the COE Manual contains additional information relating to deployment/re-deployment of personnel, procedures for Death & Disability claims, painting/repainting claims, inland transportation claims, and the provision of goods and services to contingents by the UN.

The COE Manual should be read in conjunction with other related documents such as the Operation Support Manual, the Guidelines (Aide-Mémoire) to TC/PC (mission-specific and issued before deployment of troops), and the Standby Arrangements in the Service of Peace, Table of Organisations and Equipment (1998).

1.5. References

Every effort was made to ensure the accuracy of the COE Manual. However, in the event of discrepancies between the COE Manual and the documents of the General Assembly, the resolution/reports approved by the General Assembly shall prevail. The following are the main reports and resolutions covering the reform of the reimbursement methodology. These documents should be consulted when developing MOUs.

Reference	Document	Date
Phase II Working Group recommendations	A/C.5/49/66	2 May 1995
Phase III Working Group recommendations	A/C.5/49/70	20 July 1995
Secretary-General's summary to the General Assembly of the recommendations of the Working Groups	A/50/807	
ACABQ review of SG's observations and Working Group recommendations	A/50/887	6 March 1996
General Assembly resolution authorising implementation of the COE system	A/Res/50/222	10 May 1996
Phase IV Working Group recommendations	A/C.5/52/39	23 February 1998
Secretary-General's report on the first year of implementation	A/53/465	7 October 1998
ACABQ review of the Phase IV recommendations	A/53/944	6 May 1999
General Assembly Resolution to adopt the recommendations of the Phase IV Working Group	54/19	22 November 1999
Phase V Working Group recommendations on system improvements	A/C.5/54/49	16 February 2000
Secretary-General report on the continuous improvement process	A/54/795	14 March 2000
ACABQ review of the Phase V report	A/54/826	3 April 2000
General Assembly resolution to adopt the recommendations of Phase V Working Group	A/Res/54/19B	14 July 2000
Post-Phase V Working Group recommendations	A/C.5/55/39	7 March 2001
The Secretary-General summary of the post-Phase V report	A/55/815	1 March 2001
ACABQ comments and proposal on the post-Phase V report	A/55/887	4 April 2001
General Assembly resolution to adopt the recommendations of post-Phase V Working Group	A/Res/55/274	22 June 2001
Report of the 2004 Working Group on Contingent Owned Equipment	A/C.5/58/37	19 April 2004
Secretary-General report on the 2004 Working Group	A/59/292	24 August 2004
ACABQ report	A/59/708	22 February 2005
General Assembly Resolution	A/Res/59/298	31 August 2005

1.6. Summary

The responsibility of the UN is to ensure that the peacekeeping mission is provided with the personnel and equipment required to fulfil its mandate, and to ensure that the TC/PC provides personnel, equipment, and services as detailed in the specific MOU and that the contingents perform according to the established standards. The reform of the methodology for reimbursement for COE was a monumental step forward in realising that responsibility. The COE system also brings standardisation to this major element of UN finances.

This system is a major departure from previous practices, as it is focused on management rather than accounting for contingent-owned equipment. It is performance-driven and provides for transparency of deployment as well as accountability. It is designed to enable Member States to appreciate their commitment to peacekeeping at the outset, thus leading to simplified budgeting and reimbursement. A further key benefit is that missions will be able to implement an integrated management structure in the field.

LESSON 1 END-OF-LESSON QUIZ
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1. When was the Troop Cost Reimbursement System originally created?
 - a. 1974
 - b. 1981
 - c. 1991
 - d. 1995

 2. As of July 1991, how much was the monthly specialist allowance calculated as a percentage of the contingent's personnel strength?
 - a. \$ 291
 - b. \$ 303
 - c. \$ 988
 - d. \$ 1,028

 3. What is the maximum percentage of specialist troops for which a logistics unit will be reimbursed?
 - a. 5%
 - b. 10%
 - c. 25%
 - d. 65%

 4. Which of the following statements does not represent one of the underlying principles in determining the new reimbursement rates for troop contributions?
 - a. Troops serving together will receive equal pay for equal services rendered;
 - b. No government shall be able to profit from their participation in a peacekeeping operation;
 - c. The responsibility for management aspects of reimbursement rates is shifted from the UN to the TC/PCs;
 - d. Governments will be reimbursed a minimum amount of the overseas allowance paid to troops.

 5. When did the General Assembly authorise the implementation of the new reimbursement system?
 - a. 23 December 1994
 - b. 6 March 1995
 - c. 20 July 1995
 - d. 10 May 1996
-

-
6. Which of the following is not a basic principle of the COE system?
 - a. Simplicity;
 - b. Accountability;
 - c. Flexibility;
 - d. Management.

 7. Which statement best describes the difference between the wet and dry lease of minor equipment and consumables?
 - a. A wet lease includes equipment and its maintenance, while a dry lease provides only equipment;
 - b. A dry lease includes equipment and its maintenance, while a wet lease provides only equipment;
 - c. A wet lease includes equipment and its fuel, while a dry lease provides only equipment;
 - d. There is no difference between the leases, as minor equipment and consumables are self-sustaining.

 8. Who participated in Phase I and II of the Reimbursement Reform Working Group?
 - a. The UN Secretariat;
 - b. Member States;
 - c. The Secretariat and Member States;
 - d. The General Assembly, ACABQ and the Secretariat.

 9. Which of the following is not a benefit of the reformed reimbursement system?
 - a. Renewed use of detailed surveys in accounting for contingent-owned equipment;
 - b. Implementation of a field-integrated management structure;
 - c. Providing transparency of deployment and accountability to Member States;
 - d. Simplification of budgeting and reimbursement procedures.

 10. For a self-supporting unit of 150 troops, what would be the maximum monthly reimbursement for the pay, allowance, clothing, and ammunition?
 - a. \$ 148,200
 - b. \$ 158,700
 - c. \$ 165,150
 - d. \$ 169,695
-

LESSON 1
ANSWER KEY

1. a. 1974
 2. a. \$ 291
 3. c. 25%
 4. c. The responsibility for management aspects of reimbursement rates is shifted from the UN to the TC/PCs.
 5. d. 10 May 1996
 6. c. Flexibility.
 7. a. A wet lease includes equipment and its maintenance while a dry lease provides only equipment.
 8. c. The Secretariat and Member States.
 9. a. Renewed use of detailed surveys in accounting for contingent-owned equipment.
 10. d. \$169,695, based on $(150 * \$1,028) + (150 * \$68) + (150 * \$5) + (150 * 10\% * \$303)$ or $\$154,200 + \$10,200 + \$750 + \$4,545$
-



LESSON 2

STANDARD ELEMENTS OF THE COE SYSTEM AND LEASE OPTIONS

- 2.1 Introduction
- 2.2 Implementation
- 2.3 Retroactivity
- 2.4 Binding Arrangements
- 2.5 Reimbursement/Lease Options
- 2.6 Transportation
- 2.7 Loss and Damage
- 2.8 Mission Factors
- 2.9 Verification and Control
- 2.10 Major Equipment
- 2.11 Self-Sustainment
- 2.12 Reimbursement During Withdrawal
- 2.13 Dispute Resolution

LESSON OBJECTIVES

In Lesson 2, the student will be exposed to the basics behind the COE system. Many of these elements will be repeated throughout the other lessons, so it is important for the student to understand the rationale for these elements. This lesson serves as a foundation for the more detailed lessons to follow.

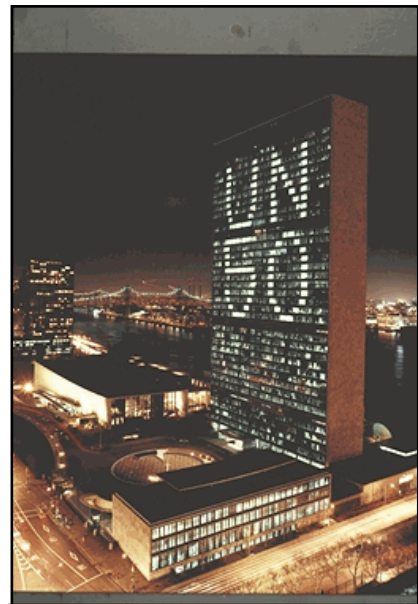
The student should also note the key UN documents mentioned in this lesson. It is important to remember that the wording of the various UN documents submitted for approval was a key to the success of the COE initiative. The Working Group spent an extensive amount of time making the wording as clear as possible without being overly restrictive. This lesson, in addition to the others, uses exact wording or paraphrasing of both the UN documents and the COE Manual. Students should seek out the actual references to facilitate their understanding of the COE system, even if the language of UN documents is sometimes difficult to comprehend.

2.1. Introduction

Standard Elements of the COE System and Lease Options

Lesson 2 will describe the elements of the COE system, including their purpose and underlying concepts. After an introduction of the major concepts behind the COE system, the following elements will be discussed:

- Implementation of the COE System
- Retroactivity of the COE System
- Binding Arrangements
- Lease/Rent Options
- Transportation
- Loss and Damage
- Mission Factors
- Verification and Control
- Major Equipment
- Self-Sustainment
- Reimbursement During Drawdowns/
Termination of Mission
- Dispute Resolution



Secretariat lit up for UN's 50th Anniversary. New York (1994). (UN Photo #188956C)

2.2. Implementation

The General Assembly, by Resolution 50/222 of 11 April 1996, authorised the implementation of new procedures for determining reimbursement to Member States for contingent-owned equipment. These procedures came into effect on 1 July 1996. The procedures were applicable to all new missions as soon as the UN Secretariat had procedural arrangements in place.

As of 31 October 2006, there have been 550 Memorandums of Understanding (MOUs) raised for the provision of troops and equipment under the COE system. The MOUs covered support to 19 missions and involve 74 different different Member States.

2.3. Retroactivity

For missions activated prior to 1 July 1996, Troop/police-contributors (TC/PCs) had the option to accept reimbursement under either the new or the old reimbursement methodology. Since part of the reason behind reform of the reimbursement methodology was to provide simplicity, accountability, and financial and management control, applying the COE system to previous or on-going claims was seen as a benefit for both the UN Secretariat and the Member

States. Essentially, a determination was made between UNHQ and the Member States as to the most cost-effective system to use to settle older missions.

Nine retroactive claims for reimbursement under the COE system were made, all for UNPF. The claims were for both major equipment and self-sustainment and covered a period from 1992 to 1996.

2.4. Binding Arrangements

One of the goals of the COE system is to have a Memorandum of Understanding (MOU) signed by the TC/PC and the United Nations prior to deployment, stipulating the obligations of each party related to personnel, major equipment, and self-sustainment. The final form of the MOU can vary as long as the substantive elements of the model MOU remain consistent for all Member States. The legal aspects of the MOU are to be in accordance with the financial rules and regulations of the UN. It is understood that no change/amendment, addition to, or deletion from the model MOU is to affect or diminish the legally binding nature of the MOU on the parties.

2.5. Reimbursement/Lease Options

The TC/PCs are reimbursed under wet or dry lease as per rates adopted by the General Assembly. A wet lease provides for reimbursement for the use of the serviceable equipment and its associated maintenance and consumables (e.g., fluids, oils, lubricants). If not provided by the UN, fuel can also be included in the wet lease. A dry lease is for equipment use only, with maintenance and support being provided through the UN.

Reimbursement is limited to those items of major equipment (including associated minor equipment and consumables) specifically agreed to by the UN. Should a contingent provide less major equipment or self-sustainment categories than that stipulated in the MOU, the TC/PC will be reimbursed only for major equipment or self-sustainment categories that were actually provided.

The method of computation for the monthly equipment usage charge for the modular dry lease system and components of modular wet/dry lease system are discussed in Lesson 5 and Lesson 8.

The TC/PCs are reimbursed for self-sustainment as per rates in General Assembly documents. These rates are listed in Chapter 8 of the COE Manual and are covered in Lesson 9. Rates of reimbursement for special equipment will be negotiated separately between the TC/PC and the UN and is covered in Lesson 5. Reimbursement rates will be adjusted for any period for which TC/PCs are not meeting the standards.

The COE Manual also has sample lease options in Chapter 2, Annex B.

2.6. Transportation

The UN is responsible for transportation of troops/police and contingent-owned equipment upon deployment and repatriation but may request TC/PCs to provide this service via Letter of Assist (LOA).

The actual cost of inland transportation of major equipment from its normal operating location to an agreed port of embarkation will be reimbursed, subject to the presentation of validated claims based on terms and conditions agreed in advance in the LOA.

TC/PCs are responsible for transportation to re-supply the contingent for spare parts and minor equipment related to major equipment, and for rotation and to meet national requirement. The monthly estimated maintenance rates of the wet lease rates already include a generic 2% premium for such transportation. In addition, a distance-related increment is applied to the maintenance rates. The distance-related increment is 0.25% of the estimated maintenance rate for each complete 500 miles (800 kilometres), beyond the first 500 miles (800 kilometres) distance along the consignment route between the port of embarkation in the troop-contributing country and the port of entry in the mission area. The distance is determined using the shortest sea consignment route, unless specified otherwise. For landlocked countries or countries where equipment is moved by road or rail to and from the mission area, the port of entry will be an agreed border crossing point.



Finnish peacekeeping forces arrive in Namibia aboard a C-5A Galaxy transport aircraft supplied by the United States of America (1989). (UN Photo #157214C)

TC/PCs are responsible for transportation related to the re-supply of contingents for consumables and minor equipment necessary for the provision of self-sustainment. The rates approved for self-sustainment include a generic premium of up to 2% to compensate for the cost of transportation of self-sustainment re-supply. TC/PCs are not eligible for additional reimbursement for the transportation of self-sustainment items.

When the UN negotiates a contract for the repatriation of equipment and the carrier exceeds a 14-day grace period after the expected arrival date, the TC/PC will be reimbursed by the UN at the dry-lease rate from the expected arrival date until the actual arrival date.

More detailed information related to transportation is provided in Lesson 4.

2.7. Loss and Damage

When deciding reimbursement for loss and damage, a distinction between no-fault incidents and hostile action/forced abandonment must be made.

No-fault incidents: The wet lease/dry lease rates include a no-fault factor to cover loss of or damage to equipment in a no-fault incident. There is no additional reimbursement, and no other claims are receivable in the case of equipment loss or damage in such incidents (see definition of “no-fault incident” in Chapter 6 of COE Manual).

Hostile action/forced abandonment: In cases of loss or damage resulting from a single hostile action or forced abandonment, the TC/PC will assume liability for each and every item of equipment when the collective generic fair market value is below the threshold value of \$250,000.

For major equipment lost or damaged as a result of a single hostile action or forced abandonment, the UN will assume liability for each and every item whose generic fair market value equals or exceeds \$250,000 or for those lost or damaged when the collective generic fair market value of such equipment equals or exceeds \$250,000. The value of the loss or damage is determined using the GFMV. The reimbursement is made at the GFMV rates less the equipment use charge and any other environmental and intensified operational use payment made by the UN for that equipment.

The TC/PC cannot file claims against the UN for loss or damage to spare parts, minor equipment and consumables. These are covered by the mission-approved hostile action/abandonment factor, which is applied to the spare parts component of the wet lease as well as the self-sustainment rates, and/or by the no-fault incident factor, included in the dry/wet lease rates.

In the case of loss or damage during transportation, the party making transportation arrangements is responsible for loss or damage incurred during transportation. The loss and damage issue has been clarified and is to be applied to ensure that TC/PCs are reimbursed where significant damage occurs to COE during transportation. Significant damage has been defined as damage where the repairs amount to 10% or more of the generic fair market value of the item of equipment.

The UN has no responsibility for reimbursement where loss and damage is due to wilful misconduct or negligence by members of the TC/PC as determined by a board of inquiry convened by duly authorised personnel of the UN, the report of which has been approved by the responsible UN official.

Major equipment can be provided to the UN by one TC/PC to be used, at the request of the UN, by another TC/PC. In these cases, major equipment provided to a UN peacekeeping mission by a TC/PC and used by another TC/PC shall be treated with due diligence. The user TC/PC shall be responsible for reimbursing the providing TC/PC, through the UN, for any damage that may occur, whether as a result of wilful misconduct, gross negligence, or negligence

by personnel of the user TC/PC. The principles and procedures dealing with these instances will be negotiated and included in the MOU and supplementary arrangements between the UN and TC/PCs.

Unless otherwise specifically provided in the MOU, loss or damage to special case equipment shall be treated in the same manner as other major equipment.

When equipment is provided under a wet lease arrangement, the method of calculation for damage is the reasonable cost of repair. Equipment, which has suffered damage, is to be considered a total loss when the cost of repair exceeds 75% of the GFMV.

More detailed information of loss and damage is provided in Lesson 6.

2.8. Mission Factors

Mission factors are intended to compensate the TC/PC for extreme operating conditions in the mission area. When conditions impose significant and additional hardships, they are to be applied to the lease rates as follows:

- An Extreme Environmental Condition Factor not to exceed 5% of the reimbursement rates for major equipment and for self-sustainment;
- An Intensified Operational Conditions Factor not to exceed 5% of the reimbursement rates for major equipment and for self-sustainment; and
- A Hostile Action/Forced Abandonment Factor not to exceed 5% of the reimbursement rates for self-sustainment and the spare parts element (or ½ of the maintenance rate) included in the wet lease rate.

These factors will be determined by the Technical Survey Team at the initiation of the mission. Mission factors are specific to each peacekeeping mission and will be applied universally throughout the mission. These factors are subject to change depending on the prevailing conditions in the mission area. The UN or TC/PC can request a review of the mission factors whenever the conditions in the mission have changed sufficiently to warrant a review.

More detailed information on mission factors is provided in Lesson 7.

2.9. Verification and Control

The main purpose of the inspection is to verify that the terms and conditions of the MOU have been met, and to take corrective action when required. At every stage of peacekeeping operations, time and manpower are short, and excessive time cannot be spent beyond that required to determine that the minimum requirements have been met by the TC/PC or the UN in each area

The verification and control procedures are intended to ensure that the terms of the MOU between the UN and the TC/PC are met by both parties at the outset and throughout the period of effect of the MOU. Major equipment and self-sustainment standards are defined to ensure operational capability. These standards are promulgated in General Assembly documents and listed in Chapter 3 of the COE Manual. The details for the implementation of the verification and control procedures are contained in Chapter 3 of the COE Manual.

Verification and control will be carried out as follows:

- Arrival Inspection: The arrival inspection is to take place immediately upon arrival and to be completed within one month. Where equipment and personnel are already in the mission area when the MOU is concluded, the first inspection will be carried out on a date to be jointly determined by the mission and contingent authorities and is to be completed within one month of that date:
 - Major equipment will be inspected to ensure that categories, groups, and the number delivered correspond with the MOU and that it is operational;
 - A TC/PC representative must explain and demonstrate the agreed self-sustainment capability. Self-sustainment will be inspected with a view to an assessment of the operational capabilities of the equipment and services; and
 - The UN must also demonstrate that where the UN has agreed to provide self-sustainment, it does so to the same standards as those approved by the General Assembly and expected of TC/PCs.
- Operational Readiness Inspection: This inspection must be carried out at least once during every six-month period of the contingent's deployment in the mission area, and anytime the mission believes the equipment or services do not meet the standards. The condition of the major equipment and self-sustainment will be inspected with a view to assess whether the capability is sufficient and satisfactory;
- Repatriation Inspection: This inspection shall account for all major equipment of the TC/PC to be repatriated and verify the condition of the major equipment provided under the dry lease arrangement. The inspection shall also ensure that no UN-owned equipment is part of the equipment being repatriated; and
- Other verifications or inspections deemed necessary by the Force Commander or the Secretariat.

More information on verification and control is provided in Lesson 3.

2.10. Major Equipment

A dry lease is a contingent-owned equipment reimbursement system whereby the TC/PC provides equipment to a peacekeeping mission. The UN assumes responsibility for maintaining the equipment, or it arranges with a third party for maintenance of the equipment.

In the case where a third party provides maintenance services, the third party will be reimbursed the maintenance portion of the wet lease rate. Dry lease equipment may be operated either by the

equipment-owning country or another country. The contractual relationship is between the UN and the equipment-owning country and/or the UN and the equipment-operating country. Issues of third-party liability will be the subject of a supplementary arrangement or addendum to the MOU.



UNMEE armoured personnel carriers conduct regular patrols in the area of Senafe, Eritrea (2001). (UN Photo #207016)

A wet lease is a contingent-owned equipment reimbursement system where the TC/PC assumes responsibility for maintaining and supporting major and minor items of equipment deployed. The TC/PC is entitled to reimbursement for providing this maintenance support.

2.11. Self-Sustainment

Discussions between the UN and the TC/PC will result in an agreement on the capabilities to be provided by the UN and the contingent being deployed. As a starting point for negotiation, the UN will identify and request from the TC/PC those self-sustainment capabilities it cannot provide. The right of the TC/PC to provide any or some categories of self-sustainment will be taken into consideration during the negotiation of the MOU. However, the UN has a responsibility to ensure that any self-sustainment services provided by a TC/PC meet the minimum operational capabilities, are compatible with the other TC/PC where interface is required, and that the costs to the UN are similar to what it would have cost the UN to arrange centrally for the provision of these self-sustainment services.



A Canadian cook peels potatoes in preparation for supper at UNDOF's Camp Ziouani in the Golan Heights (2002). (Canadian Forces Photo #IS2002-2756a)

Only those services specifically agreed in the MOU to be provided by the TC/PC will be reimbursable monthly at the rates listed in Lesson 9, based on the actual troop strength up to the personnel ceiling agreed in the MOU.

Where a contingent is employing major equipment in providing its self-sustainment support, the TC/PC is not entitled to major equipment reimbursement, but only to the applicable self-sustainment reimbursement. There may be instances where a TC/PC provides services such as communications, medical, and engineering on a Force level/Force asset, in which case there may be entitlement to reimbursement for major equipment, whereas the same items at the unit level would be considered minor equipment and incorporated into the self-sustainment reimbursement. These instances will be negotiated and indicated in Annexes B and C of the MOU where applicable.

2.12. Reimbursement During Withdrawal

Upon withdrawal of a contingent, a plan is to be developed to coordinate the timely departure of troop/police contingents and equipment following the termination of a mission. Troop reimbursements will continue at full rates until departure in accordance with the withdrawal plan. Reimbursement for major equipment leases will be paid at the level of 50% of the agreed rates in the MOU until the equipment departure date. Reimbursement for self-sustainment rates will be reduced by 50% and will be calculated upon remaining deployed troop strengths until all contingent personnel have departed the mission area. When the UN negotiates a contract for the repatriation of equipment and the carrier exceeds a 14-day grace period after the expected arrival date in home country, the TC/PC will be reimbursed by the UN at the dry-lease rate from the expected arrival date until the actual arrival date.

2.13. Dispute Resolution

The UN peacekeeping operation shall establish a mechanism within the mission to discuss and resolve amicably by negotiation in a spirit of cooperation the differences arising from the application of this MOU. This mechanism shall be comprised of two levels of dispute resolution:

- First level: The Chief Administrative Officer (CAO) and the contingent Commander will attempt to reach a negotiated settlement of the dispute; and
- Second level: Should negotiations at the first level not resolve the dispute within 45 days after the receipt by one Party of the other Party's request for such settlement, a representative of the Permanent Mission of the Member State and the Under-Secretary-General for Peacekeeping Operations, or his representative, shall, at the request of either Party, attempt to reach a negotiated settlement of the dispute.



Disputes that have not been resolved as provided in the paragraph above after the receipt by one Party of the other Party's request for first level settlement may be submitted to a mutually agreed conciliator or mediator appointed by the President of the International Court of Justice. However, failing in this may result in the dispute being submitted to arbitration at the request of either party. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third, who shall be the Chairman. If within thirty days of the request for arbitration either Party has not appointed an arbitrator, or if within thirty days of the appointment of two arbitrators the third arbitrator has not been appointed, either Party may request the President of the International Court of Justice to appoint an arbitrator. The procedures for the arbitration shall be fixed by the arbitrators, and each Party shall bear its own expenses. The arbitral award shall contain a statement of reasons on which it is based and shall be accepted by the Parties as the final adjudication of the dispute. The arbitrators shall have no authority to award interest.

LESSON 2 END-OF-LESSON QUIZ
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1. By what date did new missions begin to follow the new reimbursement procedures?
 - a. 11 August 1995
 - b. 11 April 1996
 - c. 1 July 1996
 - d. 31 March 2002

 2. Which of the following is not a characteristic of a Memorandum of Understanding?
 - a. The memorandum is signed prior to the deployment of the mission;
 - b. The memorandum will always take the same size and form;
 - c. The memorandum will be based upon the same model for all Member States;
 - d. The memorandum will always be legally binding regardless of any amendments, additions or subtractions.

 3. Which of the following correctly outlines the parties involved in the sequential steps followed in dispute resolution?
 - a. Contingent Commander → Permanent Mission of the Member State → USG DPKO;
 - b. CAO and Contingent Commander → International Court of Justice arbitrators → USG DPKO and Permanent Missions;
 - c. CAO and Contingent Commander → USG DPKO and Permanent Missions → International Court of Justice arbitrators;
 - d. Permanent Mission of the Member State → USG DPKO → CAO.

 4. The TC/PC is responsible for the cost of transportation for all of the following except:
 - a. Transportation of re-supply contingents for spare parts;
 - b. Transportation of minor equipment related to the major operation equipment;
 - c. Transportation upon deployment and repatriation;
 - d. Equipment rotation.
-

-
5. If a shipload of equipment with a maintenance rate of \$20,541 is transported from the port of embarkation to the port of entry via a route that is 1500 miles (2400 kilometres) long, what will be the distance-related increments added to the reimbursement rate?
 - a. \$ 102.71
 - b. \$ 154.06
 - c. \$ 1,027.05
 - d. \$ 10,271.00

 6. If hostile actions force the abandonment of \$385,000 worth of equipment, what will be the amount of money for which the UN will be liable?
 - a. \$ 135,000
 - b. \$ 192,500
 - c. \$ 250,000
 - d. \$ 385,000

 7. The loss or damage of equipment during transportation is the responsibility of which party?
 - a. The UN;
 - b. The troop-contributing party;
 - c. The third party user;
 - d. The party making the transportation arrangements.

 8. Equipment must be damaged over and above what percentage of its GFMV to constitute a total loss?
 - a. 25%
 - b. 50%
 - c. 65%
 - d. 75%

 9. Which of the following is not a characteristic of the determination of mission factors?
 - a. The mission factors cannot be reviewed once the mission is underway;
 - b. The mission factors are specific to each individual peacekeeping mission;
 - c. The mission factors are to be determined by a Technical Survey team;
 - d. The mission factors are universal to all aspects of a specific peacekeeping mission.

 10. Which of the following does not represent a proper inspection of equipment?
 - a. Within one month of arrival the TC/PC major equipment is inspected;
 - b. Within one month of arrival the self-sustainment equipment of the UN and TC/PC is inspected;
 - c. An inspection of the special equipment as requested by the Secretariat;
 - d. All of the above are proper inspections.
-

LESSON 2
ANSWER KEY

1. c. 1 July 1996
 2. b. The memorandum will always take the same size and form.
 3. c. CAO and Contingent Commander → Under-Secretary-General for Peacekeeping Operations and Permanent Missions → International Court of Justice arbitrators.
 4. c. Transportation upon deployment and repatriation.
 5. a. \$ 102.71
 6. d. \$ 385,000
 7. d. The party making the transportation arrangements.
 8. d. 75%
 9. a. The mission factors cannot be reviewed once the mission is underway.
 10. d. All of the above are proper inspections.
-



LESSON 3

STANDARDS, VERIFICATION AND CONTROL

- 3.1 Introduction
- 3.2 Purpose
- 3.3 Verification Guiding Principles
- 3.4 Major Equipment Standards
- 3.5 Vehicles
- 3.6 Self-Sustainment Standards
- 3.7 Conduct of Verification Inspections
- 3.8 Types of Inspections

LESSON OBJECTIVES

Lesson 3 will discuss the standards upon which the COE system is built. The lesson will explore the guiding principles behind reimbursement for major equipment and for self-sustainment. In addition, the verification and control process will be explained, and students will be exposed to the three types of inspections used in mission areas.

This lesson will focus a considerable amount of detail on the standards laid out in the COE Manual. It is very important that students understand the meaning and application of the standards as a basis for reimbursement negotiations. Explanations and examples will be provided to demonstrate the application of the standards to both major equipment and self-sustainment. By the end of this lesson, the student should be familiar with the requirements for reimbursement based on the standards set forth in the COE Manual. They should also be conversant with the processes for verification and control for personnel, equipment, and material.

3.1. Introduction

Reimbursement is dependent upon verification that the material and services provided meet the undertaking of the TC/PC in its MOU with the UN. The objective of the COE system is that the “UN pays for what it wants.” To achieve that objective, there needs to be a set of standards that Member States must maintain to be eligible for reimbursement. Moreover, a means of verifying both the quantity and quality of equipment and support services needs to be in place. Chapter 3 of the COE Manual is the main reference for this lesson.

3.2. Purpose

The purpose of these principles and procedures is to define the means by which the UN will ensure, in conjunction with the TC/PC, that the required standards in quantity and quality of material and services for which reimbursement will be sought are met.

3.3. Verification Guiding Principles

The verification and control procedures are intended to ensure that the terms of the MOU between the UN and the TC/PC are met by both parties at the outset and throughout the period of effect of the MOU. Major equipment and self-sustainment standards are defined in terms of operational capability for each category/sub-category, rather than on the details of a prescriptive list of the type and levels of equipment required. These standards of operational capability are promulgated in General Assembly documents and listed in Annexes A and B of Chapter 3 of the COE Manual.

The UN, in conjunction with the respective contingents or delegated authority designated by the TC/PC, is responsible for ensuring that the equipment and services provided by the TC/PC meets the requirements of the peacekeeping operation and is provided in accordance with the MOU entered into by the UN with the TC/PC. In order to do so, the UN will verify the status, condition, and quantity of the equipment and services provided. This control is implemented in cooperation between the UN and the TC/PC in accordance with the terms of the MOU for the provision of military personnel, equipment, and services.

The UN Inspection/Verification Team, which may be composed of UN staff members and military personnel assigned by the Head of Mission or by an official acting on his/her behalf, must be assigned to the Inspection Team for a sufficient period of time to ensure continuity in the control activities. The TC/PC must designate a person at each contingent/unit who is a responsible point of contact with the UN Inspection/Verification Team for verification and control matters.

In the conduct of the verification process, a “reasonability” view is to be employed when assessing the yielded results, including whether positive steps have been taken towards a fulfilment of the MOU. That is to say, the TC/PC and the UN have taken all reasonable

measures and have met the spirit of the MOU, if not the full substance, and also taken into account the importance of the subject and length of period where the MOU has not been fulfilled. The guiding principle in determining “reasonability” is whether the material to be provided by the TC/PC as well as by the UN will meet its (military) function at no additional cost to the UN or the TC/PC, other than those provided for in the MOU.

The results of the control process are to be used by the UN and the TC/PC as a basis of consultative discussions at the lowest level possible in the mission areas, in order that capabilities provided by the TC/PC meet the operational requirement of the mission. However, the control process in medical matters is one of quality assurance to ensure that all UN troops and staff in a peacekeeping mission are offered medical services according to the standards stated in the COE Manual Chapter 3, Annex B. Arrival inspection must ascertain the medical preparedness and vaccination status of all UN troops. The process also serves to determine whether a minimum standard of quantity or quality of both material and services has been provided, with the required corrective actions, and the adjustment to the agreed eligibility for reimbursement. Alternatively, the parties, given the degree of non-fulfilment of the MOU, may seek to renegotiate the terms and conditions in the MOU.

3.4. Major Equipment Standards

There are verifiable standards by which both dry and wet lease are applied and subsequently reimbursed. The following standards and associated definitions are designed to apply to the equipment listed in Annex A to Chapter 3 of the COE Manual. The standards, stated in terms of operational requirements, are designed to be generic in nature to fit the widest range of equipment.

The following principles are applicable to all equipment:

- a. Equipment arriving in theatre must be in a serviceable condition for use in its primary role and must already be painted with UN markings. Ambulances and other vehicles dedicated to the transport of medical staff or medical supplies should be clearly marked with a symbol placing it under the protection of the Geneva Convention. Any requirement to disassemble/assemble the equipment due to shipping constraints will be completed by the contingent at its own expense as part of the deployment process. This will include the addition of POL removed for the purpose of transportation;
 - b. All associated minor equipment, checklists or load list items required for use with the equipment in the performance of its role will accompany the equipment or be in clearly identifiable cargo for inclusion with the equipment on arrival in theatre;
 - c. Under the wet lease reimbursement, the contributor is responsible for the provision of replacement equipment, spare parts, maintenance, and contracted repair and **consumables**. A basic 2 per cent transportation factor for the re-supply of spare parts and consumables is included in the wet lease rate. This 2% rate is further increased by 0.25%
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for each complete 500 miles or 800 kilometres segment, beyond the first 500-mile or 800-kilometre segment, along the consignment route between the port of embarkation and the arrival point in the mission area;

- d. To meet serviceability standards, contingents have the option to maintain an additional 10% of the MOU-authorized quantities of major equipment to be deployed and re-deployed with the contingent. The United Nations will be responsible for the associated deployment and re-deployment **as well as painting/repainting costs**. However, a troop-contributor will not receive wet or dry lease reimbursement for overstocks;
- e. A “reasonability” view is to be employed when assessing whether a performance standard has been met. However, the capabilities, staff and medical equipment and the capability to perform emergency medical procedures according to the standards for medical self-sustainment stated in the COE Manual, Annex B of Chapter 3, must be present at all times. Troop/police-contributors and the United Nations should not be penalised when non-performance results from the operational situation in the mission area;
- f. Any equipment damaged in transit will be the responsibility of the party responsible for making the transportation arrangements;
- g. The term “Special case” should be reserved for major equipment for which a reimbursement rate has not been established in the COE Manual. “Special case” major equipment should be of a value greater than US\$500 (collective value of all items in the set), and with a life expectancy greater than one year.

The United Nations inspection team will use the MOU in verifying the type and quantity of major equipment provided by the troop/police-contributor.

A third party maintaining equipment of another troop/police-contributor is to meet the same performance standards as a troop/police-contributor providing maintenance of its own equipment.

Where a contingent is employing major equipment for self-sustainment support, the applicable troop/police-contributor is not entitled to major equipment reimbursement, but only to the applicable self-sustainment reimbursement. There may be instances where a troop/police-contributor provides services such as communications, medical, engineering on a Force level or as Force assets in which case there may be an entitlement to reimbursement for major equipment, whereas the same items at the unit level would be considered as minor equipment and incorporated into the overall self-sufficiency cost base. These instances will be specified in Annexes B and C of the MOU where applicable.

3.5. Vehicles

Vehicle standards present a unique problem as this major equipment category is divided into military and commercial pattern vehicles. What differentiates these categories has been debated and reviewed since the introduction of the COE System, as rates and capability standards can vary considerably between these two categories of vehicles. These categories are defined as follows:

- Commercial pattern vehicles are defined as those vehicles that are readily available from a commercial source.
- Military pattern vehicles are specifically engineered and designed according to precise military/police specifications and are built to satisfy particular military/police mission applications.

The 2004 Working Group on COE developed the following checklist to determine whether a commercial pattern vehicle could qualify for a military pattern rate of reimbursement.

- Fitted for Military Radio and Antenna Mounting plus Radio System (VHF/HF). This must be present PLUS any five of the following nine items:
 - Winch and accessories capable of pulling the weight of the vehicle it is fixed to and its normal combat load
 - Cross-country mobility (4x4, 6x6, 8x8, etc)
 - Auxiliary Power Outlet/Adaptor
 - Additional Power Outlets (Minimum 2 Pieces)
 - Spot Light
 - Roof Mounted Working Lights (Minimum 2 Pieces)
 - Weapons Stowage Clamps and/or Ammo Box Storage
 - Cargo Tie Down Loops and Cargo Fastening Equipment
 - Jerry Can or Equivalent Mounts for Extra Fuel

In cases where the original vehicle is of a commercial pattern, the vehicle may be considered as “military pattern” for reimbursement purposes under contingent-owned equipment, subject to MOU negotiation and are to be indicated in Annex B of the MOU. Issues of whether or not an upgrade to commercial equipment entitles a troop/police-contributor to military pattern equipment reimbursement are to be dealt with during the MOU negotiation at UNHQ, with paramount importance accorded to operational requirements and the principle of “reasonableness” in resolving disagreements. Commercial vehicles built to military specifications are NOT considered military pattern unless the above capabilities are met.

3.6. Self-Sustainment Standards

Self-sustainment is defined as logistics support for contingents in a peacekeeping mission area whereby the TC/PC provides some or all categories of logistics support to the contingent on a reimbursable basis. A contingent may be self-sufficient for various categories, depending on the ability of the UN to provide the necessary support and the contingent's own capabilities. The modular concept of self-sustainment is based on the principle that the TC/PC cannot only be partially self-sustaining in any given category. The required self-sustainment categories and any supplementary arrangements will be indicated in the respective MOU.

The overarching principle regarding self-sustainment is for all TC/PCs and contingents to adhere to the commitments made in their respective MOU to provide the agreed operational capability. Discussions between the UN and the TC/PC will result in an agreement on the capabilities to be provided by the UN and the contingent to be deployed. As a starting point for negotiation, the UN will identify and request from the TC/PC those self-sustainment capabilities it cannot provide. The right of the TC/PC to provide any or some categories of self-sustainment will be taken into consideration during the negotiation of the MOU. However, the UN has a responsibility to ensure that any self-sustainment services provided by a TC/PC meet the minimum operational capabilities and are compatible with other TC/PCs where interface is required. In addition, the costs to the UN are similar to what it would have cost the UN to arrange centrally for the provision of these self-sustainment services.

Only those services specifically agreed upon in the MOU to be provided by troop/police-contributors will be reimbursable, at the rates listed in the COE Manual, Chapter 8 (see Lesson 9 and Appendix C) using the actual troop strength up to the personnel ceiling agreed upon in the MOU. The inspection team will refer to the respective MOU to determine the categories of self-sustainment to be provided by each contingent.

To be eligible for reimbursement for any self-sustainment category or sub-category, a contingent must provide all minor equipment, maintenance, and consumables associated with that specific category or sub-category. Categories are sub-divided to ensure flexibility and to reimburse the TC/PC only for the minor equipment and consumables provided. Should a contingent obtain self-sustainment services from another contingent, reimbursement will be made to the TC/PC providing the services unless other bilateral arrangements have been made. When the UN provides that service or part thereof, the TC/PC does not receive reimbursement for the applicable category or sub-category. TC/PCs may choose to procure some minor equipment and consumables from another TC/PC on a bilateral basis, or from a civilian contractor, in which case the TC/PC remains eligible for reimbursement as long as it meets the operational capability and standards for the categories of self-sustainment.

Troop/police-contributors are to take note that, in order not to disrupt the operational effectiveness of a Mission, it may require significant lead-time for the United Nations to arrange for procurement and support for some self-sustainment categories. Therefore, it is of paramount importance that the United Nations be informed as soon as it becomes known to the troop/police-contributors that a troop/police-contributor will not be able or does not wish to continue

providing one or some of the self-sustainment capabilities negotiated in the MOU. In these cases, the United Nations and the troop/police-contributors will have to agree to an amendment to the MOU in order for the United Nations to take responsibility for the provision of self-sustainment categories that cannot be sustained by troop/police-contributors.

Where a contingent is employing major equipment for self-sustainment support, the applicable TC/PC is not entitled to major equipment reimbursement, but only to the applicable self-sustainment reimbursement. There may be instances when a TC/PC provides services such as communications and engineering on a Force Level, in which case there may be an entitlement for the reimbursement for major equipment, whereas the same items at the unit level would be considered as minor equipment and incorporated into the overall self-sufficiency cost base and self-sustainment reimbursement. These instances will be negotiated and indicated in Annexes B and C of the MOU where applicable.

TC/PCs are responsible for the transportation related to the re-supply of contingents for consumable and minor equipment necessary for the provision of self-sustainment. The rates approved for self-sustainment include a generic premium of up to 2% to compensate for the cost of transportation of self-sustainment re-supply. TC/PCs are not eligible for additional reimbursement for the transportation of self-sustainment items.

The inspection team is responsible for the verification of the categories or sub-categories of self-sustainment agreed to in the MOU and to assess if the standard of operational requirement approved by the GA is being fulfilled. In order to assist in the implementation, the UN has developed a set of standards for each category of self-sustainment. The standards are found in the COE Manual, Chapter 3, Annex B.

3.7. Conduct of Verification Inspections



Inspections will be conducted within the framework of the above principles. The main purpose of the inspection is to verify that the terms and conditions of the MOU have been met, and to take corrective actions when required. At every stage of peacekeeping operations, time and manpower are short, and excessive time cannot be spent beyond that required to determine that the minimum requirements have been met by the TC/PC or the UN in each area. The inspection team must refer to the respective MOU to determine the personnel, major equipment, and categories of self-sustainment to be provided by each contingent.

3.8. Types of Inspections

The verification process provides for inspections at three separate stages. It is mandatory that such inspections be conducted on arrival and on repatriation. Arrival inspections must cover the scope of equipment and services for which reimbursement is sought in the MOU. It is the responsibility of the UN to ensure that operational readiness of equipment and/or services specified in the MOU are verified. Operational readiness inspections may be conducted with little notice when conditions exist that give rise to concern that the terms of the MOU are not being met. Such inspections may be restricted in scope to specific areas of concern, as decided by the UN.

3.8.1. Arrival Inspection

The inspection of major equipment will take place immediately upon arrival in the mission area and must be completed within one month. The UN, in consultation with the TC/PC, will decide the time and place. When equipment and personnel are already in the mission area when the MOU is concluded, the first inspection will be carried out on a date to be jointly determined by the mission and contingent authorities and is to be completed within one month of that date. A TC/PC representative must explain and demonstrate the agreed self-sustainment capability. In the same way, the UN must give an account of the services provided by the UN as stipulated in the MOU. The arrival inspections will include the following:

- Major equipment will be counted and inspected in order to ensure categories and groups and that the number delivered corresponds with the MOU and that they are in serviceable condition, including painting in UN colours, upon arriving in theatre for use in its primary role;
- In the case of dry lease, the equipment will be inspected to determine whether the equipment condition is acceptable in accordance with established standards. This is compared with the consumption of spares and repair costs, ensuring that spares, etc., are provided and used according to the MOU; and
- Areas where the unit has a “self-sustainment” responsibility will be inspected within six months with a view to an assessment of the operational performance of the equipment and services.

In the event that, for whatever reason, the UN has not carried out the arrival inspection, the obligation of the UN to pay the charges for equipment from the date of arrival remain unchanged and should be carried out immediately.

UN Headquarters may be requested by a participating TC/PC to send a team to advise and consult with regard to the provision of services.

In order to reduce operational delays, the TC/PC may request UN Headquarters to send a team from the mission to carry out a pre-arrival inspection of equipment in the home country. This does not, however, replace the inspection that must be conducted on arrival.

3.8.2. Operational Readiness Inspections

Operational inspections will be implemented according to operational requirements during the stay of the units in the mission area. These inspections include the following:

- Major equipment will be counted/inspected in order to classify the equipment into categories and groups and to ensure that the agreed number are present and used appropriately;
- Major equipment will be inspected to ensure that it is operational to the extent agreed to in the MOU. The United Nations considers that unsafe vehicles endanger the life of personnel and jeopardise the effectiveness of a Mission and should not be considered operationally serviceable. The Chief Transportation Officer will review vehicle safety and make recommendation to the Chief Administrative Officer and Force Commander/Police Commissioner on this issue;
- In the case of a dry lease, a determination will be made as to whether the condition of the equipment (i.e., its maintenance status) is acceptable. This is compared with the consumption of spares and repair costs, ensuring that spares, etc., are provided and used according to the MOU; and
- Areas where the unit has a “self-sustainment” responsibility will be inspected with a view to an assessment of whether the sustainment capability is sufficient and satisfactory.

3.8.3. Repatriation Inspection

The UN shall carry out an inspection at the time of repatriation of the contingent or component thereof from the mission area. This inspection shall:

- Account for all major equipment of the TC/PC to be repatriated; and
- Verify the condition of major equipment provided under the dry lease arrangement to ensure that only equipment of the TC/PC is being repatriated.

Note: When circumstances prevent the UN from conducting a repatriation inspection, consideration should be given to using the last validated inspection.

3.8.4. Other Inspections and Reporting

Other verifications or inspections deemed necessary by the Head of Mission (or the delegated authority) or the UNHQ, such as standard operational reporting, may be implemented:

- **Standard operational reporting:** Standard operational reports are performed at the unit/contingent level by the unit/contingent on a monthly basis using a standardised form. These reports are maintained by the unit/contingent for presentation to the UN Inspection Team upon request. The report must describe the actual state of equipment and services provided by the unit and the United Nations;
- **Inspection reporting:** The UN Inspection Team will conduct periodic inspections. The reporting period will be decided between UNHQ and the Mission. An inspection report, i.e. Verification Report, is prepared by the mission UN Inspection Team after each inspection of a contingent. The report describes the result of the implemented inspection. The report is examined together with the unit and signed by the contingent representative; and
- **Claim status reporting:** Claim status reporting is provided by the United Nations to the TC/PC upon request. The report shows monthly payments and/or debt as well as balance at the time of reporting.

Inspection and verification procedures are continually being monitored and improved to take into account experiences/lessons learned in different missions and at UN Headquarters while implementing the decisions of the General Assembly in this area.

Verification, inspection, and control files are to be maintained at UN Headquarters, the Force Headquarters, the TC/PC, and the unit.

LESSON 3 END-OF-LESSON QUIZ
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1. In its verification and control processes, which of the following is not to be verified by the UN to ensure terms of the MOU are met?
 - a. The quality of the equipment provided;
 - b. The status of the equipment provided;
 - c. The operational capabilities of categories of the MOU;
 - d. The details of the type of equipment required.

 2. Which of the following parties is responsible for the designation of the UN validation/inspection team?
 - a. The UN;
 - b. The TC/PC;
 - c. The Head of Mission;
 - d. The CAO.

 3. Would a commercial 4x4 vehicle fitted with a military style radio and a winch qualify as a military pattern vehicle?
 - a. Yes, as built;
 - b. Yes, if it also had jerry can holders;
 - c. Yes, if it is also had auxiliary and additional power outlets;
 - d. No.

 4. Why must the UN be notified as soon as a TC/PC knows it will not be able or does not wish to continue providing one or some of the self-sustainment capabilities negotiated in the MOU?
 - a. In order to give the UN enough time to find another solution;
 - b. In order not to disrupt the operational effectiveness of a Mission;
 - c. In order to renegotiate the MOU;
 - d. In order to hire replacement contractors.

 5. The results of the UN control process are intended to be used as a consultative guide to discussion at what level of organisation?
 - a. The Under-Secretary-General for Peacekeeping Operations;
 - b. The Head of Mission;
 - c. The Contingent Commander;
 - d. The lowest level possible.
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6. Which of the following is not an inspection included in the UN verification and control process?
 - a. Post-Repatriation Inspection;
 - b. Repatriation Inspection;
 - c. Operational Readiness Inspection;
 - d. Arrival Inspection.

 7. Which of the following is included in an arrival inspection?
 - a. The quantity of the equipment provided;
 - b. The serviceable condition of the equipment provided;
 - c. The colour scheme of the equipment provided;
 - d. All of the above.

 8. Which of the following is not included in an Operational Readiness Inspection?
 - a. A count to ensure that the agreed number are present and used appropriately;
 - b. Major equipment is operational to the extent decreed by the MOU;
 - c. The wear and tear sustained since the previous inspection;
 - d. A determination that the maintenance of dry leased equipment is acceptable.

 9. Which of the following is not a characteristic of Standard Operational Reports?
 - a. The reports are prepared using a standardised form;
 - b. The reports are sent monthly to the UN Inspection Team;
 - c. The reports are prepared by the mission;
 - d. The reports must describe the actual state of the equipment and services provided.

 10. Where are verification, inspection, and control files maintained?
 - a. UN Headquarters;
 - b. Force Headquarters;
 - c. TC/PCs;
 - d. All of the above.
-

LESSON 3
ANSWER KEY

1. d. The details of the type of equipment required.
 2. c. The Head of Mission.
 3. d. No, it would have to have five items along with the radios. 4X4, winch and auxiliary/additional power outlets would only give it four items.
 4. b. In order not to disrupt the operational effectiveness of a Mission.
 5. d. The lowest level possible.
 6. a. Post-Repatriation Inspection.
 7. d. All of the above.
 8. c. The wear and tear sustained since the previous inspection.
 9. b. The reports are sent monthly to the UN Inspection Team.
 10. d. All of the above.
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LESSON 4

TRANSPORTATION PROCEDURES

- 4.1 Introduction
- 4.2 Preparation Costs
- 4.3 Deployment and Redeployment of Personnel
- 4.4 Deployment and Redeployment of Equipment
- 4.5 Inland Transportation
- 4.6 Rotation of Equipment
- 4.7 Transportation of Spare Parts and Consumables
- 4.8 Loss, Damage or Injury in Transit
- 4.9 Transportation Example

LESSON OBJECTIVES

Lesson 4 will cover the procedures and regulations governing the preparation and transportation of equipment to and from a mission as part of a COE agreement. The lesson will expose students to the aspects of transportation costs that are reimbursable through the UN for both deployment and sustainment equipment and material. The lesson will also describe UN responsibilities for inland transportation within the boundaries of a Member State when en route to the mission area. Finally, this lesson will discuss the responsibilities for loss and damage of equipment when in transit to and from the mission area.

4.1. Introduction

Transportation is an integral part of the deployment and redeployment of troops and police to peacekeeping missions. It is also a critical factor to be considered in the support provided to contingents/units to ensure a steady supply of resources to maintain the operational effectiveness of the Mission.

The UN is responsible for the transportation cost for the movement of contingents/units to and from mission areas, including preparation costs. Using the MOU that defines the personnel and equipment to be provided, transportation arrangements are negotiated between the UN and TC/PC. From the COE system, allowances are made for transportation costs associated with major equipment and self-sustainment support either through the direct payment of transportation invoices or by adding transportation factors to the basic rates.

4.2. Preparation Costs

Prior to deployment, all authorised equipment is to be prepared by the TC/PC to a fully operational and fully serviced state. All costs associated with preparing authorised equipment to additional standards defined by the UN for deployment to a mission under the wet or dry lease (e.g., painting, UN marking, winterising) and returning equipment to national stocks at the conclusion of a mission (e.g., repainting to national colours) will be reimbursed by the UN. Reimbursement will be calculated using the standards rates of painting/repainting costs listed in COE Manual, Chapter 8, Annex A, Appendix 1. The reimbursement will be limited to the equipment agreed in the MOU, plus 10% overstock, where applicable. The costs of repair, however, are not reimbursable when equipment is provided under a wet lease, as this is included in the wet lease rate.

The special costs of preparing and refurbishing specialist equipment leased for a relatively short duration will not be included in the wet/dry lease system, but it will be separately negotiated between the UN and the contributing country.

4.3. Deployment and Redeployment of Personnel

The UN is responsible for the deployment and repatriation (including regular rotations) of contingent personnel authorised in the MOU. The UN will normally make the necessary arrangements with the TC/PC and appropriate carriers. When a TC/PC offers to provide transportation, or when the UN is unable to provide the required transportation, the UN may request the TC/PC to provide the transportation to and from the mission area under the terms of a Letter of Assist. In such cases, the UN will reimburse the TC/PC the associated cost up to the estimated amount that would have been incurred had the UN provided those services (normally the lowest bidder meeting the transportation requirement), or provide reimbursement at a rate agreed to between the UN and the TC/PC. More details are provided in the Guidelines to Troop/Police Contributing Countries.

The troop port of exit/entry shall be agreed upon and noted in the MOU. Troops will be re-deployed to the agreed port of exit/entry. The troops may be returned to another location nominated by the TC/PC; however, the maximum cost to the UN will be the cost to the agreed originating location. Where a rotation uplifts troops from a different port of exit, this port shall become the agreed port of entry for these troops. Any additional costs incurred due to a request from troop/police-contributors to change the port of exit/entry will be the responsibility of the TC/PC. In the event of the TC/PC deploying more personnel than authorised in this MOU, the extra costs will be borne by the TC/PC. There is no entitlement for the reimbursement of landing fees, as the UN considers landing fees as direct taxes from which the Organisation is exempt pursuant to Section 7(a) of the Convention on the Privileges and Immunities of the UN.



Reimbursement for troop costs will continue at full rates until departure, in accordance with the withdrawal plan.

UN Headquarters will develop an indicative, mission-specific, personal equipment listing for each mission (Appendix 1 to Annex A of MOU) as part of the mission planning process. This listing is to be discussed with each contingent before starting each mission and to be included in the guidelines to TC/PCs issued for each missions. The personnel equipment and kit agreed upon should be available to personnel prior to deployment.

4.4. Deployment and Redeployment of Equipment

The UN is responsible for the deployment and repatriation of contingent-owned major and minor equipment, including spare parts and consumables as noted in the MOU, or as outlined in the Guidelines for Governments Contributing Troops. The port of embarkation/disembarkation shall be agreed upon and noted in the MOU. For landlocked countries or those whose equipment is moved by road or rail to the mission area, the port of embarkation/disembarkation will be an agreed border crossing. The UN will normally make the necessary transportation arrangements with the TC/PC and appropriate carriers. When a TC/PC offers to provide the transportation, or when the UN is unable to provide the required transportation, the UN may request the TC/PC via Letter of Assist to provide that transportation to and from the mission area. In such cases, the UN will reimburse the TC/PC the associated cost up to the estimated amount that would have been incurred had the UN provided those services, normally the lowest bidder meeting the transportation requirement, or provide reimbursement at a rate agreed to between the UN and the TC/PC.

Documented costs related to loading and unloading major equipment prior to deployment and after repatriation will be reimbursed by the UN and are to be included in the LOA. These same costs for additional major equipment deployed by the TC/PC will not be eligible for reimbursement unless the deployment has prior approval from the UN. All other associated cost is met on the basis of the LOA. When transportation is provided by military/police means, the incremental cost is eligible for reimbursement, except the labour cost of military/police personnel.

The UN may request a TC/PC to provide petroleum, oils and lubricants, particularly during the start-up phase. Under these circumstances, reimbursement will be made via Letter of Assist.

For major equipment, transportation shall be provided for the level listed in the MOU. A TC/PC is allowed to exceed the quantity of equipment by up to 10% to allow for back-up equipment. The UN will be responsible for the cost of transportation on deployment and re-deployment for the equipment level authorised in the MOU, as well as for the 10% back-up equipment. In the event of the TC/PC deploying more equipment than authorised in this MOU, the extra costs will be borne by the TC/PC.

Reimbursement for major equipment will be in effect at full rates until the date of cessation of operations by a TC/PC or termination of the mission and thereafter be calculated at 50% of the rates agreed in the MOU until the equipment departure date.

Reimbursement for self-sustainment will be in effect at full rates until the date of cessation of operations by a TC/PC or termination of the mission and thereafter be reduced to 50% of the rates agreed in the MOU calculated upon the remaining actual deployed troop strengths until all contingent personnel have departed the mission area.

When the UN negotiates a contract for the repatriation of equipment, and the carrier exceeds a 14-day grace period after the expected arrival date, the TC/PC will be reimbursed by the UN at the dry-lease rate from the expected arrival date until the actual arrival date.

4.5. Inland Transportation

The UN is responsible, on initial deployment and repatriation, for the cost of inland transportation of authorised major equipment and initial provisioning of associated spare parts from and to its agreed originating location and an agreed port of embarkation/disembarkation. The originating location and the port shall be agreed and noted in the MOU. The authorised equipment will be re-deployed to the agreed originating locations. Any additional cost will be the responsibility of the TC/PC. The UN may make arrangements for the transport to and from the originating base; however, the Government will be responsible for items other than major equipment. The UN will only be responsible for paying the inland transportation costs, on initial deployment and subsequent re-deployment of the equipment, for the major equipment levels stipulated in the MOU, plus the backup vehicles to a maximum of 10% of such authorised levels. Any additional cost will be borne by the TC/PC involved.

The reimbursement for inland transportation costs including packing and crating materiel will be accessed and reimbursed using procedures similar to those employed for the Letter of Assist (LOA). Therefore, TC/PCs intending to request reimbursement for inland transportation are responsible for contacting UNHQ/Logistics Service Division (LSD) prior to the deployment to discuss arrangements and agree in advance on the conditions and costs eligible for reimbursement.

The following factors similar to those used for LOA procedures will be taken into consideration:

- Climate changes en route to the point of embarkation;
- Environmental changes;
- Border crossing (crossing from one State to another for the purpose of transiting to a point of embarkation);
- Changes in transportation mode (from road to rail, different rail gauges, road to water, etc.); and
- When transportation is provided by military means, the incremental cost is eligible for reimbursement, except the labour cost of military personnel.

On deployment or redeployment, the UN may reimburse the cost of packing/crating materials, exclusive of labour costs, as a preventive measure against loss or damage to major equipment when it is demonstrated that it is required for the safe transport of the type/category of major equipment and directly associated minor equipment.

Expenses associated with inland transportation of the re-supply of spare parts and consumables associated with major equipment under wet lease arrangements and minor equipment and consumables associated with self-sustainment are not eligible for additional reimbursement beyond that provided in the wet lease. There is no inland transportation reimbursement for spare parts or consumables under the dry lease arrangements.

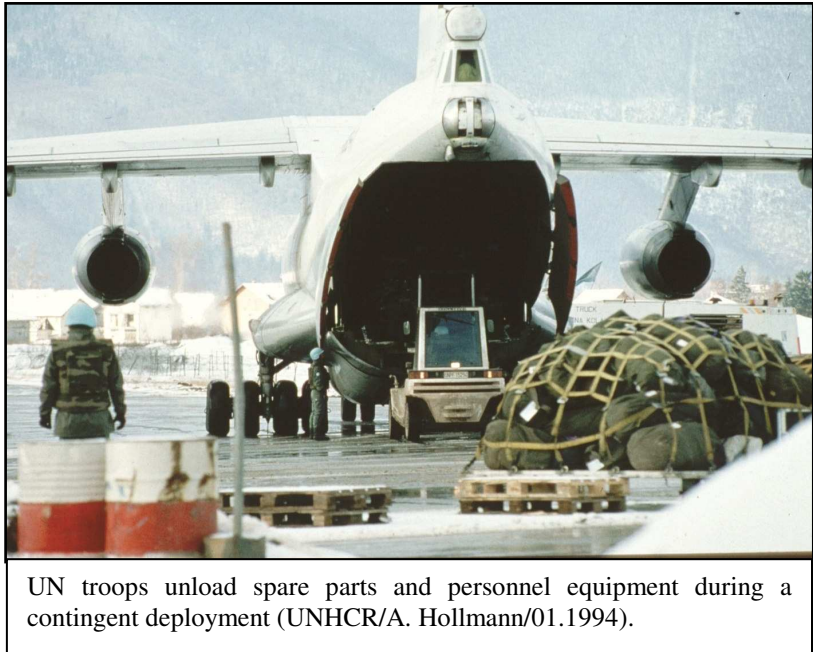
The United Nations will not reimburse the cost of transporting troops from various parts of the contributing country to the assembly point at the port of exit/entry.

4.6. Rotation of Equipment

Contingent-owned equipment brought in to a peacekeeping mission area is expected to remain for the duration of the TC/PC's participation in that mission, and will not be rotated with contingent personnel. Therefore, costs related to the transportation of equipment to meet national operational or maintenance requirements, including third or fourth line maintenance, are a national responsibility and are not eligible for reimbursement by the UN. The UN will only be responsible for reimbursing a TC/PC for transportation costs of extra equipment brought into a mission area when mutually agreed. In such cases, UN Headquarters will issue an amendment to the MOU. Transportation costs will be arranged in the same manner as that for other movements as described above.

4.7. Transportation of Spare Parts and Consumables

Other than on initial deployment and repatriation, transportation of spare parts associated with the maintenance of major equipment under the wet lease arrangement is a national responsibility. The monthly estimated maintenance rate, within the wet lease rate, is increased by 2% to cover such costs. This rate is further increased by an incremental transportation factor of 0.25% for each complete 500 miles or 800 kilometres (after the first 500 miles or 800 kilometres) along the consignment route between the port of embarkation



UN troops unload spare parts and personnel equipment during a contingent deployment (UNHCR/A. Hollmann/01.1994).

and the port of entry to the mission area. For landlocked countries or countries where equipment is moved by road or rail to and from the mission area, the port of embarkation/disembarkation will be an agreed border crossing point.

In order to determine the incremental transportation factor, the UN and the TC/PC will agree to a distance to be considered for reimbursement at the time of negotiation of the MOU and note that distance in the MOU. The distance is determined using the shortest sea consignment route, unless it is determined that a different route is necessary. The conversion rate to be used in computing the distance is 1.6091 kilometre to 1 statute mile and 1.852 kilometre to 1 nautical mile. The lease rates will then be calculated accordingly.

Transportation cost of minor equipment, spare parts, and consumables associated with self-sustainment other than that incurred for initial deployment and repatriation, are not reimbursable as the self-sustainment rates include a premium of up to a 2% transportation factor to compensate such expenditures. Therefore, the additional incremental transportation factor is not applicable to self-sustainment.

Subsequent to the notice of withdrawal, a contingent will drawdown its spare parts and consumables to ensure that only minimum quantities are being returned with the equipment on repatriation.

4.8. Loss, Damage or Injury in Transit

Liability for loss or damage incurred during transportation will be assumed by the party arranging the transportation. Transportation means all transportation arrangements along the consignment route arranged by the UN.

Loss or damage incurred during transportation is reimbursed when significant damage occurs to COE during transportation. Significant damage has been defined as damage where the repairs amount to 10 per cent or more of the generic fair market value of the item of equipment.

4.9. Transportation Example

The equipment that a Member State is deploying to a UN mission will travel by ship through the country's main port. This port of embarkation is located 4,000 kilometres from the UN designation port of disembarkation. The Member States' military facility providing the equipment is located 800 kilometres from its port. The cost of shipping the equipment and the associated spare parts by rail to the port is \$1,000,000, which is reimbursable by the UN. The total GFMV of all the equipment is \$20,000,000, with a cumulative monthly maintenance rate of \$500,000 for all the equipment.

As part of the calculation for the MOU, this Member State would receive a 1% increment to the monthly maintenance rate, or \$5,000, per month to cover the cost of shipping spare parts and consumables to support the equipment in the mission area. The maintenance rate already includes a factor for the first 800 kilometres. The remaining 3,200 kilometres are divided into 800-kilometer sections then multiplied by 0.25% and the monthly maintenance rate: $(3,200 \div 800 * 0.25\% * 500,000)$.

LESSON 4 END-OF-LESSON QUIZ
--

1. Which of the following transportation costs may not be reimbursed to a TC/PC by the UN?
 - a. The cost of packing or crating equipment to prevent damage or loss;
 - b. The cost of initial inland transportation after the deployment or redeployment of personnel;
 - c. The cost of re-assembling personnel from many ports of entry;
 - d. The cost of transportation of petroleum, oils and lubricants.

 2. Which of the following is not considered a reimbursable cost?
 - a. The preparation of equipment to meet additional standards detailed in the MOU;
 - b. The repair of equipment wet leased by the UN;
 - c. The repainting of equipment to the TC/PC's national colours;
 - d. The cost derived in providing a 10% overstock of equipment.

 3. When personnel are deployed or redeployed, which of the following costs will not be reimbursed by the UN?
 - a. The cost of deployment or redeployment;
 - b. The cost of transportation from the point of entry to the mission area;
 - c. The cost of returning personnel to the originating location;
 - d. The cost of transporting rotated troops back to the original point of entry.

 4. When contingent-owned equipment is deployed or re-deployed, which of the following costs is not the responsibility of the UN?
 - a. The cost of transporting any equipment over and above the stated MOU amount;
 - b. The cost of transporting the extra 10% equipment designated as backup to the MOU equipment;
 - c. The cost related to embarkation and debarkation;
 - d. The cost of transportation from the point of embarkation to the mission area.

 5. Which of the following factors is not considered for reimbursement for inland transportation?
 - a. Environmental changes;
 - b. Climate changes;
 - c. Terrain changes;
 - d. Transportation mode changes.
-

-
6. How often should contingent-owned equipment be rotated from the mission area to qualify for UN reimbursement?
 - a. Every 6 months;
 - b. Every year;
 - c. Rotated with personnel;
 - d. Never.

 7. The wet lease maintenance rate would be increased by what percentage if spare parts and consumables had to be transported 2,000 miles (3,200 kilometres) from the point of debarkation to the mission area?
 - a. 0
 - b. 0.25%
 - c. 0.50%
 - d. 0.75%

 8. If an armoured infantry carrier has a wet lease maintenance rate of \$2,734, what would the rate become if the spare parts and consumables had to be transported 1,250 miles (2,000 kilometres) from the point of embarkation to the mission area?
 - a. \$ 2,734
 - b. \$ 2,741
 - c. \$ 2,748
 - d. \$ 2,796

 9. If a tracked reconnaissance vehicle with a GFMV of \$255,000 was damaged, what would the monetary value of this damage need to be to constitute significant damage?
 - a. \$ 25
 - b. \$ 2,550
 - c. \$ 6,375
 - d. \$ 25,500

 10. Between the date of cessation of a mission and the departure date of personnel, at what rate is the TC/PC reimbursed by the UN for major equipment and self-sustainment?
 - a. 50% of the reimbursement rate;
 - b. 75% of the reimbursement rate;
 - c. Full reimbursement rate;
 - d. There is no reimbursement past the date of cessation.
-

LESSON 4
ANSWER KEY

1. c. The cost of re-assembling personnel from many ports of entry.
 2. b. The repair of equipment wet leased by the UN.
 3. d. The cost of transporting rotated troops back to the original point of entry.
 4. a. The cost of transporting any equipment over and above the stated MOU amount.
 5. c. Terrain Changes.
 6. d. Never.
 7. d. 0.75%
 8. b. \$ 2,741
 9. d. \$ 25,500
 10. a. 50% of the reimbursement rate.
-

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LESSON 5

SPECIAL EQUIPMENT RATES

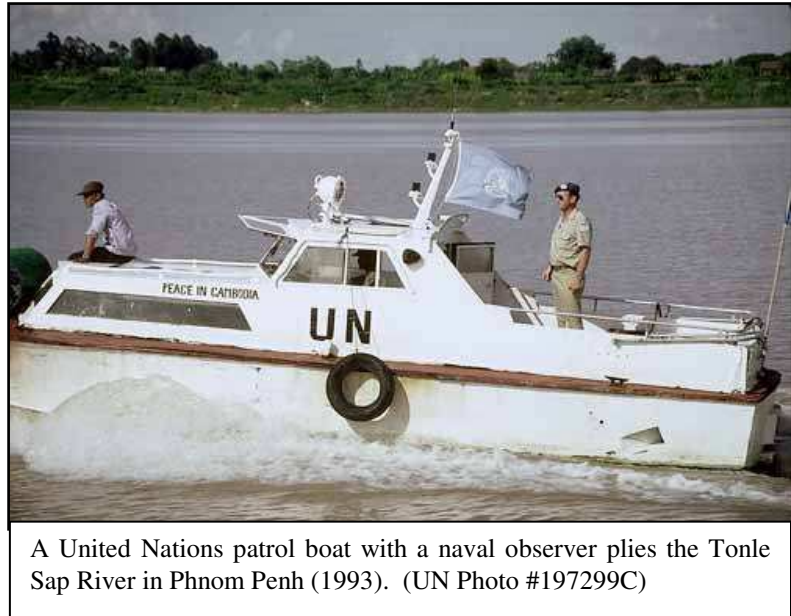
- 5.1 Introduction
- 5.2 Definition
- 5.3 Procedure
- 5.4 Loss or Damage
- 5.5 No-Fault Incident Factor
- 5.6 Determination of Rates
- 5.7 Sample Calculation

LESSON OBJECTIVES

Lesson 5 will provide the student with an insight into the procedures for negotiating rates for specialised equipment that cannot be categorised into a generic group. The lesson will cover the rationale for establishing this procedure and the instances when it is to be applied. Students will be provided with the formulas for calculating special rates and shown how to apply them to the UN to determine reimbursement rates. The End-of-Lesson Quiz will include a practical example for the students to complete.

5.1. Introduction

The COE Manual provides the approved method of reimbursement to troop/police contributing (TC/PC) countries for the utilisation of equipment while on peacekeeping missions, including the authorised rates for generic items.. However, there are items of equipment listed in the same document that are annotated as special equipment. The following sections outline the procedure to negotiate a MOU with the equipment-providing country and to determine a rate of reimbursement for that special case other than aircraft and ships.



A United Nations patrol boat with a naval observer plies the Tonle Sap River in Phnom Penh (1993). (UN Photo #197299C)

The requirements for special equipment, such as aircraft and ships, are not covered in the COE Manual, but they continue to be the subject of negotiations and arrangements via Letters of Assist.

5.2. Definition

Special case equipment is that major equipment for which, due to the uniqueness of the item, its high value, or the lack of a generic group, a standard rate of reimbursement has not been defined in the tables of reimbursement.

5.3. Procedure

When the UN requests a TC/PC to provide equipment of a specialised nature or function for which reimbursement rates have not been authorised, the TC/PC will be requested to complete the application form contained in the COE Manual and submit it to UN Headquarters/DPKO/Finance Management and Support Service (FMSS) for review and approval. FMSS will, with the assistance of the Force Generation Service (FGS) and Logistics Service Division (LSD), review the TC/PC submission and determine an acceptable rate of reimbursement for the equipment requested using the suggested elements outlined in the Phase III Working Group report (Appendix I C of A/C.5/49/70 page 38). DPKO will advise the TC/PC of the acceptable rate of reimbursement.

The equipment-providing country will be requested to indicate its willingness and ability to provide the requested equipment at the specified rate. An MOU shall be signed between the UN and the equipment-providing country listing the special equipment and the agreed rates of reimbursement, the purpose of the equipment, and the period for which it is required in the mission area.

5.4. Loss or Damage

Unless specifically negotiated arrangements have been included in the MOU, loss or damage to special case equipment shall be treated in the same manner as other major equipment.

When loss of or damage to special equipment occurs, the contingent commander will ensure that the reporting requirements contained in Chapter 6 of the COE Manual apply.

5.5. No-Fault Incident Factor

For special equipment not currently incorporated into the wet and dry lease system, special arrangements between the UN and the country will apply. The no-fault incident factor will be the same as items of a similar type for which wet and dry lease rates have been promulgated.

5.6. Determination of Rates

The monthly rates of reimbursement will be calculated using the formula for the rates approved by the General Assembly as follows:

- **Dry Lease Rate:** (Generic Fair Market Value) divided by (estimated useful life in years divided by 12) plus the (no-fault incident factor for loss) multiplied by the (Generic Fair Market Value) divided by 12.
 - **Wet Lease Rate:** Dry lease rate (calculated above) plus the estimated monthly maintenance costs provided by the TC/PC. The estimated monthly maintenance rate includes a no-fault incident factor for damage which is calculated as (Generic Fair Market Value multiplied by 50% of the no-fault incident factor for loss (as in dry lease above) divided by 12). Note that this no-fault incident factor for damage is in addition to the no-fault incident factor for loss included in the dry lease rate.
 - **Mission Factors:** The mission factors will be applied, where applicable and when necessary, to the wet or dry lease rates to compensate for the potential increased wear and tear in the mission area. Mission factors are used in the initial calculation of the special rate, but applied afterwards to all major equipment.
-

5.7. Sample Calculation

The following information is provided to assist the UN in calculating a (wet and/or dry lease) rate(s):

WET AND DRY LEASE REQUESTS

GENERIC FAIR MARKET VALUE: _____ (Currency). This amount takes into consideration the initial purchase price, major capital improvements, a factor to recognise the effects of inflation, and a factor to discount prior use.

ESTIMATED USEFUL LIFE IN YEARS: _____ (Based on normal operations in the home country)

WET LEASE REQUESTS ONLY

ESTIMATED MONTHLY MAINTENANCE COSTS: _____ (Currency). This figure is to be based on the spares, contracted repair, third line maintenance, and the estimated monthly POL cost required to keep the above item operational to the specified standards and return the item to operational condition upon return from the mission area. The cost of personnel involved in first and second line maintenance is excluded from the figure, as these are reimbursed under the GA-approved troop cost. This estimate is based on normal operations.

ESTIMATED MONTHLY USE: _____ (Kilometres, Miles, or Hours). Only required when seeking wet lease reimbursement for special case vehicles or equipment requiring POL. This factor will be used to ensure that the estimated monthly maintenance and the estimated monthly POL use reported above are based on a similar activity rate to the estimate prepared for the mission area.

As an example, if a Member State wishes to employ a tracked Armoured Personnel Carrier (APC) equipped with air defence weaponry (radar and missiles or guns), this would be a special case type of major equipment and required the creation of a special rate. Major equipment rates are covered in Lesson 8 and the student can find the listing for this example in the rate table in Appendix C.

In this case the Member State has determined that the generic fair market value for their Air Defence APC is \$1,000,000. The estimated useful life of the vehicle is 15 years with an estimated \$6,000 in monthly maintenance costs. The no-fault incident factor is the same as other APCs at 0.5%, and the estimated monthly use is 1,000 km.

The dry lease for this special case would be:

$$\begin{aligned} &(\$1,000,000 \div 15 \div 12) + (0.5\% * \$1,000,000 \div 12) \\ &= \$5,555.55 + \$416.66 \\ &= \$5,973 \quad (\text{rates are rounded up for ease of calculation}) \end{aligned}$$

The wet lease for this special case would be:

$$\begin{aligned} &\text{Dry lease plus maintenance rate} \\ &= \$5,973 + \$6,000 \\ &= \$11,973 \end{aligned}$$

LESSON 5

END-OF-LESSON QUIZ

1. Which of the following does not apply to special case equipment?
 - a. Special case equipment may require special operators;
 - b. Special case equipment has no standardised reimbursement rate;
 - c. Special case equipment may have a very high given fair market value;
 - d. Special case equipment may have a unique quality.

 2. Who is the special case application form sent to?
 - a. Logistics Services Division (LSD);
 - b. Force Generation Service (FGS);
 - c. Chief Administrative Officer (CAO);
 - d. Financial Management and Support Service (FMSS).

 3. Who determines an acceptable rate of reimbursement for the special case equipment?
 - a. LSD and DPKO;
 - b. UN Headquarters, FMSS, and DPKO;
 - c. FGS and UN Headquarters;
 - d. FMSS, FGS, and the LSD.

 4. Who is responsible for informing the TC/PC of the reimbursement rate for special case equipment?
 - a. LSD;
 - b. DPKO;
 - c. FGS;
 - d. FMSS.

 5. What would be the monthly dry lease rate for a 600 KVA mobile generator with a GFMV of \$250,000, a lifespan of 15 years, a monthly maintenance rate of \$2,500 and a no-fault incident factor for loss of 0.2%?
 - a. \$ 1,431
 - b. \$ 2,500
 - c. \$ 3,931
 - d. \$ 5,556
-

-
6. What would be the monthly wet lease rate for quarry equipment with a GFMV of \$800,500, a lifespan of 8 years, a monthly maintenance rate of \$9,000 and a no-fault incident factor for loss of 0.1%?
 - a. \$ 8,406
 - b. \$ 13,515
 - c. \$ 17,405
 - d. \$ 20,118

 7. If special case equipment had a GFMV of \$299,850 and a no-fault incident factor for loss of 0.8%, what would be the no-fault incident rate for damage included in the monthly maintenance rate?
 - a. \$ 25
 - b. \$ 50
 - c. \$ 75
 - d. \$ 100

 8. What would be the GFMV of special case equipment if the monthly dry lease rate was \$5,000, the lifespan was 15 years, and the no-fault incident factor for loss was 0.5%?
 - a. \$ 105,882
 - b. \$ 514,286
 - c. \$ 837,209
 - d. \$ 900,000

 9. If special equipment with a GFMV of \$600,000, a lifespan of 12 years and a no-fault incident factor for loss of 1% was wet leased for \$8,876 per month what would be the included monthly maintenance rate?
 - a. \$ 4,167
 - b. \$ 4,209
 - c. \$ 4,217
 - d. \$ 4,659

 10. The requirements for special equipment such as aircraft and ships are not covered in the COE Manual, but continue to be the subject of negotiations and arrangements via which of the following documents?
 - a. Memorandum of Understanding;
 - b. Letters of Assist;
 - c. Host Nation Support Agreement;
 - d. Note Verbale.
-

LESSON 5
ANSWER KEY

1. a. Special case equipment may require special operators.
 2. d. FMSS.
 3. d. FMSS, FGS, and LSD.
 4. d. FMSS.
 5. c. \$ 3,931
 6. c. \$ 17,405
 7. d. \$ 100
 8. c. \$ 837,209
 9. b. \$ 4,209
 10. b. Letters of Assist.
-

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LESSON 6

EQUIPMENT LOSS AND DAMAGE

- 6.1 Introduction
- 6.2 No-Fault Incidents
- 6.3 Loss, Damage or Injury in Transit
- 6.4 Liability for Third Party Damage to Major Contingent-Owned Equipment
- 6.5 Hostile Action or Forced Abandonment
- 6.6 Wilful Misconduct or Negligence
- 6.7 Special Equipment
- 6.8 Reporting of Loss or Damage

LESSON OBJECTIVES

Lesson 6 will familiarise the students with the responsibilities and procedures related to the loss and damage of equipment and supplies provided under the COE Agreement. The lesson will differentiate the liabilities between the UN and Member States and show how and when the UN authorises compensation.

Students will be provided with several scenarios as a demonstration of the application of the loss and damage procedures. Since Member States can have a variety of claims dependent upon the level of major equipment and self-sustainment support they are providing to their contingents, it is important that the student recognises the circumstances under which claims will be approved. This will also include a brief segment on the reporting of loss and damage to the UN.

6.1. Introduction

Given the nature of peacekeeping operations, it is inevitable that some loss or damage to equipment and material will occur. This lesson describes the procedures regarding the reimbursement for loss and damage of contingent-owned equipment under the following circumstances:

- No-fault incidents
- In-transit loss damage or injury
- Member State third party loss or damage
- Wilful misconduct or negligence

6.2. No-Fault Incidents

A no-fault incident is defined as an incident resulting from a mishap that is not attributable to wilful misconduct or gross negligence on the part of an operator/custodian of equipment. This includes, inter alia, vehicle accidents, and thefts. The wet lease/dry lease rates include a no-fault factor to cover loss of or damage to equipment in a no-fault incident. There is no additional reimbursement, and no other claims are receivable in the case of equipment loss or damage in such no-fault incidents.

For example, a contingent has an accident that destroys a \$1 million armoured personnel carrier. The Member State would receive no reimbursement for the loss. There are some types of incidents that are not the fault of the contingent for which reimbursement can be sought, but these are not classified as no-fault (see Sections 6.4 to 6.6). Yet, even in these cases, the damage must be in excess of \$250,000. Succinctly put, the UN does not reimburse Member States for losses in the mission area of \$250,000 or less, regardless of the cause.

In addition, the UN does not assume additional financial responsibilities resulting from their inability to make payments for contingent-owned equipment owing to lack of funding. Member States cannot claim for financial burden or administrative overhead resulting from the length of the claims process. This would include any costs associated with equipment replacement as contingents are permitted to stock additional equipment in the mission area to ensure continued service.

6.3. Loss, Damage or Injury in Transit

The party arranging the transportation will assume liability for loss or damage during transportation. In most instances, this is the responsibility of the UN. Transportation means all transportation arrangements along the consignment route arranged by the UN. Reimbursement by the UN for loss or damage in transit will be based on the GFMV, not the Member States' actual price.

If a Member State has been authorised to arrange for its own transportations service, the UN would only be liable for cost over and above any insurance adjustments. Member States are to ensure that adequate insurance coverage is in place in these instances. Insurance costs are to be included in the LOA for transportation services.

Loss or damage incurred during transportation is only reimbursable when significant damage occurs to COE during transportation arranged by the UN. Significant damage has been defined as damage where the repairs amount to 10% or more of the generic fair market value of the item of equipment.

6.4. Liability for Third Party Damage to Major Contingent-Owned Equipment

Major equipment can be provided to the UN by one TC/PC to be used, at the request of the UN, by another TC/PC. In these cases, the following principles will apply:

- Adequate training is necessary to ensure that a user is qualified to operate unique major equipment such as armoured personnel carriers. The UN will be responsible for ensuring that this training is conducted and to provide funding for the training. The arrangements to provide and conduct this training are to be negotiated between the UN, the TC/PC providing the major equipment, and the TC/PC using the major equipment. The results of the negotiation are to be reflected in the respective MOUs;
- Major equipment provided to a UN peacekeeping mission by a TC/PC and used by another TC/PC shall be treated with due diligence. The user TC/PC shall be responsible for reimbursing the providing TC/PC through the UN, for any damage that may occur, whether as a result of wilful misconduct, gross negligence, or negligence by personnel of the user TC/PC; and
- Any incident involving damage shall be investigated and processed according to the application of UN rules and regulations.

The Secretariat, when establishing or amending MOUs between the UN and TC/PCs shall take the above-mentioned principles and procedures into account.

6.5. Hostile Action or Forced Abandonment

Hostile action is defined as an incident of short or sustained duration resulting from the action(s) of one or more belligerents, which has a direct and significant hostile impact on the personnel, and/or equipment of a TC/PC. A single hostile action may be characterised when different activities can be related to each other by means of time, place, or tactical/strategic considerations as acknowledged by the Force Commander/Police Commissioner.

Forced abandonment is defined as actions resulting from a decision approved by the Force Commander/Police Commissioner or his authorised representative or a provision in the rules of engagement which results in the loss of custody and control of equipment and supplies.



A building destroyed in UNSCOM (1991). (UN Photo #159125C)

TC/PCs are responsible for major equipment loss or damage resulting from a single hostile action or forced abandonment when the collective value for loss or damage is less than the threshold value of \$250,000. For major equipment lost or damaged as a result of a single hostile action or forced abandonment, the UN will assume liability for each and every item of major equipment whose generic fair market value equals or exceeds \$250,000 **or** for major equipment lost or damaged when the collective generic fair market value of such equipment equals or exceeds \$250,000. Equipment with a GFMV greater than \$250,000 is not considered when calculating collective GFMV since its loss or damage is reimbursed on an individual basis. No upper limit should be placed on justified claims.

When equipment is provided under a wet lease arrangement, the method of calculation for damage shall be the reasonable cost of repair. Equipment that has suffered damage will be considered a total loss when the cost of repair exceeds 75% of the generic fair market value. The cost of repair will be determined through the mission maintenance system.

A TC/PC cannot file claims against the UN for loss or damage to spare parts, minor equipment, and consumables. These are covered either by the mission-approved hostile action/abandonment factor (see Lesson 7) or by the no-fault incident factor (Lesson 8) included in the dry/wet lease rates. This includes cumulative loss or damage even if it is in excess of

\$250,000. For example, if a contingent has its warehouse of spare parts and consumables valued at \$5,000,000 destroyed by hostile actions, the UN is not responsible for reimbursing the value of the inventory. The use of mission factors and no-fault factors is the premium paid by the UN to Member States to guard against such losses.

When a TC/PC submits a claim for loss or damage in excess of \$250,000, the method of calculation is based solely on the Generic Fair Market Value (GFMV). The dry lease rate, wet lease rate, and any other environmental and intensified operational use payment made by the UN for that equipment are not considered when calculating the value of the equipment for use in determining loss or damage amounts.

6.6. Wilful Misconduct or Negligence

The UN has no responsibility for reimbursement when loss and damage is due to wilful misconduct or negligence by members of the TC/PC as determined by a board of inquiry convened by duly authorised personnel of the UN. The report of the board of inquiry must also be approved by the responsible UN official.

In applying the term “Gross Negligence,” consideration will be given, as appropriate, to the criteria set out in the legal opinion of 30 June 1981, including its attachment, published in the UN Juridical Yearbook 1981, pages 165-166 (see Annex 16 to the COE Manual).

6.7. Special Equipment

For special case equipment not currently incorporated into the wet and dry lease system, special arrangements between the UN and the country will apply. The no-fault incident factor for special case equipment will be the same as items of a similar type for which wet and dry lease rates have been promulgated.

Unless special negotiated arrangements have been stated in the Memorandum of Understanding, loss or damage to special case equipment shall be treated in the same manner as other major equipment. At the time of the arrangements being made for special equipment, the value of the equipment and the lease rate will be determined and indicated in the MOU.

Aircraft and vessels are not covered in the COE Manual, but they continue to be the subject of negotiations and arrangements via Letters of Assist.

6.8. Reporting of Loss or Damage

Upon the occurrence of loss or damage of major equipment resulting from hostile action or forced abandonment whose aggregate value equals or exceeds \$250,000, contingents are to submit a report to the Chief Administrative Officer (CAO) of the mission detailing the circumstances and include a listing of the major equipment lost or damaged. The CAO or his delegated representative shall, with the assistance of the Force Commander/Police Commissioner, verify the report and investigate the circumstances. The mission shall immediately advise UN Headquarters Administrative Support Division (DPKO/ASD) of any such occurrences.

TC/PCs incurring loss or damage of major equipment as a result of hostile action/forced abandonment are to submit a claim to UN Headquarters listing the major equipment lost or damaged and a copy of the mission's report of investigation or Board of Inquiry. The value of the loss or damage and reimbursement shall be calculated as indicated above.

LESSON 6 END-OF-LESSON QUIZ
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1. Which of the following is considered a no-fault incident?
 - a. Wilful misconduct;
 - b. Hostile action;
 - c. Theft;
 - d. Gross negligence.

 2. Which of the following scenarios would be considered a no-fault incident?
 - a. While transporting equipment from the point of entry to the mission area, a contingent-owned truck crashes;
 - b. Two jeeps are involved in a head-on collision around a blind corner;
 - c. A drunk driver crashes an armoured personnel carrier into a cactus, resulting in a total loss of the vehicle;
 - d. Personnel attempt to jump a bridge in a jeep, but they fail and the jeep is washed into the ocean.

 3. The loss or damage of equipment during transportation is the responsibility of which party?
 - a. The UN;
 - b. The TC/PC;
 - c. The third party user;
 - d. The party making the transportation arrangements.

 4. When personnel are using equipment provided to the UN by a third party TC/PC, which of the following guidelines does not apply?
 - a. The third party TC/PC is reimbursed an additional 0.25% no-fault incident factor;
 - b. The personnel must be properly trained and qualified;
 - c. All incidents will be investigated under the UN rules and regulations;
 - d. All guidelines are taken into account by the Secretariat and included in the MOU.

 5. Which of the following best describes a form of hostile action?
 - a. Any belligerent actions regardless of their impact on equipment and/or personnel of a TC/PC;
 - b. Any belligerent actions sustained for a minimum of two weeks;
 - c. A single belligerent action causing the loss of a minimum of \$250,000 of major equipment of a TC/PC;
 - d. A belligerent action that has a direct and significant hostile impact on the personnel and/or equipment of a TC/PC.
-

-
6. Who authorises a forced abandonment of a mission area?
 - a. The CAO;
 - b. The Force Commander/Police Commissioner;
 - c. The Head of Mission;
 - d. The LSD.

 7. In the case of a no-fault incident during a mission resulting in \$300,000 in damage to the major equipment of a TC/PC, what would be the reimbursement paid to the TC/PC by the UN?
 - a. \$ 0
 - b. \$ 150,000
 - c. \$ 250,000
 - d. \$ 300,000

 8. A hostile action resulted in damage to a TC/PC's tank that had a GFMV of \$1,000,000. What would be the reimbursement paid to the TC/PC by the UN?
 - a. \$ 250,000
 - b. \$ 500,000
 - c. \$ 750,000
 - d. \$ 1,000,000

 9. Major equipment with a GFMV of \$685,000 would have to sustain damage of what monetary amount to be considered a total loss?
 - a. \$ 68,500
 - b. \$ 445,250
 - c. \$ 513,750
 - d. \$ 685,000

 10. When hostile actions cause loss or damage to the major equipment of a TC/PC, to whom will the claim for reimbursement be submitted?
 - a. The CAO;
 - b. The Force Commander/Police Commissioner;
 - c. The Board of Inquiry;
 - d. UN Headquarters.
-

LESSON 6
ANSWER KEY

1. c. Theft.
 2. b. Two jeeps are involved in a head-on collision around a blind corner.
 3. d. The party making the transportation arrangements.
 4. a. The third party TC/PC is reimbursed an additional 0.25% no-fault incident factor.
 5. d. A belligerent action that has a direct and significant hostile impact on the personnel and/or equipment of a TC/PC.
 6. b. The Force Commander/Police Commissioner.
 7. a. \$ 0, the UN does not pay for damages resulting from no-fault incidents.
 8. d. \$ 1,000,000
 9. c. \$ 513,750 – 75% of 685,000
 10. d. UN Headquarters.
-



LESSON 7

MISSION FACTORS

- 7.1 Introduction
- 7.2 Determining Mission Factors
- 7.3 Extreme Environmental Conditions
- 7.4 Hostile Action/Forced Abandonment
- 7.5 Intensity of Operations
- 7.6 Sample Calculation of Mission Factors

LESSON OBJECTIVES

Lesson 7 will provide the student with knowledge as to the purpose and calculation of Mission Factors as part of the COE reimbursement process. Since mission factors are designed for additional reimbursement based on the rigors of a specific mission area, it is important that the student realise the situation and requirements that have to be met. The student will learn how the UN determines mission factors and the elements used in the decision-making process. The student will also be provided with a practical example to test their ability in determining mission factors.

7.1. Introduction


Mission factors are increments to the reimbursement rates for major equipment and self-sustainment (minor equipment and consumables) to compensate TC/PCs for specific conditions prevailing in the Area of Responsibilities (AOR) which cause unusual wear and tear, shorter life of equipment, increased maintenance costs, and/or risk of damage and loss to the equipment. Increments are included in mission budgets developed after a technical survey. Mission factors are applicable to all contingents in a mission area and subject to subsequent review should circumstances change. Compensation for costs borne by TC/PCs in those circumstances would be limited to the rates set for that mission. Note that such increments would only be proposed under conditions of significant anticipated additional costs to a contingent. Three mission factors have been defined as follows:

- An Extreme Environmental factor not to exceed 5 per cent of the wet/dry lease rate and the self-sustainment. A specific factor is to be recommended by the initial United Nations technical survey team for approval taking into account elements such as extreme mountainous, climatic, and terrain conditions;
- An Intensity of Operations factor not to exceed 5 per cent of the wet/dry lease rate and the self-sustainment. A specific factor is to be recommended by the initial United Nations technical survey team for approval taking into account elements such as the scope of the task assigned, the length of logistics chains, the non-availability of commercial repair and support facilities, and other operational hazards and conditions; and
- A Hostile/Forced Abandonment factor not to exceed 5 per cent of the spares element of the wet lease rate (or half of the estimated monthly maintenance cost when the spares cost cannot be calculated separately) and the self-sustainment to compensate for the cost of losses borne by contingents for minor equipment, spare parts, and consumables.

7.2. Determining Mission Factors

These factors will be determined by the Technical Survey Team at the initiation of the mission. They are specific to each peacekeeping mission and will be applied universally throughout the mission.

A Decision Sheet is used by the Technical Survey Team visiting the peacekeeping area at the beginning of a mission to evaluate each of the mission factors.

 <h3 style="color: purple; margin: 0;">Mission Info</h3>	
<input type="text" value="UNAMSIL"/>	<input type="text" value="UNITED NATIONS MISSION IN SIERRA LEONE"/>
Applicable to PKO missions only. Mission factors play an important role in the reimbursement to TCNs	
Extreme environmental condition factor:	<input type="text" value="1.9"/> %
Hostile action/forced abandonment factor:	<input type="text" value="3.5"/> %
Intensified operational condition factor:	<input type="text" value="1.5"/> %
Total mission factor:	<input type="text" value="6.9"/> %
Mission Factor Status	<input type="text" value=""/>

Upon returning from the survey mission, the Technical Survey Team is to submit this report to the Military Advisor/Police Advisor (MILAD/POLAD) and the ASG Office of Mission Support (ASG/OMS) for review and approval. The resulting factor is to be indicated in the MOU.

These factors are subject to change depending on the prevailing conditions in the mission area. The UN or TC/PC can request a review of the mission factors whenever the conditions in the mission have changed sufficiently to warrant a re-assessment. When the rates are reviewed and amended, the approving authority will specify an effective date for the new rates.

7.3. Extreme Environmental Conditions

7.3.1. General

An Extreme Environmental Condition factor is designed to compensate Member States for support operations in difficult terrain or extreme weather. A specific factor is to be recommended by the initial UN Technical Survey Team for approval, taking into account elements such as extreme mountainous areas, desert, or arctic climates and terrain conditions (rocky, swamps, etc.).



Example of combined mountainous and extreme environmental conditions. (MS Office 2000)

Annex A to Chapter 7 of the COE Manual contains a decision sheet used by the Technical Survey Team visiting the peacekeeping area at the beginning of a mission. The purpose of this decision sheet is to assist the evaluator in determining any environmental conditions factor in mission areas, which is introduced to compensate troop-contributing countries for the impact of exceptional and extreme conditions, which result in shorter equipment life and increased maintenance costs. This factor, not to exceed 5%, is to be applied to the wet/dry lease rate and the self-sustainment rates.

Although, the elements cannot be totally assessed objectively, some assistance to this effect is provided. The evaluator will also have to base the assessment on military experience and common sense to complete this evaluation.

7.3.2. Calculation Conditions

The following conditions, which might contribute to premature wear and tear of the equipment and increased maintenance costs, are to be analyzed.

Terrain Profile: The following terrain profiles have been identified for consideration in this mission factor:

Mountainous: If the terrain can be characterised as rough mountains (i.e., steep gorges, peaks, and substantial rock outcrop), points are allocated for the difference in altitude between the base camps and the average elevation of the outposts. The average change in elevation is divided by the rated percentage of how much of the AOR is mountainous.

Average change in elevation	
Less than 800 meters	0
800 to 1,600 meters	1
1600 to 2400 meters	2
Over 2400 meters	3

Percentage of AOR affected	
Small portion (10-29%)	4
Substantial, but less than half (30-49%)	3
Substantial, and more than half (50-69%)	2
Majority of AOR (70-100%)	1

For example, if 40% of the AOR has an average elevation change of elevation of 1,000 meters from the base camp, then the mountainous factor would be 1/3.

Desert Conditions: If the terrain can be characterised as desert, loose sand and sharp rocks are the main factors of the terrain profile. One method of assessing these factors is to allocate points for mobility based on average speed with off-road type vehicles. The average speed of travel is divided by the rated percentage of how much of the AOR is desert.

Average speed of travel	
Less than 10 km/hour	3
10 to 15 km/hour	2
15 to 25 km/hour	1
over 25 km/hour	0

Percentage of AOR affected	
Small portion (10-29%)	4
Substantial, but less than half (30-49%)	3
Substantial, and more than half (50-69%)	2
Majority of AOR (70-100%)	1

Swampy Conditions: If the terrain can be characterised as densely covered swamps, and that the area will have to be negotiated by patrols and re-supply traffic, allocate 4 points and divide with the points allocated for the percentage of the AOR under swampy condition as below.

Percentage of AOR	
Small portion (10-29%)	4
Substantial, but less than half (20-49%)	3
Substantial, and more than half (50-69%)	2
Majority of AOR (70-100%)	1

Climatic Conditions: Out of the many possible climatic sub-groups, the following have been singled out as warranting consideration for inclusion in the extreme environmental conditions factor. If the mission area is subject to the sub-groups below, allocate points within the allowed range for compatibility with the sub-group of the actual average daily high or low temperature, humidity or rainfall, and months of duration.

Extreme (3 points): Tropical equatorial climate where the average daily high temperature is 29 degrees Celsius or above all 12 months of the year. Average morning humidity is 80% or more, or average precipitation is over 100 mm, all twelve months of the year. On the other end of the scale can be a Tundra climate where the average daily low temperature is under minus 10 degrees Celsius for each of the coldest five months.

Substantial (2 points): Tropical monsoon climate where the average daily high temperature is 29 degrees Celsius or more all 12 months of the year. Average morning humidity is 80% or more, or average daily precipitation is over 100 mm for five to six months of the year.

Moderate (1 point): Tropical dry climate where the average daily high temperature is 25 - 40 degrees Celsius over the year. Average monthly precipitation has a maximum of three months with over 50 mm.

All other climate conditions would be considered temperate and would score a zero.

Road Conditions: The quality and quantity of the road transportation network can increase the consumption and wear and tear of vehicles operating in that AOR. If roads, bridges, or ferries are especially poor and impeding communications between base camps and re-supply points, allocate points for main plus secondary roads as follows.

Main Road Conditions		Plus	Secondary Road Conditions	
Few hardened main roads/bridges	1		Several secondary dirt roads	0
Few dirt main roads/ferries	2		Very few secondary dirt roads	1
No main roads	3			

The points are then divided by the rated percentage of the AOR that is affected by the poor conditions.

Small portion (10-29%)	4
Substantial, but less than half (30-49%)	3
Substantial, and more than half (50-69%)	2
Majority of AOR (70-100%)	1

Summary. The following score sheet is used by UNHQ to determine the environmental factor that is applied to the rates for extreme environmental conditions.

FACTORS	POINTS ALLOCATED
A - TERRAIN PROFILE (max 10 points)	
B - CLIMATIC CONDITIONS (max 3 points)	
C - ROAD CONDITIONS (max 4 points)	
TOTAL	

The environmental factor, in percentage points, equals the total points divided by 3.4, as it must not exceed 5% (e.g., a maximum score of 17 equals 5%). The percentage is to be a rounded to one decimal, (i.e., a score of 9 equals 2.6%).

As an example, let's take a contingent with a base camp at sea level operating in an AOR with the following conditions:

1. 25% of the AOR is above 1,600 meters
2. 25% of the AOR is above 800 meters
3. 20% is swampland
4. The average daily temperature is 30°C with humidity of 90% all year round
5. Half of the AOR has no main roads and few secondary dirt roads

The percentage increase in the wet lease and self-sustainment rates for this contingent would be 2% as follows:

FACTORS	POINTS ALLOCATED
A - TERRAIN PROFILE (max 10 points)	$2/4 + 1/4 + 4/4 = 1.75$
B - CLIMATIC CONDITIONS (max 3 points)	3
C - ROAD CONDITIONS (max 4 points)	$(3+1) / 2 = 2$
TOTAL	$6.75 / 3.4 = 2.0\%$ (round up)

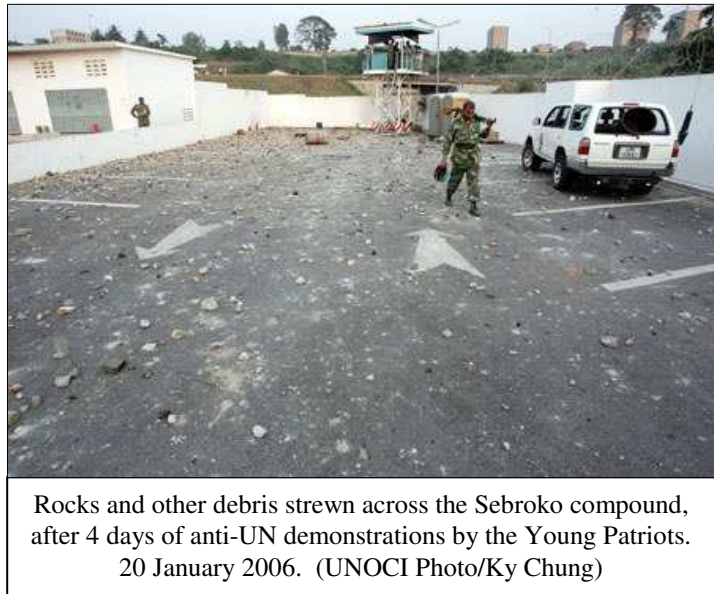
7.4 Hostile Action/Forced Abandonment

7.4.1 General

As previously discussed in Lesson 6, Hostile Action is defined as an incident of short or sustained duration resulting from the action(s) of one or more belligerents which has a direct and significant hostile impact on the personnel and/or equipment of a TC/PC. A single hostile action may be characterised when different activities can be related to each other by means of time, place or tactical/strategic considerations, as acknowledged by the Force Commander/Police Commissioner.

Forced abandonment is defined as actions resulting from a decision approved by the Force Commander/Police Commissioner or his authorised representative or a provision in the rules of engagement which results in the loss of custody and control of equipment and supplies.

The mission-approved factor is applied to each category of the self-sustainment rates and to the spares element of the estimated maintenance rate of the wet lease rate and is not to exceed 5% of the rates. This is different from the other two mission factors, which are applied to the wet lease rate. The distinction is made because contingents are responsible for managing the risks associated with the quantity and locations of spare parts storage. This factor is intended to compensate TC/PCs for **potential** loss and damage below the value of \$250,000. The same factor will apply to all TC/PCs in the mission area and will be indicated in the MOU between the UN and each respective TC/PC.



Rocks and other debris strewn across the Sebroko compound, after 4 days of anti-UN demonstrations by the Young Patriots. 20 January 2006. (UNOCI Photo/Ky Chung)

When the spares cost cannot be calculated separately, the factor is half of the estimated monthly maintenance cost. The Working Group used several elements to determine the estimated daily maintenance rates found in the major equipment tables (see Lesson 8). The spares element can be found in the database created by the Phase III Working Group and developed for use by OMS.

Although the elements cannot be totally assessed objectively, some assistance to this effect is provided. The evaluator will also have to base the assessment on military experience and common sense to complete this evaluation. When assessing the risk for hostile action and potential forced abandonment, the standards of the traditional Chapter VI peacekeeping operations must be kept in mind.

7.4.2 Calculation Conditions

Criminal Activities (Theft, Vandalism, etc). You will normally expect an occasional case of theft to occur in mission areas. If, however, criminal activities such as theft or vandalism are frequent, points are allocated as follows.

Is there an effective national police force to control criminal activities? If NO, allocate	2
Will or has disarmament of factions taken place? If NO, allocate	1
Is there acceptance by the local authorities of banditry? If YES, allocate	2
Is there a frequent occurrence of banditry involving other UN agencies and NGOs? If YES, allocate	3

Potential for Hostile Engagement of UN Forces. In a traditional peacekeeping operation the parties have agreed to settle disputes without the use of force. However, they are not always able to keep this obligation, and some outbursts of violence are expected because the parties are or are perceived to be provoked. Factions within the parties or local warlords might retain armed elements not controlled by the parties signing the peace agreement. Threats to UN peacekeepers might increase if the parties have the habit of using indiscriminate weapons such as artillery or homemade rockets indiscriminately, or if they often seek increased protection by taking up positions close to UN Observation Posts.

Are the combatants equipped with sufficient heavy weapons such as mortars, medium to heavy machine guns to inflict damage to UN equipment and facilities? Allocate points as follows:	
- Few heavy weapons and not in range of UN Forces	1
- Some heavy weapons but not normally in range of UN Forces	2
- Well-equipped with heavy weapons but not in range of UN Forces	2
- Well-equipped with heavy weapons and in range of UN Forces	3
Are the combatants committed to a lasting peace? If NO, allocate	1
Is there a history of disintegration of cease-fire or peace agreements? If YES, allocate	3
Have there been officially sanctioned and frequent attacks on other UN agencies or NGOs? If YES allocate	3

Distribution of Uncontrolled or Unmapped Minefields. Mines are one of the main threats in missions areas where fighting has occurred. These weapons are normally laid without proper registration and markings. If so, points are allocated as follows.

Few mines posing no immediate threat to the mission.	1
Main and secondary roads not mined, but field and open areas are mined.	1
Main roads and secondary areas are suspected of being mined.	3
Heavy demining is required to secure the area. (add to above)	3

Summary. The following score sheet is used by UNHQ to determine the environmental factor that is applied to the rates for extreme environmental conditions.

FACTORS	POINTS ALLOCATED
Criminal Activities (max 8 points)	
Potential for hostile engagement of UN Forces (max 10 points)	
Distribution of uncontrolled or unmapped Minefields (max 6 points)	
TOTAL	

The hostile action/forced abandonment factor in percent equals the total points divided by 4.8, as it must not exceed 5% (e.g., a maximum score of 24 equals 5%). The percentage is to be rounded to one decimal (e.g., a score of 9 equals 1.9%).

As an example, let's take a contingent operating with the following conditions:

1. There is an effective police force, disarmament has not taken place, and there is frequent banditry against the UN.
2. Combatants have few heavy weapons, but not in range of UN forces.
3. There is no commitment to a lasting peace, and there is a history of disintegrating peace agreements.
4. Main and secondary roads not mined, but field and open areas are mined. Heavy demining is not required.

The percentage increase in the wet lease and self-sustainment rates for this contingent would be 2% as follows:

FACTORS	POINTS ALLOCATED
Criminal Activities (max 10 points)	0+3+0+4 = 4
Potential for hostile engagement of UN Forces (max 10 points)	1+1+3+0=5
Distribution of uncontrolled or unmapped Minefields (max 6 points)	1+0+0+0+1
TOTAL	10/4.8 = 2.1% (round up)

7.5. Intensity of Operations

An Intensity of Operations factor is not to exceed 5% of the wet/dry lease rate and the self-sustainment rate. A specific factor is to be recommended by the initial UN Technical Survey Team for approval taking into account elements such as the scope of the task assigned, the length of logistics chains, the non-availability of commercial repair, and support facilities and other operational hazards and conditions.



UNMEE armoured personnel carriers conduct regular patrols in the area of Senafe, Eritrea (2001). (UN Photo #207015)

Annex C to Chapter 7 of the COE Manual contains a decision sheet that is to assist the evaluator in determining any environmental conditions factor in mission areas, which is introduced to compensate troop-contributing countries for the impact of exceptional and extreme conditions, which result in shorter equipment life and increased maintenance costs.

Although the elements cannot be totally assessed objectively, some assistance to this effect is provided. The evaluator will also have to base the assessment on military experience and common sense to complete this evaluation.

7.5.1. Calculation Conditions

The following conditions, which might contribute to premature wear and tear of the equipment and increased maintenance costs, are to be analyzed.

Size of Area of Responsibility (AOR)

The average battalion/unit in a peacekeeping mission is given an AOR within which it is deployed in company and platoon size camps. If the unit has been given intensive tasks, e.g. controlling a cease-fire between two opposing parties, it will also be deployed in a line of observation and check points of squad size. Allocate points if the AOR for the average battalion size unit is significantly larger than a normal area, which for a unit with intensive tasks is assessed to be not more than 1,000 square kilometre (km²) and for units with extensive tasks (e.g., monitoring a peace agreement) is assessed to be not more than 10,000 km².

AOR is 2 - 4 times the normal maximum size	2
AOR is 5 times the normal maximum size or more	4

Length of Logistics Chains. The re-supply of battalion size units will normally be performed by logistic units provided by the mission. When contingents, in exceptional situations, will have to haul the re-supply themselves, and when this is performed over significant longer distances than normal, this would qualify for inclusion in the intensity operational usage factor. If the battalions have to haul major parts of their re-supply over a distance significantly longer than the normal 100 km, allocate points as follows.

Average distance of travel	
Distance to base 200 to 300 km	1
Distance 301 to 500 km	2
Distance 501 to 800 km	3
Distance greater than 800 km	4

If the battalions only have to haul part of their re-supply, divide these points with the point allocated for the percentage of re-supply hauled.

Percentage of supplies hauled	
Small portion (10-29%)	4
Substantial, but less than half (30-49%)	3
Substantial, and more than half (50-69%)	2
Majority of supply (70-100%)	1

Infrastructure. Normally, you would expect to find available fixed structures to be acquired for repair workshops, storage, and headquarters in the AOR. If such facilities are scarce, allocate points as follows.

Availability of infrastructure	
Sufficient facilities	0
Few facilities located outside battalion AOR	2
Sufficient fixed structures but without technical support such as electricity, oil drain, cranes, etc.	2
Few fixed structures but without technical support	3
No fixed structures	4

Summary. Enter the points allocated above in this summary table and correct the figures if required, as the resulting factor cannot exceed 5%.

A - SIZE OF AREA OF RESPONSIBILITY	(max 4 points)	
B - LENGTH OF LOGISTICS CHAIN	(max 4 points)	
C - AVAILABILITY OF INFRASTRUCTURE	(max 4 points)	

The intensified operational conditions factor (in percent) equals the total points divided by 2.4, as it must not exceed 5% (e.g., a maximum score of 12 is 5.0%). The percentage is to be rounded off to one decimal (e.g., a score of 9 would be 3.8%).

As an example, let's take a battalion size unit operating with the following conditions:

1. AOR is three thousand square kilometres.
2. 60% of the supplies have to be hauled 300 kilometres from base camp.
3. Sufficient fixed structures but without technical support such as electricity, oil drain, cranes, etc.

The percentage increase in the wet lease and self-sustainment rates for this contingent would be 1.9% as follows:

FACTORS	POINTS ALLOCATED
A - Size of AOR (max 4 points)	2
B - Length of Logistics Chain (max 4 points)	1/2 =0.5
C - Availability of Infrastructure (max 4 points)	2
TOTAL	4.5/2.4= 1.9 (round up)

7.6 Sample Calculation of Mission Factors

The following example shows how Mission Factors determined from a Technical Survey are applied to the rates for major equipment and self-sustainment. The major equipment rate is for a Forklift light (up to 1.5 tons). The total monthly self-sustainment rate is \$250.00 per person.

Factors	Score %	Maintenance Rate	Dry Lease	Wet Lease	Total Monthly Self- Sustainment Rate per Person
Forklift light (up to 1.5 tons)		\$385.00	\$227.00	\$612.00	\$250.00
Extreme Environmental Conditions	2.0%		\$4.54	\$12.24	\$5.00
Hostile Action/Force Abandonment	2.1%		\$4.77	\$12.85	\$5.25
Intensity of Operations	1.9%	Note: use 1/2 of maintenance rate for wet lease only		\$7.32	\$4.75
Rate with Factors			\$236.31	\$644.41	\$265.00
% increase	6.0%		3.9%	5.0%	5.7%

<p style="text-align: center;">LESSON 7 END-OF-LESSON QUIZ</p>
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1. A contingent is operating in a totally desert environment where mobility is less than 10 km per hour. What would be the maximum mission factor increment reimbursed monthly for this environmental factor?
 - a. 0.88%
 - b. 0.9%
 - c. 1.0%
 - d. 5.0%

 2. When determining operational intensity increments, which of the following is a factor in determining the size of the increment?
 - a. The non-availability of commercial repair support;
 - b. The scope of the operational tasks;
 - c. The length of the logistics chain;
 - d. All of the above.

 3. For a unit with a total monthly wet lease rate of \$90,000, what would be the maximum monthly value of an operational intensity factor increment?
 - a. \$ 90
 - b. \$ 450
 - c. \$ 900
 - d. \$ 4,500

 4. When applying a hostile action or forced abandonment increment, which of the following represents the upper limit of this increment?
 - a. 5% of the no-fault incident factor included in the monthly wet lease rate;
 - b. 5% of the spares element of the monthly wet lease rate;
 - c. 5% of the monthly maintenance cost;
 - d. One half of the monthly wet lease rate.

 5. When are mission factors determined?
 - a. After a technical survey of the mission area;
 - b. As factors are encountered during a mission;
 - c. At the beginning of a mission;
 - d. At the termination of a mission.
-

-
6. Which of the following is not a reason for the addition of special condition increments to wet and dry lease rates?
 - a. Factors resulting in increased maintenance on equipment;
 - b. Factors causing the equipment to have a shorter-than-normal lifespan;
 - c. Factors causing an unusual increase in transportation costs;
 - d. Factors causing unusual wear and tear on the equipment.

 7. A unit with a wet lease reimbursement rate of \$2,500,000 per month has been granted a monthly increment of 1.3% for environmental factors and a 0.8% increment for operational intensity factors. What is the final monthly wet lease rate for this unit?
 - a. \$ 32,500
 - b. \$ 52,500
 - c. \$ 2,532,500
 - d. \$ 2,552,500

 8. What would be the maximum extreme environmental condition monthly increment for a unit with a monthly self-sustainment rate of \$500,000 and a monthly maintenance rate of \$600,000?
 - a. \$ 25,000
 - b. \$ 30,000
 - c. \$ 37,500
 - d. \$ 55,000

 9. How many points would be allocated to a battalion size unit tasked to monitor a peace agreement in an area the size of Switzerland (41,300 km²)?
 - a. 0
 - b. 1
 - c. 2
 - d. 3

 10. What is the purpose of the mission factors?
 - a. To compensate troop-contributing countries for the impact of exceptional and extreme conditions which result in shorter equipment life and increased maintenance costs;
 - b. To compensate the TC/PC for specific conditions prevailing in the Area of Responsibilities;
 - c. To assist the evaluator in determining environmental conditions;
 - d. To manage the risks associated with the quantity and locations of spare parts storage.
-

LESSON 7
ANSWER KEY

1. b. 0.9%. Allocated points are 3 divided by 1 for the whole AOR divided by 3.4, which equals 0.88%, which is rounded up to one decimal point.
 2. d. All of the above.
 3. d. \$4,500, which is 5% of \$90,000
 4. b. 5% of the spares element of the monthly wet lease rate.
 5. a. After a technical survey of the mission area.
 6. c. Factors causing an unusual increase in transportation costs.
 7. d. \$2,552,500 based on $\$2,500,000 + 2.1\% * \$2,500,000$
 8. d. \$55,000 based on $\$500,000 * 5\% + \$600,000 * 5\%$
 9. c. 2. It would be just over 4 times the normal area size for that type of mission. There is no provision for the UN to award 3 points in this case.
 10. b. To compensate the TC/PC for specific conditions prevailing in the Area of Responsibilities.
-



LESSON 8

MAJOR EQUIPMENT RATES

- 8.1 Introduction
- 8.2 Standards
- 8.3 Rate Table

LESSON OBJECTIVES

Lesson 8 provides the student with an in-depth exposure to the actual rates used to calculate reimbursement for major equipment. Building upon previous lessons, Lesson 8 will use examples and scenarios to familiarise the student with wet and dry lease, generic equipment groups, and the roles and responsibilities of rate calculations. The latest rate tables will be provided to the student in Appendix C.

The objective of this lesson is to provide the student with an understanding of the complexities and detail involved in completing COE agreements. A calculator and some scrap paper will be required when the student is taken through examples of reimbursement calculations. It is particularly important to be familiar with the standards that define each category of major equipment. Simply having equipment in a mission area is not good enough. The equipment must fulfil its intended use and be maintained to a reasonable standard.

8.1. Introduction

There are verifiable standards by which both dry and wet lease are applied and subsequently reimbursed. The following standards, and associated definitions, are designed to apply to the equipment listed in Annex A to Chapter 8 of the COE manual. The standards, stated in terms of operational requirements, are designed to be generic in nature to fit the widest range of equipment.

8.2. Standards

Major equipment is grouped into 11 categories (some with major sub-categories) as follows:

- Communication Equipment including:
 - VHF/UHF-FM transceivers;
 - Satellite equipment;
 - Telephone equipment;
 - Airfield support equipment; and
 - Miscellaneous equipment.
 - Electrical Equipment;
 - Engineering Equipment, including logistics and demining equipment;
 - Riot Control Equipment;
 - Medical and Dental Equipment;
 - Observation Equipment, including both area and personal use;
 - Accommodation Equipment, including semi-rigid and rigid structures and containers;
 - Aircraft;
 - Armaments;
 - Naval Vessels;
 - Vehicles, including:
 - Tanks;
 - Armoured Personnel Carrier – Tracked;
 - Armoured Personnel Carrier – Wheeled;
 - Carrier – Oversnow;
 - Reconnaissance vehicles;
 - Self-Propelled Artillery;
 - Support vehicles (commercial and military pattern);
 - Communication vehicles;
 - Engineering vehicles;
 - Material-handling equipment;
 - Aircraft/airfield support equipment; and
 - Trailers.
-

The following standards are used by the mission inspection team to determine the use and suitability of major equipment:

8.2.1. Communications Equipment

The provision of communications equipment for dry/wet lease reimbursement will be applied to communications contingents providing services on a force level, that is, above the battalion or contingent level. The service must be available to all units as designated by the mission headquarters and will be included in the MOU. The MOU will specify the technical specifications to be used.

The equipment must be sufficient to provide the basic communications network desired by the mission. A back-up capability must be retained in theatre to ensure uninterrupted service. The back-up equipment will deploy and re-deploy with the contingent.

When higher-level communication capabilities are required by non-communication units and are not reimbursable under the self-sustainment rate for communications (e.g., INMARSATs), the equipment must be authorised in the MOU, in which case it will be reimbursable

as major equipment in the same manner as for a communications unit. INMARSAT used for national rearlink purposes is a national responsibility and is not reimbursable.



8.2.2. Electrical

This equipment is for the provision of main source generating power for base camps, company or larger dispersed locations, or specialist units requiring large power sources greater than 20 KVA (e.g., medical facilities, maintenance workshops). It is to include all associated minor equipment, consumables and wiring harnesses, and cabling to connect end users. Lighting fixtures, accommodation circuits, and wiring are reimbursable under the electrical self-sustainment rate. When troops or specialist units from one contingent are deployed with another contingent, the responsibility for supplying the power, with a sufficient back-up capacity, must be defined in the MOU of both parties.

Base camp main generators and generators supplying medical facilities will have a back-up capability running in parallel. The back-up capacity must at all times be sufficient to cover medical needs and must be connected to the vital areas of the medical facilities, giving these facilities first priority. The combination of the output of the two generators is used to determine

the reimbursement rate. In this case, an uninterrupted “around-the-clock” capability is required for all base camp main generators. Related wiring and cabling, circuit panels, and transformers are to be repaired or replaced within two hours. Single generators (i.e., not running in parallel) will operate with a maximum of three hours of servicing, refuelling, or repair within a 24-hour period.

Generators supplying medical facilities must have a back-up capability running in parallel as well. The back-up capacity must at all times be sufficient to cover medical needs. When troops or medical units from one TC/PC are deployed and operating with a contingent of another TC/PC, the responsibility for supplying power, with a sufficient back-up capacity, will be negotiated on a case-by-case basis and indicated in Annex B of the MOU.

8.2.3. Engineering

Engineer equipment will be maintained to ensure its immediate availability for use as deployed.

When an engineering unit is tasked to conduct demining/EOD on behalf of the mission as a force asset, the equipment will be reimbursed as major equipment, where applicable, as agreed in the MOU. Ammunition and explosives consumed in demining/EOD operations or in specifically ordered operational training above accepted UN readiness standards are reimbursable upon presentation of a claim and certification from the mission. Since the costs of ammunitions or explosives associated to special case major equipment items are not included in the calculation of a monthly wet lease rates, an incremental transportation factor is not included to reimburse the cost of transportation for the replenishment. Consequently, the UN will reimburse for the transportation cost of the deployment and repatriation, as well as replenishment of those specific ammunitions and explosives used for demining/EOD tasks at force level using force asset major equipment.

8.2.4. Riot Control Equipment

This is a new equipment category that was added based on recommendations from the 2004 COE Working Group. This category includes personal equipment (body protection items, batons, gas masks, etc) and collective equipment (loud hailers, searchlights, gas launchers, etc). It is only applied to military contingents that have a defined riot control task. Personal equipment is reimbursed in sets of ten, while collective equipment is grouped in platoon and company level sets. Riot control equipment will be maintained to ensure its immediate availability for use as needed.

8.2.5. Medical and Dental

Only medical equipment provided as per UN standards and authorised in the MOU will be reimbursed as medical equipment. The medical equipment stipulated in the MOU is applicable wherever medical equipment is used for the provision of medical services providing Levels 1, 2,

and 3 services according to UN standards. This includes general medicine, internal medicine, surgical, and other medical specialties, such as agreed, dental, hygiene, dispensary, blood testing and processing, X-ray, laboratory ward and stabilisation/life-saving measures and capabilities and evacuation to the next level.

The contingents must have sufficient medical equipment as stipulated in the UN standards for Levels 1, 2, and 3 medical services in order to provide the respective outpatient and inpatient care, basic and advanced diagnostic services, basic and advanced lifesaving, basic and advanced surgical capacities and capabilities, and sufficient re-supply capabilities, as well as casevac/medevac capabilities and capacities in the mission area as per the



An UNMEE surgeon from the Jordanian Battalion making preparations for a surgery in Asmara (2002). (UN Photo #211887C)

MOU. Requested medical equipment must be provided and maintained in a fully operational condition, maintaining an aseptic and sterile environment as per World Health Organisation (WHO) requirements in order to ensure uninterrupted medical support and an adequate standard for medical services, including evacuation capabilities.

If a laboratory is included in a Level 1 medical facility at the request of the United Nations, then it will be reimbursed as “laboratory only” major equipment.

Level 1 medical facilities are considered “force assets,” thus available to all members of a UN mission. Therefore, Level 1 hospital medical equipment is eligible to the reimbursement of the major equipment rate of “Level 1 Hospital” listed in the COE Manual.

The medical facilities are reimbursed for each module (i.e., Levels 1, 2 or 3, Dental, and Laboratory only) of medical equipment as long as the equipment meets the standards. The cost of each medical facility module, and therefore, the related reimbursement rates, is based on the Generic Fair Market Value (GFMV) of each piece of medical equipment required by the module as recommended by Phase V Working Group. The revised lists of equipment per module include all equipment required by the Phase V Working Group for the separate levels, but the non-medical equipment (e.g., generators above 20 KVA, ambulances, general hygiene facilities and water purification systems), although still a requirement listed in the medical standards, have been subtracted from the medical modules’ GFMV and will be listed separately as major equipment (in Annex B of MOU) for separate reimbursement. In addition, minor adjustments in

the list of major equipment and clerical corrections have been made. The revised medical equipment requirements for each medical facility module are shown in Appendices to the COE Manual.

In preparing the Verification Reports for medical facilities, the quality, capacity, and capability, as defined in the standards, are the overriding considerations. Therefore, an expert medical opinion concerning the operational impact of any shortfall, discrepancy, or corrective action or substitution undertaken will be required before deduction and may be made to the reimbursement.

8.2.6. Observation Equipment

Under a wet lease, observation equipment will be maintained to ensure “round-the-clock” operability at all observation outposts. Routine calibration of equipment must be performed.

Under a dry lease arrangement, the UN is responsible for providing the sufficient spare parts and equipment to maintain the same level of serviceability at the observation posts.



Canadian technician repairs damage to 20 power long-range binoculars used in UNDOF (2002). (UN Photo #IS2002-2760a)

8.2.7. Accommodation

Semi-rigid structures are soft-sided, hard-frame facilities that can be moved (i.e., dismantled and shipped). Rigid structures are defined as hard-walled or prefabricated facilities that may be attached to local utilities/services but can be easily dismantled and moved.

Containers are mobile shelters used for a specific purpose/service. There are three basic types of containers: truck mounted; trailer mounted; and sea containers. Truck mounted containers can be dismantled and operated separately from the vehicle. Trailer mounted containers need not be dismantled, but they are not reimbursed as trailers in the vehicle category. Sea containers must be maintained to international standards (i.e., certified for shipping) in order to be eligible for reimbursement.



UNPREDEP Peacekeepers, part of the Indonesian Engineering platoon, use containers to construct a new observation post along the Yugoslav Border (1996). (UN Photo #187928)

If a container is used as part of the support provided under a self-sustainment rate, (e.g., dental, catering) its use is not reimbursable as major equipment, but is covered by the applicable self-sustainment rate.

Accommodation rates include all minor equipment and consumables associated with the primary function of the facility.

8.2.8. Aircraft

Owing to the special nature of aircraft, the type, quantity, and performance criteria will be stipulated separately in Letters of Assist. The Air Operation unit of the mission is responsible for monitoring and reporting the performance of aircraft.

8.2.9. Armaments

Crew-served weapons must be operationally serviceable at a 90% rate. Serviceability includes sighting and calibration of weapons and periodic test firing, as permitted in the mission area. The UN defines a crew-served weapon as any weapon operated by more than one designated soldier. Ammunition for sighting, calibration, test-firing and training is a consumable and is included in the wet lease maintenance rate. Therefore, training ammunition is a national responsibility unless the Force Commander/Police Commissioner specifically requires ammunition expenditures for operational training and exercise beyond accepted UN readiness standards. When weapons are provided through the UN, sufficient UN spare part stocks will be maintained in theatre to ensure the serviceability standard.

The UN will reimburse contributing countries for deploying operational stocks of ammunition to and from the mission area. Since the **costs** of ammunitions/missiles—associated with major equipment items such as anti-air, anti-amour and howitzer—and explosives used with major equipment are not included in the calculation of a monthly wet lease rate, an incremental transportation factor is not included to reimburse the cost of transportation for the replenishment. Consequently, the United Nations will reimburse for the transportation cost of the deployment, redeployment, and replenishment of those specific ammunition and for ammunition or explosives used with major equipment.

Additionally, the United Nations will reimburse ammunition and explosives expended on training beyond accepted UN readiness standards authorised and directed by the Force Commander/Police Commissioner, but not for other training/exercises within accepted United Nations readiness standards for which ammunition is considered consumable covered in the wet lease rates or the monthly rate reimbursed under troop cost for personal weapon.



Canadian howitzers based out of Glamoc, Bosnia and Herzegovina, are carried by American Black Hawk helicopters to their drop zone (2002). (Canadian Forces Photo #BK2002-0156-60d)

Ammunition expended on operations or special training authorised and directed by the Force Commander will be reported in the reports of the Force Commander/Police Commissioner at the conclusion of individual operations and be reimbursed at the initial price of ammunition on presentation of claims. However, troop/police-contributors are responsible for deploying ammunition with an expected life in excess of the anticipated length of deployment.

8.2.10. Naval Vessels

Owing to the special nature of vessels, type, quantity, and performance criteria will be stipulated separately in Letters of Assist.

8.2.11. Vehicles

Vehicle standards present a unique problem as this major equipment category is divided into military and commercial pattern vehicles. What differentiates these categories has been debated and reviewed since the introduction of the COE System as rates and capability standards can vary considerably between these two categories of vehicles.

Commercial pattern vehicles are defined as those vehicles that are readily available from a commercial source. Military pattern vehicles are specifically engineered and designed according to precise military specifications and are built to satisfy particular military mission applications.



British ambulances with UNPROFOR in Vukovar, Croatia (1992).
(UN Photo #159206C)

In cases where the original vehicle is of a commercial pattern and significant changes (i.e., major component redesign and installation) are made, the vehicle may be considered as “military pattern” for reimbursement purposes under contingent-owned equipment, subject to MOU negotiation and are to be indicated in Annex B of the MOU. Issues of whether or not an upgrade to commercial equipment entitles a TC/PC to military pattern equipment reimbursement are to be dealt during the MOU negotiation at UN Headquarters, with paramount importance accorded to operational requirements and the principle of “reasonableness” in resolving disagreements.

The 2004 Working Group on COE developed the following checklist to determine whether a commercial pattern vehicle could qualify for a military pattern rate of reimbursement.

- Fitted for Military Radio and Antenna Mounting plus Radio System (VHF/HF). This must be present PLUS any five of the following nine items:
 - Winch and accessories capable of pulling the weight of the vehicle it is fixed to and its normal combat load
 - Cross-country mobility (4x4, 6x6, 8x8, etc)
 - Auxiliary Power Outlet/Adaptor
 - Additional Power Outlets (Minimum 2 Pieces)
 - Spot Light
 - Roof Mounted Working Lights (Minimum 2 Pieces)
 - Weapons Stowage Clamps and/or Ammo Box Storage
 - Cargo Tie Down Loops and Cargo Fastening Equipment
 - Jerry Can or Equivalent Mounts for Extra Fuel

In case of a dry lease where the UN is responsible for maintaining the major equipment or arrange for the maintenance of major equipment by a third party, a review of maintenance and spare parts will be conducted to determine if the cost of maintenance exceeds the maintenance rate included in the generic “wet lease” rate. In such situations, an initial assessment is required to determine if the cost of overrun is attributable to environmental or operational conditions. If the cost overrun is not attributable to local conditions but rather to the condition of the equipment, a report shall be submitted to UN Headquarters explaining the situation, indicating which category of equipment is subject to maintenance overrun and by what amount. In such cases, the reimbursement rate to the TC/PC may be reduced by the amount in excess of the estimated maintenance rate included in the generic wet lease.

The equipment authorised in the MOU must include all minor equipment, checklist items (jacks, driver’s tools, spare tire, etc.), and consumables (less fuel) associated with the vehicle.

Wet Lease: Under the conditions of a wet lease, when the total number of operationally serviceable (i.e., available for use) vehicles is less than 90% of the quantity authorised in the MOU in a vehicle sub-category, the reimbursement will be reduced accordingly.

A vehicle will be considered operationally unserviceable if it is unavailable for normal mission use for a period of time in excess of 24 hours. A contingent can hold limited operational stocks (up to 10% of authorised quantity) designed as immediate replacement for vehicles lost or damaged beyond in-theatre repair capability.

Dry Lease: Under the conditions of a dry lease, the vehicle will be provided in an operationally serviceable condition, with all minor equipment and checklist items, for immediate use upon arrival in the mission area. The UN is required to maintain operational serviceability at a minimum rate of 90% of the agreed quantity in a vehicle sub-category. A vehicle will be

considered operationally unserviceable if it is unavailable for normal mission usage for a period of time in excess of 24 hours. Serviceability below 90% because of UN inability to maintain might require downward adjustments to contingent tasks/missions without a corresponding reduction to other reimbursements adversely affected by reduced activity rates. The UN is responsible for returning the vehicle to the TC/PC in the same level of operational serviceability, with all minor equipment and checklist items, as when provided.

Weapon Systems

Weapons systems on all vehicles are to be serviced to ensure the capability to perform the mission is maintained. On combat vehicles, operational serviceability is required for the main weapon and its associated fire control system. If either the weapon itself or the fire control system is inoperable, then the vehicle is considered not in service and not eligible for reimbursement.

Painting

To be considered serviceable for United Nations operations, all vehicles must be painted white with appropriate United Nations markings. If this painting is not completed before deployment, reimbursement may be withheld until the standard is reached unless United Nations Headquarters has specifically authorised an exception to this requirement. Reimbursement for painting will be calculated using the standard rates per type/category of equipment, multiplied by the quantity of equipment authorised in Annex B of the MOU plus an additional 10% where applicable. A sample of painting/repainting rates from the COE Manual Chapter 8 Annex A2 is provided below.

MAJOR EQUIPMENT	GENERIC FAIR MARKET VALUE (\$US)	PAINTING	REPAINTING
41KVA to 50KVA (generator)	\$56,403	\$221	\$324
Main battle tank, heavy (over 50 tons)	\$1,741,620	Special Case	Special Case
Infantry carrier - unarmed/dozer	\$300,000	\$1,825	\$2,253
Automobile, sedan/stationwagon	\$10,613	\$873	\$970
Buses (13-24 passenger)	\$37,146	\$1,185	\$1,314
Jeep (4x4) with military radio	\$36,831	\$873	\$970

The Mission verification report (arrival or periodic) or other means will be used to confirm that the major equipment items were painted. Reimbursement for repainting will be based on major equipment departing the Mission as per the departure verification report.

For special cases, if the equipment can be logically fitted or, agreed between the United Nations and a TC/PC at the time of the MOU negotiation, into one of the existing categories, the painting/repainting rate applicable to the existing categories will apply. Otherwise, reimbursement for painting/repainting will be based on presentation of invoice of actual costs. The ratio of painting to repainting has been determined at 1:1.19 i.e. costs for repainting are reimbursable up to 1.19 times the rates for painting.

Reimbursement for painting/repainting for major equipment not identified separately in Annex B of MOU but used in the performance of Self-Sustainment capabilities such as containers, communication vehicles, etc, should be submitted through a separate claim showing the applicable category of self-sustainment, the type and quantity of equipment. These claims will be reviewed to assess that the type and quantity of major equipment used for self-sustainment is required and reasonable and to establish where possible a logical link with existing major equipment items for which standard rates were determined. If no logical link to existing major equipment exists, the claim will be reviewed and negotiated on a case-by-case basis.

8.3. Rate Table

The major equipment rate table has been extracted from the COE Manual, Chapter 8, Annex A1. For ease of reference it has been compiled separately in **Appendix C**. Students may wish to separate this Appendix from the main course text as a handy reference for answering quizzes and the final examination.

It should be remembered that the Major Equipment Rate Table is based on generic descriptions of equipment. OMS maintains databases linking specific equipment makes to their generic description. Clarification should always be sought from the UN when developing the MOU to ensure categories are properly assigned. In addition, many of the generic descriptions are based on the capability of the equipment, not its costs or additional features.

For example, a commercial pattern truck utility/cargo (under 1.5 tons) refers to its load carrying capability (see rate table, Appendix C). Whether it cost \$10,000 or \$50,000 to purchase, the vehicle is not a matter for the UN to resolve. The GFMV is set at \$17,000 for any vehicle meeting the performance standard for that capability. The dry lease rate of \$295 ($\$17,000 \div 5 \div 12 + \$17,000 * 0.005 \div 12$) is based a generic price and the likelihood of no-fault incidents occurring with the use of the vehicle.

The same rationale applies to the monthly maintenance cost. If a Member State used expensive, high maintenance vehicles, they will only be reimbursed at the set rates in the table, i.e. \$226 per month for the 1.5 ton truck. Conversely, the use of low cost, sub-standard vehicles will be addressed through the verification and inspection program to ensure that standards are met.

Finally, if the UN was unable to provide petroleum, oils, and lubricants (POL) for the daily operation of the vehicle fuel, the Member State would receive a specified amount per vehicle type per month to provide this capability until such time as the UN support system took over. The POL column from the COE Manual rate table has not been included in Appendix C for formatting reasons.

<p style="text-align: center;">LESSON 8 END-OF-LESSON QUIZ</p>
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1. If the UN wishes to lease a commercial pattern 4X4 ambulance, a medium sized semi-rigid camp, an insulated storage container, and a military pattern 1.9 ton utility truck, what would be the GFMV of all of this equipment?
 - a. \$ 148,809
 - b. \$ 193,006
 - c. \$ 266,522
 - d. \$ 737,000

 2. What is the monthly wet lease rate for a wheeled armoured personnel carrier command post?
 - a. \$ 2,726
 - b. \$ 3,643
 - c. \$ 3,985
 - d. \$ 6,316

 3. Which of the following is a special case scenario?
 - a. Ground surveillance radar systems;
 - b. Ammunition storage containers;
 - c. Recoilless guns;
 - d. Medium self-propelled Howitzer.

 4. What is the estimated monthly maintenance of a vehicle mounted mine clearance system used for engineering purposes?
 - a. \$ 109
 - b. \$ 431
 - c. \$ 712
 - d. Unknown, this is a special case.

 5. What is the estimated lifespan of a commercial pattern motorcycle?
 - a. 4 years;
 - b. 6 years;
 - c. 8 years;
 - d. 10 years.
-

-
6. What is the monthly dry lease rate of a fire fighting truck?
 - a. \$ 609
 - b. \$ 659
 - c. \$ 697
 - d. \$ 764

 7. What is the GFMV of a heavy maintenance military pattern truck?
 - a. \$ 102,336
 - b. \$ 233,486
 - c. \$ 251,110
 - d. \$ 264,127

 8. When calculating serviceability percentages, how long can a vehicle be awaiting repair before it is declared unserviceable?
 - a. 4 hours;
 - b. 12 hours;
 - c. 24 hours;
 - d. 48 hours.

 9. Which of the following is not considered to be accommodation major equipment?
 - a. Removal shelters mounted on trucks;
 - b. Shelters mounted on trailers;
 - c. Permanent tentage;
 - d. Rigid shelters.

 10. At what organisational level does communication support need to be provided to qualify for reimbursement for major equipment?
 - a. Force level;
 - b. Unit level;
 - c. Contingent level;
 - d. Battalion level.
-

LESSON 8
ANSWER KEY

1. b. \$193,006 based on \$70,046 for the commercial pattern ambulance, \$31,263 for the camp, \$47,500 for the storage and \$44,197 for the military pattern truck.
 2. c. \$ 3,985
 3. a. Ground surveillance radar systems.
 4. d. Unknown, this is a special case engineering vehicle.
 5. a. 4 years.
 6. c. \$ 697
 7. d. \$ 264,127 – Support Vehicle (military pattern) - truck, maintenance heavy
 8. c. 24 hours.
 9. c. Permanent tentage.
 10. a. Force level.
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LESSON 9

SELF-SUSTAINMENT RATES

- 9.1 Introduction
- 9.2 Categories of Self-Sustainment
- 9.3 Rate Table

LESSON OBJECTIVES

Lesson 9 is similar to Lesson 8 but focuses on personnel-based self-sustainment rates. The lesson provides the student with an in-depth exposure to the actual rates used to calculate reimbursement for major equipment. Building upon previous lessons, Lesson 9 will use examples and scenarios to familiarise the student with wet and dry lease, categories of self-sustainment, service level standards, and the roles and responsibilities for rate calculations. The latest rate tables will be provided to the student.

The objective of this lesson is to provide the student with an understanding of the complexities and detail involved in completing COE agreements. The scenarios will be presented from a UN and Member State point of view to demonstrate how differences can arise in preparing a COE agreement. This will demonstrate to the student how the concept of voluntary contributions, as described in Lesson 2, is applied to COE Agreements.

9.1. Introduction

When the COE Working Group examined the equipment list from the UN Cost Factors Manual, it was determined that certain categories needed consolidation or else the administrative burden being experienced would continue. The MOU between the UN and the Member State will specify the type of contingent authorised using a format like the following table:

UNIT/SUB UNIT	QTY	CAPABILITY
Mission HQ Staff		Staff officers
Contingent HQ		National command and control
Infantry Battalion		HQ company, one light infantry company, one reconnaissance company
Engineer Squadron		Force level vertical and horizontal construction
Helicopter Squadron		Utility lift with aircrew and maintenance staff
Transport Platoon		Force level and troop carrying capability
Logistics Group		Integral personnel, transport, supply maintenance, medical, and financial support to the contingent
Military Police Platoon		Integral security and investigation support
Military Information Support Team		Media, liaison and translation services
Total		

The Troop/police-contributor may provide additional personnel as a National Command Element (NCE) or National Support Element (NSE) at its own expense. There will be no payment for troop cost, rotation, major equipment or self-sustainment and no other financial liability for the UN for these personnel.

9.2 Categories of Self-Sustainment

9.2.1. Catering

To receive the catering self-sustainment reimbursement rate, the contingent must be able to feed its troops with cold and hot meals in a clean and healthy environment. The contingent must:

- Provide kitchen facilities and equipment, including supplies, consumables, dishes, and cutlery for the camps that they are responsible for as detailed in the MOU;
- Provide deep freeze (14 days where required), cold (7 days), and dry food storage for kitchen facilities;

- Provide kitchen facilities with hot dishwashing capabilities; and
- Ensure that kitchen facilities have hygienic equipment that maintains a clean and healthy environment.

Note: Where refrigerated trucks (non-static) are required, this will be reimbursed separately under major equipment.

The unit is responsible for maintaining and servicing its kitchen facilities, including all catering equipment, repair parts, and supplies such as dishes and cutlery. When the UN provides this service to an equivalent standard, the unit does not receive reimbursement for this category.

Food, water, and POL are not included in the reimbursement rates as the UN normally provides them. When the UN is unable to provide those items, or for initial provisioning, reimbursement will be negotiated by the United Nations upon presentation of a detailed claim. The claim will be reviewed at UNHQ and should include the details of the provisioning requested as per the “Guidelines to Troop-Contributing Countries” or other specific documented request from the United Nations as well as any other supporting substantiation.

9.2.2. Communications

The telephone is the preferred means of communications for the contingent; it will be utilised as much as possible for internal communications within the headquarters, and with non-mobile sub-elements and sub-units of the contingent located in the main base camp. The requirement for VHF/UHF-FM and HF communications within the area of operations will be determined during the site survey and is subject to negotiation with the TC/PC. The standards for each communication’s sub-categories are defined below in order of usage preference. To receive the communications self-sustainment reimbursement rate, the contingent must meet the following criteria:

Telephone: The contingent will utilise the telephone as its primary means of internal communications within the main base camp. The contingent headquarters and stationary sub-elements (such as offices, workspaces, observation posts, guard posts, etc.) and sub-units, located at the main base camp, will be wired into the telephone system as early into the operation as possible in order to maximise the use of telephonic communications. The telephone system that is deployed should have the ability to interface with the telephone system that is provided on the mission level. The interface could be on the simplest level (i.e., two-wire trunk or better). This would then allow the contingent the ability to access the local telephone system in cases where such systems are available. Reimbursement will be based upon the number of personnel in the main base camp and those elements of the contingent at other locations that are served by authorised contingent-provided telephone services. To receive the self-sustainment reimbursement rate, the contingent will:

- Provide, install, operate and maintain a switchboard and telephone network that is capable of maintaining telephonic communications within the main base camp;
- Provide, install, and maintain adequate numbers of telephone instruments to the contingent and its sub-units and sub-elements within the area of operations (this includes all cable, wire and connectors, and other hardware that may be required); and
- Provide a sufficient stock of spare parts and consumables to support operations, and the repair or replacement of malfunctioning equipment.

VHF/UHF-FM Communications: VHF/UHF-FM communications will be used as the primary means of radio communications with sub-units and sub-elements of the contingent that are in a tactical or mobile environment, and thus unable to communicate via telephonic means. While VHF/UHF-FM communications may be used by the contingent as a means of backup communications to the telephone, this type of usage in itself is not a sufficient reason for reimbursement. Reimbursement will be based on the number of personnel in the contingent. To receive the self-sustainment reimbursement rate, the contingent will:

- Maintain one command-and-control net down to the sub-unit (section/squad) level;
- Maintain one administrative net;
- Maintain one dismounted patrol and security net or other primary non-vehicle mounted net; and
- Provide a sufficient stock of spare parts and consumables to support operations and the repair or replacement of malfunctioning equipment.

HF Communications: HF communications will be used as the primary means of communications with sub-units and sub-elements of the contingent that are operating within the area of operations that are beyond range of VHF/UHF-FM communications assets and are operating in a tactical or mobile environment, and thus, unable to communicate via telephone or VHF/UHF-FM. While HF communications may be used as a backup means of communications to the telephone or to VHF/UHF-FM communications, this type of usage in itself is not a sufficient reason for reimbursement. Additionally, the use of HF communications solely as a means of national rear-link will not be reimbursed. Reimbursement will be based on the authorized number of personnel in the sub-units and sub-elements of the contingent operating within the areas of operations beyond the range of VHF/UHF-FM communications assets and are operating in a tactical or mobile environment, and thus, unable to communicate via telephone or VHF/UHF-FM. To receive the self-sustainment reimbursement rate, the contingent will:

- Communicate with sub-units and sub-elements of the contingent that are in a tactical or mobile environment, and thus, unable to communicate via telephonic means, and beyond the range of VHF/UHF-FM base station communications;
 - Provide a command-and-control net using non-vehicular mounted HF communications equipment; and
 - Provide a sufficient stock of spare parts and consumables to support operations and the repair or replacement of malfunctioning equipment.
-

9.2.3. Office

To receive the office self-sustainment reimbursement rate, the contingent must provide:

- Office furniture, equipment and supplies for all unit headquarters staff;
- Office supplies and services to personnel within the contingent; and
- Electronic Data Processing (EDP) and reproduction capability, including necessary software, to run all internal headquarters correspondence and administration, including necessary databases.

The unit is responsible for maintaining and servicing its offices, including all equipment, repair parts, and supplies. The rate is to be applied against the total contingent population. The UN could provide this capability as a complete self-contained function subject to the agreed overarching principles stated above.

9.2.4. Electrical

To receive the electrical self-sustainment reimbursement rate, the contingent must provide decentralised electrical power from generators. The decentralised power must:

- Ensure a stable power supply to small sub-units such as observation posts and small troop camps for company, platoon, or section level;
- Provide redundant emergency back-up when the main power supply, provided through larger generators, is interrupted; and
- Provide all necessary electrical harnesses, wiring, circuitry, and lighting sets.

This is not the primary electrical power supply for larger units, which is covered under the major equipment rate. The UN could provide this capability as a complete self-contained function subject to the agreed overarching principles stated above.

9.2.5. Minor Engineering

To receive the minor engineering self-sustainment reimbursement rate, the contingent must be able, within its accommodation areas, to:

- Undertake non-field defensive minor construction;
- Handle minor electrical repairs and replacement;
- Undertake repairs to plumbing and water systems;
- Conduct minor maintenance and other light repair work; and
- Provide all related workshop equipment, construction tools, and supplies.

The minor engineering reimbursement rate does not include garbage and sewage collection. Garbage collection from a centralised location per unit is a UN responsibility.

Explosive Ordnance Disposal (EOD)

To receive the EOD self-sustainment reimbursement rate, the contingent must have the capability for EOD to secure the unit's accommodation area. The contingent must have the ability to:

- Locate and evaluate unexploded ordnance;
- Dismantle or destroy isolated ordnance that is considered a threat to the contingent's safety; and
- Provide all related minor equipment, personal protective clothing, and consumables.

Note: Ammunition used for disposing of unexploded EOD is included in consumables and is not reimbursable separately.

EOD self-sustainment is only reimbursable when the UN has established an operational requirement and specifically requested for that service to be provided. The requirement for this support will not exist in all missions and should be determined on a case-by-case basis.



A United Nations decal and a Demining decal.
(UN Photo #207054C)

When a TC/PC providing force-level engineering support is tasked to provide EOD sustainment support to another TC/PC's accommodation areas, the contingent performing the EOD support will receive EOD sustainment reimbursement for the population of the supported contingent.

Disposal of significant quantities of ordnance, such as minefields, will be handled by engineering contingents provided by the UN.

9.2.6. Laundry and Cleaning

To receive the laundry and cleaning self-sustainment reimbursement rate, the contingent must:

- Provide laundry for all military and personal clothing, including dry-cleaning of operationally required specialist clothing and cleaning facilities for all contingent personnel;
- Ensure all laundry and cleaning facilities have hygienic equipment that enables a clean and healthy environment to be maintained, i.e. cleaning of accommodation and office areas; and
- Provide all related equipment, maintenance, and supplies.

When a contingent is geographically dispersed and the UN is only able to provide laundry and cleaning to a portion of the contingent, the TC/PC will receive the laundry and cleaning self-sustainment rate for those personnel not serviced by the UN.

9.2.7. Tentage

To receive the tentage self-sustainment reimbursement rate, the contingent must have the ability to:

- House personnel in tented accommodations. Tentage includes flooring and the ability to heat and cool, as appropriate;
- Provide temporary offices/workspace in tentage; and
- Provides ablutions capability while in tentage, in which case the ablution facilities will be reimbursed under major equipment

The United Nations can provide this capability as a complete self-contained function subject to the agreed overarching principles for the provision of self-sustainment categories. When the United Nations notifies a troop/police-contributor prior to the contingent deploying that this capability is not required, the troop/police-contributor will not receive reimbursement for this category. Contingents will initially receive tentage reimbursement for up to six months if not accommodated by the United Nations. If the United Nations confirms that the capability is required, the deploying contingent will continue to decide if it is to provide its own tentage capability, and be reimbursed accordingly.

When the United Nations is unable to provide permanent, semi-rigid, or rigid accommodation for a contingent after six months in tents, the troop/police-contributor will be entitled to receive reimbursement at both the tentage and accommodation self-sustainment rates. This combined rate will continue until personnel are housed to the standard specified under the accommodation rate. The Secretariat may request a temporary waiver of the application of this dual payment principle for these short-duration missions where the provision of hard accommodation is demonstrably and clearly impractical and not cost-effective.

9.2.8. Accommodation

To receive the accommodation self-sustainment reimbursement rate, the TC/PC must:

- Purchase or construct a permanent rigid structure to accommodate the contingent's personnel. This structure is fixed with heating, lighting, flooring, sanitation, and running water. The rate is based on a standard of nine square meters per person;
- Provide heaters and/or air conditioners for the accommodation as required by the local climatic conditions; and
- Provide furniture for eating facilities where necessary.

When the UN provides accommodation to an equivalent standard, the TC/PC does not receive reimbursement for this category.



Aerial view of the UNMEE Indbat Camp and logistic base Camp Dunn, in Senafe, Eritrea (2002).
(UN Photo #211861C)

Warehouses and equipment storage are not included in the accommodation self-sustainment reimbursement rate. This will be handled either through the semi-rigid and rigid structures reimbursed as major equipment or on a bilateral special case arrangement between the TC/PC and the UN.

When the UN is unable to provide accommodation to an equivalent standard and the contingent rents a suitable structure, the TC/PC will be reimbursed the actual rental cost on a bilateral special case arrangement between the TC/PC and the UN.

9.2.9. Medical

Unsurprisingly, given the area in which UN missions operate, the medical principles and standards are much more developed than those for other self-sustainment categories. For the purpose of establishing eligibility to medical care through UN missions' medical facilities, the following personnel are considered part of a UN mission:

- UN formed military police and UN formed civilian police units;
- UN military and UN civilian police personnel not members of formed units;
- UN international civilian staff;
- UN volunteers; and
- Locally employed UN staff, where applicable.

A summary of the UN standards for each level of medical service of self-sustainment rates is shown below.

Level	Standard
Basic Level (Individual)	Comprises the basic immediate first aid provided to a casualty by the nearest person on-site at the point of injury including personal medical and hygiene supplies (e.g., field dressing, repellent, personal water purification, aspirin etc.). All UN peacekeepers must have basic knowledge and skills in first aid.
Level 1 (Primary Health and Emergency Care)	<p>Comprises the first level where medical assistance is provided by a doctor and a medical team. This level of support is usually provided by organic medical teams of the field units who provide resuscitation, stabilisation, triage and evacuation of ill or injured personnel:</p> <ul style="list-style-type: none"> – Provides casualty collection and evacuation to higher levels of medical care (Level 2 and/or Level 3); – Handles routine sick calls and the management of minor sick and injured; – Implements disease, non-battle injury and stress preventive measures; – Is responsible for education and promotion of awareness and prevention of the spread of HIV in Area of Responsibility; – Provides treatment to 20 ambulatory patients/day, holding capacity of 5 patients up to 2 days, medical supplies and consumables for 60 days; – Provision of medical services based on troop strength up to Battalion level; and – Offers emergency medical services to all UN personnel in Area of Responsibility. <p>Actual composition and number of Level I medical personnel may vary depending on the operational requirements, and agreed upon in the MOU.</p>
Level 2 (Basic Field Hospital)	<ul style="list-style-type: none"> – Comprises a medical facility (basic field hospital) with limited specialist expertise doctors) and limited (basic) surgical, intensive care, dental, laboratory, x-ray, ward, sterilisation and pharmaceutical capabilities. (e.g., Life, limb and organ saving surgery, definitive treatment against a wide variety of common diseases/illnesses; – Capability of 3 - 4 surgical operations/day, hospitalisation of 10 - 20 sick or wounded up to 7 days, up to 40 outpatients/day, 5-10 dental consultations/day, medical supplies, fluids and consumables for 60 days; – Provides climate-controlled storage and transport capability (cold chain) to prevent the deterioration or contamination of blood and blood products; – Administers blood and blood products according to the compatibility of blood groups and rhesus factors using approved hygiene to prevent contamination; – Performs blood testing and grouping;

Level	Standard
	<ul style="list-style-type: none"> – If agreed in the MOU, supplies specialist services according to the needs of the mission (e.g., gynaecologist, specialist in tropical medicine, stress counsellor); – Provides advanced specialist medical care to stabilise serious injured personnel for transport in Level 3 medical facility; – Can provide a specialist team for collecting seriously injured personnel from the site of injury and escort patients in serious condition to higher level care; – Provision of medical and dental services based on troop strength up to Brigade level; and <p>Actual composition and number of Level 2 medical personnel may vary depending on the operational requirements, and agreed upon in the MOU.</p>
<p>Level 3 (Advanced Field Hospital)</p>	<ul style="list-style-type: none"> – Comprises a fully equipped and staffed multi-disciplinary (advanced) field hospital which provides all major medical and surgical specialities; – Provides advanced services in surgical, intensive care, dental (emergency dental surgery), laboratory, x-ray, ward and pharmaceutical capabilities; – Performs up to 10 surgical operations/day, provides hospitalisation of 50 patients up to 30 days, up to 60 outpatient consultations/day, up to 10 dental consultations/day, up to 20 x-rays and 40 lab tests/day, medical supplies and consumables for 60 days; – Provides climate-controlled storage and transport capability (cold chain) to prevent the deterioration or contamination of blood and blood products; – Administers blood and blood products according to the compatibility of blood groups and rhesus factors using approved hygiene to prevent contamination; – Performs blood testing and grouping; – If agreed in the MOU, supplies specialist services according to the needs of the mission (e.g. gynaecologist, specialist in tropical medicine, stress counsellor); – Provides a specialist team for collecting seriously-injured personnel from the site of injury and escort patients in serious condition to higher-level care; and – Provides medical and dental services based on troop/police strength as operationally defined. <p>Actual composition and number of Level 3 medical personnel may vary depending on the operational requirements, and agreed upon in the MOU.</p>
<p>Blood and Blood Products</p>	<ul style="list-style-type: none"> – Blood and blood products will be provided by the UN according to UN standards including transport, testing, handling and administration unless the medical facility Level 2 or 3 TC/PC believe it necessary to negotiate the issue. In such instances this will be negotiated on a case by case basis and reflected in Annex C of the MOU; – Provides climate-controlled storage and transport capability (cold chain) to prevent the deterioration or contamination of blood and blood products; – Administers blood & blood products according to the compatibility of blood groups and rhesus factors using approved hygiene to prevent contamination; and – Performs blood testing and grouping.

Level	Standard
High Risk Areas (Epidemiological)	<ul style="list-style-type: none"> – Provides medical supplies, chemoprophylaxis and prevention in areas with a high incidence of endemic infectious disease for which there is no vaccine.
Dental	<ul style="list-style-type: none"> – Provides specialised dental care to maintain the dental health of unit personnel; – Provides basic or emergency dental procedures; – Maintains a sterilisation capability; – Conducts minor prophylactic procedures; and – Provides oral hygiene education to unit personnel.

Medical support and security are essential at all times. Therefore, a TC/PC cannot be partially self-sustaining in the medical self-sustainment sub-categories. Level 1 medical care is a TC/PC's responsibility; however, each Level 1 facility is to provide medical support and care to all UN staff permanently or temporarily in their Area of Responsibility. As a matter of principle, this occasional Level 1 care should be provided in an emergency with no fee. However, a TC/PC may choose to seek reimbursement for services rendered; therefore, there is a requirement to document or register emergency services provided. All UN medical facilities are responsible for emergency medical services for all UN troops and UN staff in their Area of Responsibility. Except in emergencies, specialists and Level 2 and 3 facilities can request a referral from a Level 1 facility before accepting a patient. If medical facilities are required to render services to a large number of civilian personnel, a fee schedule and procedures are to be agreed upon during the MOU negotiations.

A TC/PC that cannot provide all medical capabilities according to the standards listed in the COE Manual Annex B to Chapter 3 must advise the Secretariat during the negotiation of the MOU and in all cases prior to deployment.

The contingent commander must inform the mission immediately if a TC/PC, while deployed, finds that it cannot adequately supply medical equipment, drugs, or consumables under self-sustainment. If the TC/PC cannot find another contributor to offer re-supply on a bilateral basis, the UN must take over the re-supply of drugs, consumables, and medical supplies permanently. The responsibility to provide medical personnel and medical services remain with the TC/PC. Medical self-sustainment will not be reimbursed from the day the TC/PC cannot provide full self-sustainment re-supply.

It is the responsibility of the Force Medical Officer/Chief Medical Officer to ensure that all personnel are informed upon entry into the Mission as to the medical facilities responsible for their care, and to ensure that all medical facilities are notified as to who is assigned to the facility. The same information/notification must be given whenever individuals and units move from the Area of Responsibility of one facility to that of another.

On the fifteenth day of each month, a list stating the number of uniformed personnel assigned to each medical facility shall be forwarded to the FMSS/Claims unit, with a copy to the LSD/Medical Support Section.

All international civilian staff must be assigned to medical facilities in the same manner as uniformed personnel. However, unless this is explicitly stated in the MOU under medical facilities or medical self-sustainment, this will not create eligibility for reimbursement.

All UN-Level 2 and 3 medical facilities must be equipped and staffed to receive and treat all United Nations troops and staff regardless of gender, religion or culture, preserving the dignity and individuality of all patients.

Medical staff must be at the forefront in promoting Human Immunodeficiency Virus (HIV) awareness, its method of infection, and the prevention of its spread. No medical staff or patient must be discriminated against due to verified or suspected HIV. Testing in a UN facility must be voluntary and confidential, and no HIV test must be performed without there being a system of counselling.

The administration of vaccinations, as recommended by the UN, is a national responsibility. The UN will provide necessary information on what kind of vaccination and preventive measures will be given to all UN personnel prior to deployment. If any UN personnel deploys without proper vaccinations and prophylaxes, the UN will provide necessary booster shots and prophylaxes. In this case, the UN will deduct any expenses for initial vaccinations, which could have been initiated prior to deployment from the self-sustainment payment of TC/PCs.



Doctors from the Bangladesh Contingent Medical Company treating patients from the local community. Juba, Bahr el-Jabel State, Sudan.
(UNMIS Photo/Arpan Munier, 21 February 2006)

The reimbursement for self-sustainment medical services, including medical related minor equipment, tools, supplies and consumables, will be made at the rate of self-sustainment for the level of service provided and be calculated on the total personnel strength of the units/contingents for which a medical facility is responsible as agreed in the MOU (the actual strength numbers will be used for calculation of reimbursement).

If a troop/police-contributor provides medical services to United Nations' standards, which includes services of more than one level, these levels shall be accumulated accordingly. However, when a Level 3 medical facility covers an area where there is no medical facility providing Level 2 medical services, the Level 2 and Level 3 self-sustainment rates are not accumulated. The Level 2 and 3 combined self-sustainment rate is to be used and the calculation

of the reimbursement is to be based on the actual troop strength of those contingents assigned to the Level 3 medical facility for both Level 2 and 3 medical care

To be eligible for reimbursement for the medical self-sustainment rate the medical facility must provide medical self-sustainment, including all related staff, equipment, drugs and supplies, for Basic, Level 1, Level 2, Level 3, Blood & Blood Products, and High-Risk Areas (Epidemiological), as agreed in the MOU. The level of equipment must meet UN standards as specified in the “United Nations Levels of Medical Support” for a medical facility must be indicated in the MOU. Drugs and consumables must meet the World Health Organisation (WHO) standards.

In preparing the Verification Reports for medical self-sustainment, the quality, capacity and capability, as defined in the standards, are the overriding considerations. Therefore, an expert medical opinion concerning the operational impact of any shortfall, discrepancy or corrective action or substitution undertaken, will be required before deduction may be made to the reimbursement.

9.2.10. Observation

To receive the observation self-sustainment rate, the contingent must be able to carry out observations throughout their area of operation. The standards for each of the three sub-categories are as follows:

- General observation. Provide hand-held binoculars for general observation use.
- Night observation. Provide the capability for passive or active infrared, thermal, or image intensification of nighttime line-of-sight visual observations; capable to detect, identify, and categorise persons or items within a range of 1,000 meters or more; and capable to conduct nighttime patrols and intercept missions.
Note: The UN can provide the night observation capability as a complete self-contained function subject to the agreed overarching principles stated above.
- Positioning. Capable to determine the exact geographical location of a person or item within the area of operations through the combined use of Global Positioning Systems and laser range finders.

The reimbursement for the Observation category is based on meeting the operational requirements. The contingent must provide all related equipment, maintenance, and supplies. Night observation and positioning rates will only be reimbursed when requested by the UN.

9.2.11. Identification

To receive the identification self-sustainment rate, the contingent must be able to:

- Conduct surveillance operations with photographic equipment, such as videotape and single lens reflex cameras;
- Process and edit the obtained visual information; and
- Provide all related equipment, maintenance, and supplies.

When the UN provides this service to equivalent standards, the unit does not receive reimbursement for this category.

9.2.12. Nuclear, Biological & Chemical (NBC) Protection

To receive the NBC protection self-sustainment rate, the contingent must be able to operate fully protected in any NBC threat environment. This includes the ability to:

- Detect and identify NBC agents with appropriate detection equipment at the unit level;
- Conduct initial decontamination operations for all personnel and personal equipment in a NBC threat environment;
- Provide all personnel with the necessary NBC protection clothing and equipment (e.g., protective mask, coveralls, gloves, personal decontamination kits, injectors); and
- Provide all related equipment, maintenance, and supplies. Nuclear, biological and chemical protection will only be reimbursed when requested by the UN.



A Canadian peacekeeper dons a gas mask during UNDOF chemical defence refresher training at Camp Ziouani, Golan Heights (2002). (Canadian Forces Photo #IS2002-2787a)

9.2.13. Field Defence Stores

The UN can provide this capability as a complete self-contained function subject to the agreed overarching principles stated above. A guide to the stores required for providing a suitable level of field defence for a contingent of 850 personnel is attached as Appendix 8 to Chapter 3 of the COE Manual. To receive the field defence stores self-sustainment reimbursement rate, the contingent must:

- Secure own base camps with adequate field defence facilities (e.g., barbed wire fences, sandbags, and other field defence obstacles);
- Establish early warning and detection systems to protect contingent premises;
- Prepare self-defence fortification works (e.g., small shelters, trenches and observation posts) not tasked to specialised engineering contingents; and
- Provide all related equipment, maintenance, and supplies.

9.2.14. Miscellaneous General Stores

To receive the self-sustainment reimbursement rate for each of the three sub-categories of miscellaneous general stores, a contingent must provide:

- Bedding. Bed linen, blankets, mattress covers, pillows, and towels. Sleeping bags may be an acceptable substitute for bed linen and blankets. Sufficient quantities must be provided to allow for rotation and cleaning.
- Furniture. Bed, mattress, nightstand, table light, and locker for each person, or other appropriate furniture to provide an adequate living space.
- Welfare. Appropriate levels of equipment and amenities for the morale and well being of the TC/PC's personnel.

9.2.15. Unique Equipment

Any special minor equipment or consumables not covered in the above self-sustainment rates will be handled as unique equipment. These items will be handled on a bilateral special case arrangement between the TC/PC and the UN.

9.3. Rate Table

Based on the number of personnel and their assignment (i.e., supported by the UN or the contingent), the following rate table is used to calculate self-sustainment costs. The rate table has been extracted from Chapter 8, Annex B of the COE Manual. Self-sustainment rates are periodically reviewed by the UN Secretariat and updated. It is important to keep informed of the latest updates. All figures in the table are in US dollars.

Category	Monthly Rate US\$
Catering	\$26.33
Communications:	
VHF/UHF – FMM	48.48
HF	16.95
Telephone	14.07
Office	22.72
Electrical	27.85
Minor Engineering	15.95
Explosive Ordnance disposal	7.27
Laundry & cleaning	22.05
Tentage	22.60
Accommodation	38.52
Medical:	
Basic	2.00
Level 1	13.23
Level 2 (incl. Dental & Lab)	20.63
Level 3 (incl. Dental & Lab)	25.13
Level 2 and 3 combined (incl. Dental & Lab)	35.44
High Risk Areas (Epidemiological)	8.70
Blood & Blood Products	2.20
Laboratory only	4.50
Dental only	2.50
Observation:	
General	1.07
Night Observation	23.95
Positioning	5.45
Identification	1.06
NBC Protection	25.59
Field Defence Stores	33.62
Miscellaneous general stores:	
Bedding	15.13
Furniture	22.03
Welfare	6.01
Unique Equipment	Special Case

LESSON 9

END-OF-LESSON QUIZ

1. Which of the following is normally not a UN responsibility?
 - a. Accommodation;
 - b. Furniture;
 - c. Laundry and cleaning;
 - d. Tentage.

 2. How much is a TC/PC reimbursed for monthly basic medical care for a 150-person unit?
 - a. \$ 150
 - b. \$ 300
 - c. \$ 1,500
 - d. \$ 2,737.50

 3. How much is a TC/PC reimbursed for providing all medical/dental services up to Level 2 to its contingent of 120 plus 30 other UN observers it supports?
 - a. \$ 3,094.50
 - b. \$ 4,303.20
 - c. \$ 5,379.00
 - d. \$ 7,014.00

 4. How much is a TC/PC reimbursed for providing all communications services to a 200-person unit over a four-month period?
 - a. \$ 15,900
 - b. \$ 38,784
 - c. \$ 52,344
 - d. \$ 63,600

 5. Which of the following is not a standard to be met to qualify for the NBC SELF-SUSTAINMENT?
 - a. Provide service when requested by the UN;
 - b. Operate a decontamination facility;
 - c. Provide all personnel with protective mask, coveralls, gloves, personal decontamination kits and injectors;
 - d. Detect and identify NBC agents with appropriate detection equipment at the unit level.
-

-
6. When determining the total reimbursement for the office self-sustainment rate, what is the basis used for calculating the number of personnel?
 - a. Total unit population;
 - b. Total population served by the office;
 - c. Total office staff;
 - d. Total headquarters staff.

 7. Which of the following is not a standard to be met to qualify for the field defence stores self-sustainment rate?
 - a. Secure own base camps with adequate field defence facilities;
 - b. Establish early warning and detection systems to protect contingent premises;
 - c. Provide all related equipment, maintenance, and supplies;
 - d. Provide service when requested by the UN.

 8. Which of the following is not a standard to be met to qualify for the identification self-sustainment rate?
 - a. Conduct surveillance operations with photographic equipment;
 - b. Augment UN identification services;
 - c. Provide all related equipment, maintenance, and supplies;
 - d. Process and edit the obtained visual information.

 9. Which of the following is not part of the standard for miscellaneous furniture?
 - a. Desk;
 - b. Bed;
 - c. Mattress;
 - d. Locker.

 10. Which of the following is only reimbursable if the service is requested by the UN?
 - a. Night Observation and positioning;
 - b. Basic level medical;
 - c. Catering;
 - d. Communications.
-

LESSON 9
ANSWER KEY

1. d. Tentage.
 2. b. \$ 300 (150 * \$2.00)
 3. d. \$7,014.00 based on 150 * \$46.76 (2.00 (basic) + 13.30 (level 1) + 20.63 (level 2) + 8.70 (High Risk) + 2.20 (blood)) and because a contingent providing support to other UN personnel can claim self-sustainment rates for those individuals outside of its contingent.
 4. d. \$ 63,600 based on \$79.50 (VHF/UHF/HF and telephone) * 200 troops * 4 months
 5. b. Operate a decontamination facility.
 6. a. Total unit population.
 7. d. Provide service when requested by the UN.
 8. b. Augment UN identification services.
 9. a. Desk.
 10. a. Night Observation and positioning.
-



LESSON 10

MANAGEMENT RESPONSIBILITIES

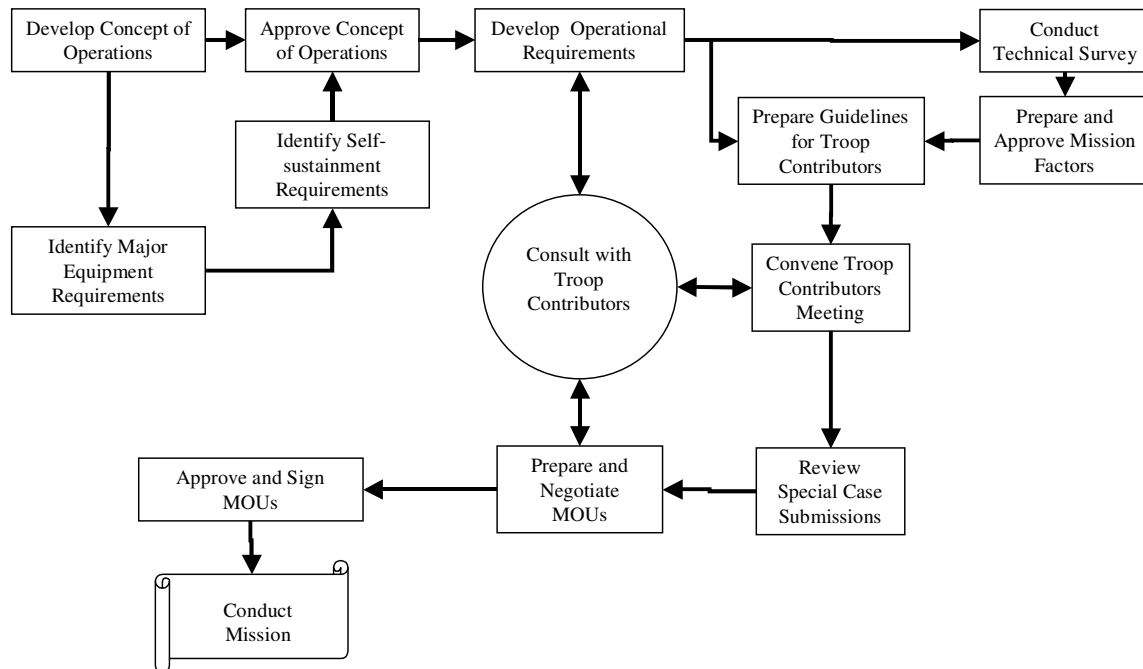
- 10.1 Introduction
- 10.2 Department of Peacekeeping Operations (DPKO)
Organisational Chart
- 10.3 UN Headquarters Responsibilities Matrix
- 10.4 Peacekeeping Mission Responsibilities Matrix
- 10.5 Memorandum of Understanding Articles
- 10.6 Reimbursement
- 10.7 General Conditions for Personnel

LESSON OBJECTIVES

Lesson 10 will provide the student with an insight into how COE Agreements are prepared, approved, and managed. This lesson will cover the responsibilities of UN Headquarters, Mission Headquarters, Member States, and contingents through a progression from initial identification of a mission to the deployment and repatriation of troops and equipment. This lesson will describe the composition of the formal agreement, a Memorandum of Understanding (MOU) that the UN uses to requisition troops and equipment from Member States. This lesson will provide an example of the MOU and guide the student through a description of its contents and process for completion. This will expose the student to the documentation and level of detail required to complete and manage a COE Agreement.

10.1. Introduction

The following sections list of the responsibilities related to the COE system for the UN Secretariat, UN Mission Headquarters, Member States, and contingents. For ease of aligning management responsibilities in the preparation of MOUs for the provision of troops and equipment, the following process map is provided as a reference for this lesson. This map was only developed for this course. The complete process involves many more aspects of mission planning and logistics support than is shown here.

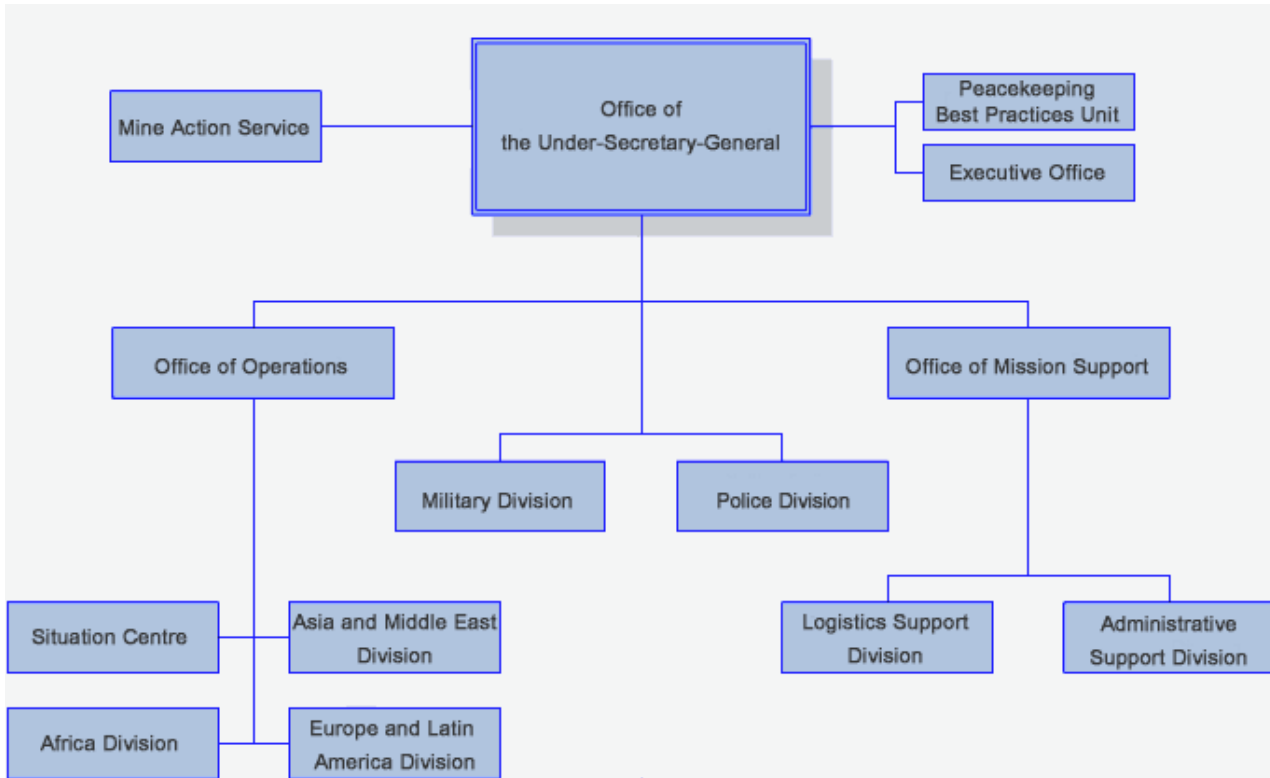


Recent changes to the UN Headquarters organisation have adjusted which elements of the organisation are responsible for the various process described above. This lesson concentrates on the responsibilities of those elements in preparing and completing the key documents needed for the provision of troops or police forces to peacekeeping and humanitarian missions

10.2. Department of Peacekeeping Operations (DPKO) Organisational Chart

The following organisational chart is taken from the DPKO portion of the official UN website. It reflects the roles and responsibilities described in this lesson, but like any organisation, is always subject to change.

Source: UNDPKO



10.3. UN Headquarters Responsibilities Matrix

The following table identifies the key organisations at UN Headquarters that are involved in the COE system. The responsibilities specific to the development, preparation, review, and approval of MOUs are provided.

Organisation	Responsibilities
Under Secretary-General, Department of Peacekeeping Operations	<ul style="list-style-type: none"> – Review and approve the concept of operations prepared by the Military Adviser or Police Adviser in consultation with the ASG for Logistics, Management and Mine Action. – Utilising an integrated approach, periodically review the capabilities of contingents, their major and minor equipment holdings, and their self-sustainment capabilities needed to meet the operational requirements of the Mission.
Assistant-Secretary - General, Office of Mission Support	<ul style="list-style-type: none"> – Review the concept of operations prepared by the Military Adviser or Police Adviser. – Review and co-approve the Mission Factors developed by the Technical Survey Team. – Review and sign the Memorandum of Understanding with TC/PCs on behalf of the UN.

Organisation	Responsibilities
Military Adviser (MILAD) or Police Adviser (POLAD)	<ul style="list-style-type: none"> – Review and co-approve the concept of operations, and the operational requirements of a peacekeeping mission, in terms of units/contingents, personnel, major equipment, and logistical support. – The Military Adviser is to review and co-approve the Mission Factors developed by the Technical Survey Team. – Issue formal requests to TC/PC for specific units/contingents contributions.
Military Planning Service (Military Division) or Strategic Policy and Development Section (Police Division)	<ul style="list-style-type: none"> – Prepare and periodically review the concept of operations, and the operational requirements of a peacekeeping mission, in terms of units/contingents, personnel, major equipment, and logistical support. – Lead the Technical Survey Team using the guidelines contained in the COE Manual and develop a recommendation for mission factors for review and approval by the MILAD/POLAD and the ASG/OMS. Assess request for mission factors review received from a mission or contingent commanders and make recommendation to the MILAD whether a review should be undertaken. – Issue formal requests to troop/police-contributors for specific units/contingents contributions.
Force Generation Service, Military Division (FGS/MD) or Mission Management and Support Section of Police Division (MMSS/PD)	<ul style="list-style-type: none"> – Point of contact with the Permanent Missions for all military/police contributions. Once troop/police-contributors and FGS/PD agree in principle to a contribution, the process of negotiating a MOU is initiated by FMSS/MCMS and further questions from troop/police-contributors are to be directed to the focal point for MOU negotiation in FMSS/MCMS. – Based on the approved concept of operations, identify the operational requirements of a peacekeeping mission, in terms of units/contingents, personnel, major equipment and logistical support, and prepare draft positions for personnel and major equipment for consolidation by FMSS/MCMS for negotiation with troop/police-contributors. Provide input and comments to LSD on self-sustainment categories directly related to operations. – Review troop/police-contributors submissions for “special case” equipment, in consultation with LSD/FMSS. In consultation with Logistics Support Division, Mine Action Service or other services, as applicable, make a recommendation on the operational requirement for a particular “special case”, on the reasonability of the cost of the item, useful life and monthly maintenance cost submitted by troop/police-contributors. Provide concurrence on “special case” for approval by the Director ASD and for negotiation with troop/police-contributors. – In consultation with LSD/FMSS, identify shortfalls in major equipment and self-sustainment, and take the lead to follow-up with troop/police-contributors and Missions to ensure corrective actions are taken, if required. – Review the final draft of the MOU and provide clearance. – In consultation with LSD, identify the implications on operations arising from changes in logistics support requirements within a mission area.

Organisation	Responsibilities
Logistics Support Division (LSD)	<ul style="list-style-type: none"> – Identify requirements of a peacekeeping mission, in consultation with FGS/PD where required, for major equipment necessary for logistics support (e.g. engineering, communications, medical) and provide this information to FMSS/MCMS for consolidation in the draft position for negotiation with TC/PCs. – Provide a position for self-sustainment requirements, in consultation with FGS/PD for some categories of self-sustainment where required, taking account the global capability of the UN to provide self-sustainment, to FMSS/MCMS for negotiation with TC/PCs. – In consultation with FGS/PD/FMSS, identify the implications for logistics support requirements arising from changes in operational requirements within a mission area. – Assist FGS/PD as part of the Technical Survey Team to develop the Mission Factors. – Review TC/PC “special case” submissions for major equipment related to logistics or support. In consultation with FGS/PD, Mine Action or other service, as applicable, make recommendation on the requirement for a particular “special case”, on the reasonability of the cost of the item, useful life and monthly maintenance cost submitted by TC/PCs. Provide concurrence on “special case” for approval by ASG/OMS or the delegated authority and negotiation with TC/PCs. – Focal point for the implementation, administration and management of the Memorandum of Understanding in the mission area: <ul style="list-style-type: none"> ▪ Ensure that procedures and guidelines are in place to ensure that effective and efficient mechanisms are in place in the missions to administer and manage the Memorandum of Understanding; ▪ Establish procedures to implement effective and consistent verifications reports and other inspection reports are prepared; ▪ Act as the liaison point between the missions and FMSS/MCMS to obtain clarifications from the missions on discrepancies/shortfalls identified in the verification reports; ▪ Provide expert advice and recommendations in the functional areas of LSD expertise in assisting FMSS in assessing the eligibility of reimbursement where shortfalls/discrepancies have been identified in the verification reports; ▪ In consultation with FGS/MMSS/FMSS, identify shortfalls in self-sustainment and major equipment and assist FGS/MMSS, as the lead service, to follow-up with troop/police-contributors and Missions to ensure corrective actions are taken, where required. – Ensure that the UN provides the requisite self-sustainment services as stated in the Memorandum of Understanding. – Review Memorandum of Understanding and provide LSD clearance.

Organisation	Responsibilities
Director, Administrative Support Division (ASD)	<ul style="list-style-type: none"> – Ensure effective and efficient management and control of Memorandum of Understanding by the Secretariat. – Review and approve the submission by troop/police-contributors for “special case” rates.
Finance Management Support Service (FMSS)	<ul style="list-style-type: none"> – Based on the positions and comments provided by the MD/PD, LSD, Mine Action Service, and other services involved in a specific mission, prepare a draft Memorandum of Understanding (MOU) to negotiate with TC/PCs. – Coordinate/convene TC/PC for negotiation with all relevant service/sections/units and TC/PC and conduct the discussion to convey the UN position agreed internally in advance with all functional experts. Act as focal point for communications between the Permanent Missions of TC/PC and the Secretariat for any questions/clarifications regarding the MOU. – Where the negotiation process leads to requests for change in the text of the Model MOU, consult OLA where the changes requested appears substantial to obtain a formal opinion to submit to the ASG OMS. – Act as focal point for providing clarifications of General Assembly resolutions, in consultation with expert advice where required, on the policies and procedures concerning reimbursement and control of COE of TC/PC participating in peacekeeping missions. Act as focal point for collecting comments on the COE Manual and update of the COE Manual. – Ensure the completeness and accuracy of calculations of estimated costs for major equipment and self-sustainment for inclusion in budget proposals. Revise costs and budget proposals where changes are required as a result of negotiation with TC/PC or as a result of position changes from the UN. – Collect all expert advice regarding discrepancies/shortfalls and recommend, taking into account precedents, other similar cases, etc, if an adjustment to the reimbursement is warranted. Calculate and process the certification of the reimbursement to TC/PCs. – Review TC/PC submissions for “special case” for major equipment. Calculate the wet, dry and maintenance rates in accordance with the guidelines of the COE Manual. Forward to relevant services/units for review and comments on “reasonability” of submission. Once comments/recommendations are received, make adjustments, if applicable, and forward for approval by the ASG OMS or delegated authority for negotiation with TC/PCs. – Review Memorandum of Understanding and provide FMSS clearance.
Office of Legal Affairs (OLA)	<ul style="list-style-type: none"> – Review specific Memorandum of Understanding (MOU) where changes and amendments requested are substantial and provide recommendations. – Review and provide recommendations for dispute resolution with troop/police-contributors, where required.

10.4. Peacekeeping Mission Responsibilities Matrix

The following table identifies the mission representatives that are involved in the COE system. The responsibilities specific for the implementation, monitoring, and reporting of MOUs are provided.

Organisation	Responsibilities
Special Representative of the SG (SRSG) / Head of Mission (HoM)	<ul style="list-style-type: none"> – Utilising an integrated approach, periodically review the capabilities of contingents, their major and minor equipment holdings and their self-sustainment capabilities needed to meet the operational requirements of the Mission.
Force Commander (FC) or Police Commissioner (PC)	<ul style="list-style-type: none"> – In consultation with the Contingent Commanders, assist the DOA/CAO: <ul style="list-style-type: none"> ▪ To establish appropriate mechanisms and procedures to ensure the efficient and effective administration and management of MOU between the United Nations and TC/PC Countries. ▪ To ensure that verification inspections are conducted in accordance with the schedules and procedures established by the Secretariat. Review and co-approve with the DOA/CAO and Contingent Commanders, verification reports including arrival, periodic, operational readiness and departure verification reports. ▪ To ensure that the United Nations (Mission) provides services as required in the MOU. Advise the DOA/CAO of changes in the level of support and standards the Military/Police Component of the Mission is able to provide to a contingent. ▪ To investigate and report to the Secretariat (FMSS/MCMS) any loss of or damage to the COE that could be subject to reimbursement by the United Nations. Assist the DOA/CAO to conduct BOI and, if appropriate, Local Property Survey Board meetings on losses or damage to COE arising out of hostile action/forced abandonment. – In consultation with the DOA/CAO, ensure that shortages, surpluses and unserviceabilities of major and minor equipment and discrepancies in self-sustainment capabilities identified during inspections are the subject of follow-up with the Contingent Commanders and corrective actions are taken at the local level. In consultation with the DOA/CAO, report persistent shortfalls, surpluses, unserviceabilities and other discrepancies to the Secretariat for action by the appropriate HQ Offices. – In consultation with the DOA/CAO and Contingent Commanders: <ul style="list-style-type: none"> ▪ Periodically review the capabilities of contingents, their major and minor equipment holdings, and their self-sustainment capabilities needed to meet the operational requirements of the Mission and make recommendations to the Secretariat in regard to corrective actions that may be required. ▪ Certify the use of ammunition and explosives expended for operational purposes or to meet training standards beyond accepted UN readiness standards which have been authorised and directed by the FC/PC.

Organisation	Responsibilities
	<ul style="list-style-type: none"> ▪ Attempt to have disputes resolved at the lowest possible level locally. – In consultation with the DOA/CAO, report to the Secretariat any dispute that cannot be resolved locally.
<p>Director of Administration (DAO) or Chief Administrative Officer (CAO)</p>	<ul style="list-style-type: none"> – In consultation with the FC/PC and Contingent Commanders: <ul style="list-style-type: none"> ▪ Establish appropriate structure for the management of the MOU and implement the MOU on behalf of the Secretariat. ▪ Ensure that the UN (mission) provides services as required in the MOU. Advise the Secretariat of changes in the level of support and standards the mission is able to provide to a contingent. ▪ Conduct inspection and verification reports in accordance with the schedules and procedures established and send the verifications reports to FMSS/MCMS. ▪ Ensure that verification inspections are conducted in accordance with the schedules and procedures established by the Secretariat. Review and co-approve with the FC/PC and Contingent Commanders, verification reports including arrival, periodic, operational readiness and departure verification reports. Send the verification reports to the Secretariat (FMSS/MCMS). ▪ Investigate and report to the Secretariat (FMSS/MCMS) any loss of or damage to COE that could be subject to reimbursement by the United Nations. In consultation with FC/PC, conduct BOI and, if appropriate, Local Property Survey Board meetings on losses or damage to COE arising out of hostile action/forced abandonment. ▪ Periodically review the capabilities of contingents, their major and minor equipment holdings, and their self-sustainment capabilities needed to meet the operational requirements of the Mission and make recommendations to the Secretariat in regard to corrective actions that may be required. ▪ Certify the use of ammunition and explosives expended for operational purposes or to meet training standards beyond accepted United Nations readiness standards which have been authorised and directed by the FC/PC. Send the Operational Ammunition Expenditure Certificates to the Secretariat (FMSS/MCMS). ▪ Attempt to have disputes resolved at the lowest possible level locally. Report to the Secretariat any dispute that cannot be resolved locally. – In consultation with FC/PC, ensure that shortages, surpluses, and unserviceabilities of major and minor equipment and discrepancies in self-sustainment capabilities, identified during inspections are the subject of follow-up with the Contingent Commanders and corrective actions taken at the local level. In consultation with FC/PC, report persistent shortfalls, surpluses, unserviceabilities and other discrepancies to the Secretariat for action by the appropriate HQ Offices.

Organisation	Responsibilities
Contingent Commander	<ul style="list-style-type: none"> – Ensure the contingent meets its obligations under the MOU. – In consultation with the FC/PC, assist the DOA/CAO: <ul style="list-style-type: none"> ▪ To establish appropriate mechanisms and procedures to ensure the efficient and effective administration and management of the Memorandum of Understanding between the United Nations and Troop/Police-Contributing Countries. ▪ To ensure that verification inspections are conducted in accordance with the schedules and procedures established by the Secretariat. Review and co-approve with the DOA/CAO and FC/PC, verification reports including arrival, periodic, operational readiness and departure verification reports. – In consultation with the FC/PC and DOA/CAO: <ul style="list-style-type: none"> ▪ Ensure that shortages, surpluses, and unserviceabilities of major and minor equipment and discrepancies in self-sustainment capabilities, identified during inspections are the subject of follow-up with national authorities and, where possible, corrective actions are taken at the local level. ▪ Ensure that the United Nations (Mission) provides services as required in the Memorandum of Understanding. Advise the FC/PC and the DOA/CAO of changes in the capabilities the contingent is able to provide in terms of personnel, major and minor equipment and self-sustainment capabilities. ▪ Periodically review the capabilities of the contingent, its major and minor equipment holdings and its self-sustainment capabilities needed to meet the operational requirements of the Mission and make recommendations to the FC/PC and DOA/CAO in regard to corrective actions that may be required. ▪ Attempt to have disputes resolved at the lowest possible level locally. Report to national authorities any dispute that cannot be resolved locally. – Report to the FC/PC and the DOA/CAO: <ul style="list-style-type: none"> ▪ Any loss or damage to COE resulting from hostile action or forced abandonment. In consultation with the FC/PC, assist the DOA/CAO to investigate and report to the Secretariat (FMSS/MCMS) any loss of or damage to COE that could be subject to reimbursement by the United Nations. Assist the DOA/CAO to conduct BOI and, if appropriate, Local Property Survey Board meetings on losses or damage to COE arising out of hostile action/forced abandonment. ▪ The use of ammunition and explosives expended for operational purposes or to meet training standards beyond accepted United Nations readiness standards which have been authorised and directed by the FC/PC. With the FC/PC and the DAO/CAO, certify the use of ammunition and explosives expended for operational purposes.

10.5. Memorandum of Understanding Articles

The following sections describe the main articles of the MOU. It is important to understand this document and the level of detail that is required for its completion because it is the centrepiece of reimbursement negotiations and settlements. If it reads like a contract, that is because that is essentially what the MOU is, though not as legally binding.

A sample MOU is provided in Appendix D for reference. In its resolution 59/300 of 22 June 2005, the General Assembly requested the Secretary-General to submit a revised draft Model MOU to Member States for their review at the next session of the Special Committee on Peacekeeping in February/March of 2006.

Chapter 9 of the COE Manual describes the MOU and its applicable annexes. The following sections are some of the pertinent conditions and clause of the MOU.

10.6. Reimbursement

The Government will be reimbursed as follows:

- Troop costs at the rate of \$1,028 per month per contingent member;
- Personal clothing, gear, and equipment allowance at the rate of \$68 per month per contingent member;
- Personal weaponry and training ammunition at the rate of \$5 per month per contingent member;
- An allowance for specialists at the rate of \$303 per month for 25% of troop strength of [logistics units to be listed] and 10% of troop strength of infantry unit, Force Headquarters, Sector Headquarters, and other units; and
- The contingent personnel will receive directly from the peacekeeping mission a daily allowance of \$1.28 plus a recreational leave allowance of \$10.50 per day for up to 7 days of leave taken during each six month period.

10.7. General Conditions for Personnel

The Government shall ensure that the personnel it provides meets the standards established by the UN for service with [UN peacekeeping mission], *inter alia*, with respect to rank, experience, physical fitness, specialisation, and knowledge of languages. The personnel shall be trained on the equipment with which the contingent is provided and shall comply with whatever policies and procedures may be laid down by the UN regarding medical or other clearances, vaccinations, travel, shipping, leave, or other entitlements.

During the period of their assignment to [UN peacekeeping mission], the Government shall be responsible for payment of whatever emoluments, allowances, and benefits may be due to its personnel under national arrangements.

The UN shall convey to the Government all pertinent information relating to the provision of the personnel, including matters of liability for loss or damage to UN property and compensation claims in respect of death, injury, or illness attributable to UN service and/or loss of personal property. Claim for death and disability (D&D) incidents will be handled in accordance with General Assembly Resolution 52/177 of 18 December 1997. Guidelines for submitting claims arising from D&D incidents are included in appendices to the COE Manual.

Any personnel above the strength authorised in this MOU are a national responsibility and not subject to reimbursement or support by the UN. Such personnel may be deployed to the [UN peacekeeping operation], with prior approval of the UN if it is assessed by the TC/PC and the UN to be needed for national purposes, for example, to operate the communications equipment for a national rear link. These personnel shall be part of the contingent, and as such, enjoy the legal status of members of the [UN peacekeeping operation]. The TC/PC will not, however, receive any reimbursement in respect of these personnel and the UN will not accept any financial obligation or responsibility in connection with such personnel, nor will the UN provide such personnel with support or services. Any support or services will be reclaimed from reimbursement due the troop/police-contributor.

Personnel deployed at the request of the UN for specific tasks of limited duration may be covered by supplementary arrangements to this MOU as appropriate.

National civilian personnel provided by the Government who are serving as part of a formed body of troops shall be assimilated with unit members of formed bodies of troops/police for the purpose of this MOU.

The general administrative and financial arrangements applicable to the provision of military and other personnel shall be those set forth in the Guidelines to TC/PCs.

The Model MOU also provides a list of the minimum requirements for personal equipment for military and police forces.

LESSON 10 END-OF-LESSON QUIZ

1. Who is responsible for ensuring that verification inspections are conducted in accordance with the schedules and procedures established by the Secretariat?
 - a. The Force Commander;
 - b. The Contingent Commander;
 - c. The CAO;
 - d. The LSD.

 2. Who is responsible for payment to personnel assigned to UN missions of whatever emoluments, allowances, and benefits may be due to its personnel under national arrangements?
 - a. The United Nations;
 - b. The Force Commander;
 - c. The Contingent Commander;
 - d. The Government.

 3. The general administrative and financial arrangements applicable to the provision of military and other personnel shall be those set forth in what document?
 - a. The COE Manual;
 - b. The Guidelines to TC/PCs;
 - c. The MOU;
 - d. The Operational Support Manual.

 4. Who is responsible for ensuring the contingent meets its obligations under the Memorandum of Understanding?
 - a. The CAO;
 - b. The Force Commander;
 - c. The Contingent Commander;
 - d. The Unit Commander.

 5. Who is responsible for leading the survey team to develop the mission factors?
 - a. Military Planning Services;
 - b. Office of Mission Support;
 - c. Logistics Support Division;
 - d. Finance Management Support Services.
-

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6. Who signs the MOU on behalf of the United Nations?
 - a. Under-Secretary-General, Department of Peacekeeping Operations;
 - b. Assistant-Secretary-General, Office of Operations;
 - c. Assistant-Secretary-General of the Office of Mission Support;
 - d. Secretary-General.

 7. What Annex in the MOU covers the major equipment categories to be provided by the TC/PC (hint: look at the sample MOU)?
 - a. Annex A;
 - b. Annex B;
 - c. Annex C;
 - d. Annex D.

 8. Claim for death and disability (D&D) incidents will be handled in accordance with which of the following documents?
 - a. Guidelines to TC/PCs;
 - b. General Assembly Resolution 52/177;
 - c. General Assembly Resolution 50/222;
 - d. Memorandum of Understanding.

 9. Who is the focal point for providing clarifications of General Assembly resolutions?
 - a. Military Planning Services;
 - b. Office of Mission Support;
 - c. Logistics Support Division;
 - d. Finance Management Support Services.

 10. Who coordinates the negotiation of MOU agreements with TC/PCs?
 - a. FGS/PD;
 - b. OMS;
 - c. LSD;
 - d. FMSS.
-

LESSON 10
ANSWER KEY

1. c. The CAO.
 2. d. The Government.
 3. b. The Guidelines to TC/PCs.
 4. c. The Contingent Commander.
 5. a. Military Planning Services.
 6. c. Assistant-Secretary-General of the Office of Mission Support
 7. c. Annex C.
 8. b. General Assembly Resolution 52/177.
 9. d. Finance Management Support Services.
 10. d. FMSS.
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APPENDIX A: TABLE OF ACRONYMS

Acronym	Meaning
A/C	Aircraft
A/RES/	General Assembly Resolution
ACABQ	Advisory Committee on Administrative and Budgetary Questions
ALO	Air Liaison Officer
AOR	Area of Responsibility
APC	Armoured Personnel Carrier
Arty	Artillery
ASD	Administrative Support Division
ASG	Assistant-Secretary-General
BOI	Board of Inquiry
CAO	Chief Administrative Officer
CASEVAC	Casualty Evacuation
COE	Contingent-Owned Equipment
DOA	Director of Administration
DPKO	Department of Peacekeeping Operations
D&D	Death and Disability
EDP	Electronic Data Processing
EOD	Explosive Ordnance Disposal
FAC	Forward Air Controller
FC	Force Commander
FGS	Force Generation Services
FMSS	Financial Management Support Services
GA	General Assembly
GFMV	Generic Fair Market Value
HAZMAT	Hazardous Material
HF	High Frequency
HNS	Host Nation Support
HOM	Head of Mission
HQ	Headquarters
KVA	Kilovolt Amperes
LOA	Letter of Assist
LSD	Logistics Support Division
MCC	Movement Control Cell
MCMS	MOU and Claims Management Section
MD	Military Division
MEDEVAC	Medical Evacuation
MILAD	Military Advisor
MMSS	Mission Management and Support Services
MOU	Memorandum of Understanding
MPS	Military Planning Services

Acronym	Meaning
MSU	Medical Support Unit
NBC	Nuclear, biological and chemical
NCE	National Command Element
NGO	Non-Governmental Organisation
NSE	National Support Element
OLA	Office of Legal Affairs
OMS	Office of Mission Support
PAX	Passenger
PC	Police Commissioner
PD	Police Division
POL	Petroleum, oil and lubricants
POLAD	Police Advisor
PSB	Property Survey Board
SG	Secretary-General
SRSG	Special Representative to the Secretary-General
TACP	Tactical Air Command Post
TC/PC	Troop/police-contributor
UHF	Ultra High Frequency
UNDOF	UN Disengagement Observer Force (Golan Heights)
UNEF II	UN Expeditionary Force (Sinai)
UNFICYP	UN Force in Cyprus
UNHQ	UN Headquarters
UNIFIL	UN Intervention Force in Lebanon
UNNY	UN New York
UNOE	UN Owned Equipment
UNPF	UN Protection Force (Bosnia-Herzegovina)
UNPROFOR	UN Protection Force (Former Republic of Yugoslavia)
USG	Under-Secretary-General
VHF	Very High Frequency

APPENDIX B: GLOSSARY OF TERMS

Accepted UN readiness standards, means that every unit/formation, ship, weapon system, or equipment must be capable to perform the missions or functions for which it is organised or designed to enable the mission's mandate to be achieved.

Consumables, means supplies of a general nature that are consumed on a routine basis. Consumables include combat supplies, general and technical stores, defence stores, ammunition, and other basic commodities in support of major equipment as well as in support of minor equipment and personnel.

Contingent, means all formed units, personnel, and equipment of the TC/PC deployed to the mission area under this Memorandum.

Contingent-owned equipment, means major equipment, minor equipment, and consumables deployed and operated by the TC/PC's contingent in the performance of peacekeeping operations.

Dry lease, means a contingent-owned equipment reimbursement system where the TC/PC provides equipment to the mission and the UN assumes responsibility for maintaining the equipment. The TC/PC is reimbursed for the non-availability of its military resources for its national interest of deployed major and associated minor equipment.

Environmental conditions factor, means a factor applicable to the reimbursement rates for major equipment and for self-sustainment to take into account the increased costs borne by the TC/PC for extreme mountainous, climatic, and terrain conditions. This factor is only applicable under conditions of significant anticipated additional costs to the TC/PC. The factor is determined at the outset of the mission by the technical survey team and is applied universally within the mission. The factor is not to exceed 5% of the rates.

Explosive Ordnance Disposal (EOD), means the detection, identification, on-site evaluation, rendering safe, recovery, and final disposal of unexploded ammunition. It may also include ammunition that has become hazardous due to damage or deterioration. The term also means, in the context of self-sustainment, EOD conducted by a unit within its accommodation/camp area.

Force Commander, means the officer, appointed under the authority of the Secretary-General, responsible for all military operations within the mission.

Forced abandonment, means actions resulting from a decision approved by the Force Commander or his authorised representative or a provision in the rules of engagement which results in the loss of custody and control of equipment and supplies.

Generic Fair Market Value (GFMV), means an equipment valuation for reimbursement purposes. It is computed as the average initial purchase price plus any major capital improvements, adjusted for inflation and discounted for any prior usage, or the replacement value, whichever is less. The generic fair market value includes all issue items associated with the equipment in the performance of its operational role.

Government, means the Government of the participating State.

Head of Mission, means the Special Representative/Commander appointed by the Secretary-General with the consent of the Security Council responsible for all UN activities within the mission.

Hostile action, means an incident from the action(s) of one or more belligerents which has a direct and significant negative impact on the personnel and/or equipment of a TC/PC. Different activities may be characterised as a single hostile action when these activities can be related to each other on common ground.

Hostile action/Forced abandonment factor, means a factor applied to each category of self-sustainment rates and to the spares element (or half of the estimated maintenance rate) of the wet lease rate to compensate the TC/PC for loss and damage. The factor is determined at the outset of the mission by the technical survey team and is applied universally within the mission. The factor is not to exceed 5% of the rates.

Incremental transportation factor, means a factor to cover the incremental costs of transportation of spare parts and consumables under the wet lease system or lease for maintenance in increments of 0.25 per cent of the leasing rate for each complete 800 kilometres (500 miles) distance, beyond the first 800 kilometres (500 miles), along consignment routes between the port of embarkation in the home country and the port of entry in the mission area. For landlocked countries or countries where equipment is moved by road or rail to and from the mission area, the port of entry in the mission area will be an agreed border crossing point.

Intensified operational condition factor, means a factor applicable to the reimbursement rates for major equipment and for self-sustainment rates to compensate the TC/PC for increased costs resulting from the scope of the task assigned, the length of logistics chains, non-availability of commercial repair and support facilities, and other operational hazards and conditions. The factors are determined at the outset of the mission by the technical survey team, and are applied universally within the mission. The factor is not to exceed 5 per cent of the rates.

Loss or damage, means a total or partial elimination of equipment and/or supplies resulting from:

- a. A no-fault incident; or
 - b. The actions of one or more belligerents; or
 - c. A decision approved by the Force Commander/Police Commissioner.
-

Maintenance rate, means the reimbursement rate to compensate the Government for maintenance costs comprising spare parts, contracted repair, and third and fourth line maintenance that is required to keep major equipment items operational to the specified standards, and return the item to operational condition upon return from the mission area. The costs of personnel involved in first and second line maintenance is excluded from the rate, as they are reimbursed separately. The rate includes an incremental transportation rate to cover general transportation costs of spare parts. This rate forms part of the “wet lease” rate.

Major equipment, means major items directly related to the unit mission as mutually determined by the UN and the TC/PC. Major equipment is accounted for either by category or individually. Separate reimbursement rates apply for each category of items of major equipment. These rates include reimbursement for minor equipment and consumables in support of the item of major equipment.

Minor equipment, means equipment in support of contingents, such as catering, accommodation, non-specialist communication and engineering, and other mission-related activities. Specific accounting of minor equipment is not required. Minor equipment is divided into two categories: items designed to support major equipment; and items that directly or indirectly support personnel. For personnel-related minor equipment, the rates of reimbursement for self-sustainment apply.

No-fault incident, means an incident resulting from an accidental occurrence or negligent conduct, but not including acts attributable to wilful misconduct or gross negligence on the part of an operator/custodian of equipment.

Operational ammunition, means ammunition (including aircraft self-defence systems such as chaff or infra-red flares) that the UN and TC/PC agree to deploy to the mission area so that it is readily available for use in the event of need. Ammunition expended for operational training/exercise beyond accepted UN readiness standards at the specific direction of the Force Commander, in anticipation of an operational requirement, will be considered operational ammunition.

Police Commissioner, means the officer, appointed under the authority of the Secretary-General, responsible for all police operations within the mission.

Pre-deployment Visit (PDV), are visits by DPKO/Field Mission teams, comprising representatives from appropriate functional areas (FGS, FMSS, LSD, etc.), to Member States' countries. They are undertaken to assist Member States to prepare their contingents for deployment and to ensure Member State contributions meet the operational requirements of the Mission and deployment timings.

Self-sufficiency, means a logistics support concept for troop contingent/police unit in a peacekeeping mission whereby the contributing state provides some specific or all logistics support to the contingent on a reimbursable basis.

Unique Equipment, means any special minor equipment or consumables not covered in the above self-sustainment rates and will be handled as unique equipment. These items will be handled on a bilateral special case arrangement between the troop-contributor and the United Nations.

Wet lease, means a contingent-owned reimbursement system where the TC/PC provides and assumes responsibility for maintaining and supporting deployed major items of equipment, together with the associated minor equipment. The TC/PC is entitled to reimbursement for providing this support.

APPENDIX C: MAJOR EQUIPMENT RATE TABLE

Major equipment rates are periodically reviewed by the UN Secretariat and updated. It is important to keep informed of the latest updates. All figures in the tables are in US dollars, except Column 3, which is in years, and Column 7, which is a percentage.

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
COMMUNICATIONS EQUIPMENT						
VHF/UHF - FM TRANSCEIVERS						
Air-ground base station transceivers AM/FM	\$31,815	7	\$274	\$384	\$658	0.2 %
Microwave links	\$77,417	10	\$531	\$658	\$1,189	0.2 %
Mobile stations for trunking systems	\$530	9	\$5	\$5	\$10	0.2 %
Paging equipment	\$2,121	10	\$20	\$18	\$38	0.2 %
Portable MTSX for trunking	\$2,121	8	\$20	\$22	\$42	0.2 %
Repeaters	\$3,288	7	\$23	\$40	\$63	0.2 %
VHF alarm units	\$2,121	9	\$12	\$20	\$32	0.2 %
VHF multiplex channels	\$52,495	10	\$148	\$446	\$594	0.2 %
HF EQUIPMENT						
Antennas. log periodic - directional high power	\$23,861	25	\$7	\$84	\$91	0.2 %
Base receiver, HF high power	\$7,954	7	\$23	\$96	\$119	0.2 %
Base station transmitter, HF high power	\$21,210	7	\$37	\$256	\$293	0.2 %
Phone patch interlink	SPECIAL CASE					
SATELLITE EQUIPMENT						
Earth station - non-redundant	SPECIAL CASE					
Earth station - redundant	SPECIAL CASE					
Earth station hub	SPECIAL CASE					
Earth station sub-hub	SPECIAL CASE					
INMARSAT type A - portable earth station	\$42,849	7	\$33	\$528	\$561	0.5 %
INMARSAT type M - portable earth station	\$19,101	7	\$30	\$235	\$265	0.5 %
INMARSAT type C - portable earth station	\$13,423	7	\$24	\$165	\$189	0.5 %
Satellite receivers / TVRO	\$154,875	9	\$147	\$1,460	\$1,607	0.2 %
UPS satellite station	\$516	9	\$5	\$5	\$10	0.2 %
VSAT earth station, global TX/RX	\$206,500	9	\$205	\$1,946	\$2,151	0.2 %
TELEPHONE EQUIPMENT						
Telephone exchange large, 1 - 1100 lines	\$408,680	15	\$100	\$2,339	\$2,439	0.2 %
Telephone exchange PABX 1- 100 lines	\$66,411	12	\$49	\$472	\$521	0.2 %
Cryptofax	\$3,269	7	\$4	\$39	\$43	0.2 %
Cyphering equipment	SPECIAL CASE					

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
AIRFIELD SUPPORT EQUIPMENT						
All radars	SPECIAL CASE					
Approach systems/lighting	SPECIAL CASE					
Control tower	\$4,353,300	20	\$12,574	\$18,864	\$31,438	0.2 %
Navigation systems	\$1,937,219	10	\$5,712	\$16,466	\$22,178	0.2 %
MISCELLANEOUS – COMMUNICATIONS						
Underwater communication systems	SPECIAL CASE					
Antenna towers	\$5,180	20	\$11	\$22	\$33	0.2 %
UPS 10KVA and up	\$8,288	10	\$85	\$70	\$155	0.2 %
ELECTRICAL						
GENERATORS - STATIONARY AND MOBILE						
20KVA to 30KVA	\$38,020	8	\$133	\$412	\$545	0.5 %
31KVA to 40KVA	\$41,780	12	\$135	\$308	\$443	0.5 %
41KVA to 50KVA	\$56,403	12	\$173	\$415	\$588	0.5 %
51KVA to 75KVA	\$66,848	12	\$187	\$492	\$679	0.5 %
76KVA to 100KVA	\$75,204	12	\$209	\$554	\$763	0.5 %
101KVA to 150KVA	\$83,560	15	\$282	\$478	\$760	0.2 %
151KVA to 200KVA	\$104,450	15	\$395	\$598	\$993	0.2 %
201KVA to 500KVA	\$158,764	15	\$527	\$908	\$1,435	0.2 %
greater than 500KVA	SPECIAL CASE					
ENGINEERING EQUIPMENT						
Assault boat & motor (Zodiac type)	\$14,935	8	\$137	\$162	\$299	0.5 %
Bridging sets (Bailey or equivalent, set of 100 feet)	\$426,720	40	\$5,241	\$925	\$6,166	0.1 %
Well drilling rig	\$406,451	20	\$1,635	\$1,863	\$3,498	0.5 %
Quarry equipment, complete	SPECIAL CASE					
Concrete mixer machine, below 1.5 m ³	\$1,800	8	\$32	\$19	\$51	0.10%
Recce (reconnaissance) boats	\$30,937	10	\$265	\$271	\$536	0.5 %
Sewage treatment plant and equipment	\$37,338	15	\$42	\$223	\$265	0.5 %
Bridging boat	\$169,621	25	\$1,124	\$636	\$1,760	0.5 %
Pontoons/pontoon bridge (interior/ramp section)	\$426,720	10	\$633	\$3,734	\$4,367	0.5 %
Ferry boats (river crossing)	\$627,278	20	\$1,091	\$2,875	\$3,966	0.5 %
Scissor/cantilever-type bridge (up to 20m)	\$96,225	10	\$575	\$842	\$1,417	0.5 %
Water treatment plant (Reverse Osmosis Water Purification Unit (ROWPU or equivalent), equipment, tanks and bladders, up to 2,000 LPH, storage up to 5,000 litres	\$49,000	10	\$350	\$429	\$779	0.5 %
Water treatment plant(ROWPU or equivalent), equipment, tanks and bladders, over 2,000 LPH, storage up to 20,000 litres	\$85,000	10	\$1,374	\$744	\$2,118	0.5 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Water treatment plant (ROWPU or equivalent), equipment, tanks and bladders, over 7,000 LPH, storage up to 42,000 litres	374,000	10	\$2,740	\$3,273	\$6,013	0.5 %
WATER STORAGE EQUIPMENT						
Water storage, 5000 - 7000 ltr	\$1,100	7	\$11	\$13	\$24	0.10%
Water storage, 7001 - 10,000 ltr	\$1,500	7	\$15	\$18	\$33	0.10%
Water storage, 10,001 - 12,000 ltr	\$1,680	7	\$17	\$20	\$37	0.10%
Water storage, 12,001 - 20,000 ltr	\$4,880	7	\$49	\$59	\$108	0.10%
Water storage, greater than 20,000 ltr	\$5,480	7	\$55	\$66	\$120	0.10%
LOGISTICS EQUIPMENT						
Fuel farm (2 pumps, tanks and/or bladders, pipelines, filters) 152,000 litres	\$49,530	10	\$85	\$433	\$518	0.5 %
Fuel farm (2 pumps, tanks and/or bladders, pipelines, filters) 76,000 litres	\$32,550	10	\$75	\$285	\$360	0.5 %
DEMINEING and EOD EQUIPMENT						
Remote control bomb disposal equipment	SPECIAL CASE					
Metal Detectors	\$3,000	5	\$30	\$75	\$105	0.1%
Mine Detector (capable to measure shape or explosive content in addition to metal content)	\$10,000	5	\$100	\$250	\$350	0.1%
Bomb Locator	\$7,000	5	\$70	\$175	\$245	0.1%
EOD Suit – Light (minimum V50 rating of 1000 for the chest and groin)	\$6,500	5	\$65	\$162	\$227	0.1%
EOD Suit – Heavy (minimum V50 rating of 1600 for the chest and groin)	\$10,000	5	\$100	\$250	\$350	0.1%
Demining Protective Helmet and Visor	\$200	2	\$17	\$10	\$27	0.1%
Demining Protective Shoes	\$500	2	\$6	\$25	\$31	0.1%
Demining Protective Vest/Jacket	\$625	3	\$6	\$22	\$28	0.1%
Demining Protective Apron/Trousers	\$625	3	\$6	\$22	\$28	0.1%
Reinforced Gloves (pair)	\$150	2	\$2	\$7	\$9	0.1%
DEMINEING PERSONAL PROTECTION SET						
Demining Protective Helmet and Visor	\$200	2	\$17	\$10	\$27	0.1%
Demining Protective Shoes	\$500	2	\$6	\$25	\$31	0.1%
Demining Protective Vest/Jacket or Demining Protective Apron/Trousers (alternatives)	\$625	2	\$0	\$26	\$26	0.1%
Reinforced Gloves (pair)	\$150	2	\$2	\$7	\$9	0.1%
Set Total	\$1,475	2	\$25	\$68	\$93	0.1%
RIOT CONTROL EQUIPMENT						
PERSONNEL EQUIPMENT (WITHOUT GAS MASK) - set of 10 - applicable to military contingents with riot control tasks only						
Elbow, knee and shoulder protection	\$4,500	2	\$23	\$189	\$212	0.50%

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
helmet with visor	\$3,000	2	\$15	\$126	\$141	0.50%
shield (plastic, transparent)	\$4,500	2	\$23	\$189	\$212	0.50%
baton	\$3,000	2	\$15	\$126	\$141	0.50%
without gas mask	\$0	2	\$0	\$0	\$0	0.50%
Set Total	\$15,000	2	\$75	\$630	\$706	0.50%
PERSONNEL EQUIPMENT (WITH GAS MASK) - set of 10 - applicable to military contingents with riot control tasks only						
Elbow, knee and shoulder protection	\$4,500	2	\$23	\$189	\$212	0.50%
helmet with visor	\$3,000	2	\$15	\$126	\$141	0.50%
shield (plastic, transparent)	\$4,500	2	\$23	\$189	\$212	0.50%
baton	\$3,000	2	\$15	\$126	\$141	0.50%
With gas mask	\$10,000	2	\$50	\$421	\$471	0.50%
Set Total	\$25,000	2	\$125	\$1,051	\$1,177	0.50%
PLATOON EQUIPMENT						
Teargas launcher	\$4,600	5	\$23	\$79	\$102	0.50%
Loudspeakers	\$375	5	\$8	\$6	\$14	0.50%
Handheld searchlights	\$510	5	\$3	\$9	\$11	0.50%
Handheld metal detectors	\$600	5	\$3	\$10	\$13	0.50%
Signal pistol	\$540	5	\$1	\$9	\$11	0.50%
Taser (advanced pistol)	\$600	5	\$3	\$10	\$13	0.50%
Set Total	\$7,225	5	\$40	\$123	\$164	0.50%
COMPANY EQUIPMENT						
Searchlights and generators	\$3,466	10	\$17	\$30	\$48	0.50%
Automatic (TG) Grenade launcher	\$5,931	10	\$30	\$52	\$82	0.50%
Signal Pistols	\$540	10	\$1	\$5	\$6	0.50%
Tear gas launcher	\$4,600	10	\$23	\$40	\$63	0.50%
Loudspeakers	\$250	10	\$5	\$2	\$7	0.50%
Public address system (set)	\$1,200	10	\$24	\$11	\$35	0.50%
Set Total	\$15,987	10	\$100	\$140	\$240	0.50%
MEDICAL AND DENTAL						
Level 1 Hospital	\$54,800	5	\$274	\$918	\$1,192	0.1%
Level 2 Hospital	\$768,320	5	\$3,842	\$16,711	\$16,711	0.1%
Level 3 Hospital	\$1,457,160	5	\$7,286	\$31,693	\$31,693	0.1%
Dental equipment set	\$147,600	5	\$738	\$3,210	\$3,210	0.1%
Laboratory only	\$43,800	5	\$219	\$734	\$953	0.1 %
OBSERVATION EQUIPMENT						
AREA EQUIPMENT - OBSERVATION						
Artillery locating equipment	SPECIAL CASE					
Ground surveillance radar/system	SPECIAL CASE					
Thermal imaging systems - aerial version	\$132,672	8	\$484	\$1,404	\$1,888	0.2 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Thermal imaging systems - ground version	\$110,560	8	\$474	\$1,170	\$1,644	0.2 %
PERSONAL EQUIPMENT - OBSERVATION						
Night observation devices - tripod mounted	\$12,950	8	\$19	\$140	\$159	0.5 %
Binoculars - tripod mounted	\$8,094	10	\$11	\$71	\$82	0.5 %
ACCOMMODATION EQUIPMENT						
SEMI-RIGID STRUCTURES						
Camp unit, medium (50 men)	\$31,263	5	\$123	\$526	\$649	0.2 %
Camp unit, large (150 men)	\$625,260	8	\$2,178	\$6,617	\$8,795	0.2 %
Maintenance workshop	\$31,263	7	\$123	\$377	\$500	0.2 %
Office, communications and command posts	\$31,263	7	\$123	\$377	\$500	0.2 %
Warehousing and storage	\$31,263	7	\$123	\$377	\$500	0.2 %
RIGID STRUCTURES						
Camp unit small (5 men)	\$5,211	12	\$38	\$37	\$75	0.2 %
Camp unit, medium (50 men)	\$78,158	15	\$449	\$447	\$896	0.2 %
Camp unit, large (150 men)	\$328,262	15	\$1,887	\$1,878	\$3,765	0.2 %
Office, communications and command posts	\$19,800	15	\$114	\$113	\$227	0.2 %
Ablution facilities (50 men)	\$9,483	10	\$81	\$81	\$162	0.2 %
CONTAINERS						
Medical	SPECIAL CASE					
Dental	SPECIAL CASE					
Workshop	\$58,858	9	\$141	\$555	\$696	0.2 %
Refrigeration/Freezer/Food storage	\$30,978	6	\$50	\$435	\$485	0.2 %
Insulated storage	\$47,500	12	\$44	\$338	\$382	0.2 %
Ammunition magazine (storage)	\$23,130	9	\$38	\$218	\$256	0.2 %
Communications and command posts	\$150,760	12	\$189	\$1,110	\$1,299	0.5 %
Other containers	\$7,435	10	\$7	\$63	\$70	0.2 %
AIRCRAFT						
All aircrafts	SPECIAL CASE					
ARMAMENTS						
Crew served machine guns (up to 10mm)	\$8,273	25	\$7	\$31	\$38	0.5 %
Crew served machine guns (11 to 15mm)	\$14,152	25	\$9	\$53	\$62	0.5 %
Mortars (up to 60mm)	\$2,177	25	\$4	\$8	\$12	0.5 %
Mortars (61mm to 82mm)	\$10,886	25	\$9	\$41	\$50	0.5 %
Mortars (83mm to 122mm)	\$19,595	25	\$13	\$73	\$86	0.5 %
Recoilless gun	\$16,329	25	\$20	\$61	\$81	0.5 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Anti-air weapons launchers	SPECIALCASE					
Anti-air missile launchers	SPECIAL CASE					
Anti-amour missile launchers	SPECIAL CASE					
Anti tank grenade launcher, (Light, 60-80 mm)	\$1,500	25	\$10	\$6	\$16	0.50%
Anti-amour grenade launcher, (Medium, 81-100 mm)	\$8,785	25	\$8	\$33	\$41	0.50%
Howitzer light towed	SPECIAL CASE					
Howitzer medium towed	SPECIAL CASE					
NAVAL VESSELS						
All naval vessels	SPECIAL CASE					
VEHICLES						
<i>Tanks</i>						
Main battle tank, heavy (over 50 tons)	\$1,741,620	25	\$5,933	\$6,531	\$12,464	0.5 %
Main battle tank, medium (up to 50 tons)	\$1,551,701	25	\$4,650	\$5,819	\$10,469	0.5 %
Tank, recovery vehicle	\$1,413,407	25	\$4,154	\$5,300	\$9,454	0.5 %
All other tanks	SPECIAL CASE					
Armoured infantry fighting/Airborne/Special vehicle	SPECIAL CASE					
<i>Armoured Personnel Carriers – tracked</i>						
Infantry carrier - unarmed/dozer (Class I)	\$579,299	25	\$3,603	\$2,172	\$5,775	0.5 %
Infantry carrier - unarmed/dozer (Class II)	\$300,000	25	\$1,980	\$1,125	\$3,105	0.5 %
Infantry carrier - armed (Class I)	\$775,000	25	\$4,723	\$2,906	\$7,629	0.5 %
Infantry carrier - armed (Class II)	\$607,305	25	\$4,062	\$2,277	\$6,339	0.5 %
Infantry carrier - armed (Class III)	\$350,000	20	\$2,227	\$1,604	\$3,831	0.5 %
Missile equipped	\$1,081,357	15	\$6,004	\$6,458	\$12,462	0.5 %
Mortar	\$607,305	25	\$2,376	\$2,277	\$4,653	0.5 %
Recovery	\$850,665	25	\$2,989	\$3,190	\$6,179	0.5 %
Air-defence	SPECIAL CASE					
Command post	\$1,016,649	25	\$2,673	\$3,643	\$6,316	0.3 %
Air liaison outpost/Forward air control/Artillery	SPECIAL CASE					
Radar	SPECIAL CASE					
Ambulance rescue	\$677,766	25	\$2,953	\$2,542	\$5,495	0.5 %
Cargo	\$553,278	25	\$4,052	\$2,075	\$6,127	0.5 %
<i>Armoured Personnel Carriers – wheeled</i>						
Infantry carrier - unarmed (Class I)	\$553,278	25	\$2,995	\$2,305	\$5,300	1.0 %
Infantry carrier - unarmed (Class II)	\$300,000	25	\$1,610	\$1,250	\$2,860	1.0 %
Infantry carrier - armed (Class I)	\$750,000	25	\$4,122	\$3,125	\$7,247	1.0 %
Infantry carrier - armed (Class II)	\$607,305	25	\$3,541	\$2,530	\$6,071	1.0 %
Infantry carrier - armed (Class III)	\$350,000	20	\$2,021	\$1,750	\$3,771	1.0 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Missile equipped	\$1,029,864	15	\$4,245	\$6,580	\$10,825	1.0 %
Mortar	\$566,425	25	\$1,880	\$2,360	\$4,240	1.0 %
Recovery	\$622,438	25	\$3,548	\$2,593	\$6,141	1.0 %
Air-defence	SPECIAL CASE					
Command post	\$760,757	25	\$1,259	\$2,726	\$3,985	0.3 %
Air liaison outpost/Forward air control/Artillery	SPECIAL CASE					
Radar	SPECIAL CASE					
Ambulance rescue	\$553,278	25	\$2,616	\$2,305	\$4,921	1.0 %
<i>Carrier – Oversnow</i>						
Infantry carrier	\$175,296	15	\$3,124	\$1,047	\$4,171	0.5 %
Infantry carrier - armoured	\$274,996	20	\$4,474	\$1,260	\$5,734	0.5 %
General purpose (snowcat)	\$40,428	15	\$1,460	\$235	\$1,695	0.3 %
Missile equipped	\$723,096	12	\$4,714	\$5,202	\$9,916	0.3 %
Command post	\$234,458	15	\$1,309	\$1,361	\$2,670	0.3 %
Reconnaissance Vehicles						
Reconnaissance vehicle - tracked	\$279,378	22	\$3,995	\$1,175	\$5,170	0.5 %
Reconnaissance vehicle - wheeled up to 25mm	\$274,996	25	\$4,070	\$1,146	\$5,216	1.0 %
Reconnaissance vehicle - wheeled over 25mm	\$383,460	25	\$4,115	\$1,598	\$5,713	1.0 %
Reconnaissance vehicle - wheeled over 50mm	\$681,737	25	\$4,740	\$2,841	\$7,581	1.0 %
Reconnaissance vehicle - wheeled over 100mm	SPECIAL CASE					
Self-Propelled Artillery						
Light howitzer	\$986,040	30	\$1,547	\$2,821	\$4,368	0.1 %
Medium howitzer	\$1,095,600	30	\$1,726	\$3,135	\$4,861	0.1 %
Heavy howitzer	SPECIAL CASE					
SUPPORT VEHICLES (COMMERCIAL PATTERN)						
All-terrain vehicle	\$6,368	5	\$5	\$110	\$115	0.8 %
Ambulance - truck	\$50,942	8	\$302	\$565	\$867	0.8 %
Ambulance - armoured/rescue	\$159,195	10	\$211	\$1,433	\$1,644	0.8 %
Ambulance (4x4)	\$70,046	8	\$540	\$776	\$1,316	0.8 %
Automobile, sedan/station wagon	\$10,613	5	\$116	\$184	\$300	0.8 %
Automobile (4x4)	\$14,858	8	\$379	\$165	\$544	0.8 %
Buses (12 PAX and less)	\$25,471	5	\$506	\$442	\$948	0.8 %
Buses (13-24 PAX)	\$37,146	8	\$734	\$412	\$1,146	0.8 %
Buses (greater than 24 PAX)	\$127,356	12	\$834	\$969	\$1,803	0.8 %
Snowmobile	\$6,368	6	\$5	\$93	\$98	0.8 %
Motorcycles	\$3,184	4	\$18	\$68	\$86	0.8 %
Truck, utility/cargo (under 1.5 ton)	\$18,042	5	\$240	\$313	\$553	0.8 %
Truck, utility/cargo (1.5 to 2.4 tons)	\$26,533	7	\$269	\$334	\$603	0.8 %
Truck, utility/cargo (2.5 to 5 tons)	\$42,452	8	\$313	\$471	\$784	0.8 %
Truck utility/cargo (6 to 10 tons)	\$74,291	10	\$534	\$669	\$1,203	0.8 %
Truck, utility/cargo (over 10 tons)	\$127,356	12	\$779	\$969	\$1,748	0.8 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Truck, pallet loading	\$56,249	12	\$1,006	\$428	\$1,434	0.8 %
Truck, maintenance light	\$47,759	5	\$249	\$828	\$1,077	0.8 %
Truck, maintenance medium	\$79,598	8	\$151	\$882	\$1,033	0.8 %
Truck, maintenance heavy	\$233,486	12	\$256	\$1,777	\$2,033	0.8 %
Truck, utility/cargo (1.5 to 2.4 tons)	\$44,197	10	\$780	\$398	\$1,178	0.8 %
Truck, water (under 10,000 litres)	\$84,904	12	\$639	\$646	\$1,285	0.8 %
Truck, water (10,000 litres and over)	\$84,904	12	\$639	\$646	\$1,285	0.8 %
Truck, crane (up to 10 tons)	\$135,846	20	\$167	\$657	\$824	0.8 %
Truck, crane heavy lift (up to 25 tons)	\$186,789	20	\$246	\$903	\$1,149	0.8 %
Truck, recovery (up to 5 tons)	\$133,724	10	\$568	\$1,204	\$1,772	0.8 %
Truck, refrigerator (under 20 ft)	\$56,780	10	\$59	\$511	\$570	0.8 %
Truck, refrigerator (20ft and over)	\$56,780	10	\$59	\$511	\$570	0.8 %
Truck, tanker (up to 10,000 litres)	\$95,517	12	\$1,608	\$727	\$2,335	0.8 %
Truck, tanker (over 10,000 litres)	\$153,889	15	\$1,782	\$958	\$2,740	0.8 %
Truck, tractor	\$95,517	12	\$1,006	\$727	\$1,733	0.8 %
Truck, tractor heavy (over 50 tons cap)	\$169,808	15	\$664	\$1,057	\$1,721	0.8 %
SUPPORT VEHICLES (MILITARY PATTERN)						
Motorcycles	\$8,418	8	\$98	\$93	\$191	0.8 %
Ambulance	\$84,184	10	\$347	\$758	\$1,105	0.8 %
Jeep (4x4) with military radio	\$36,831	10	\$946	\$331	\$1,277	0.8 %
Truck, utility/cargo (jeep type) (under 1.5 ton)	\$31,569	10	\$777	\$284	\$1,061	0.8 %
Truck, utility/cargo (1.5 to 2.4 tons)	\$44,197	10	\$780	\$398	\$1,178	0.8 %
Truck, utility/cargo (2.5 to 5 tons)	\$70,504	10	\$894	\$635	\$1,529	0.8 %
Truck, utility/cargo (6 to 10 tons)	\$126,276	14	\$1,150	\$836	\$1,986	0.8 %
Truck, utility/cargo (over 10 tons)	\$159,950	17	\$1,058	\$891	\$1,949	0.8 %
Truck, maintenance light	\$78,923	10	\$1,031	\$710	\$1,741	0.8 %
Truck, maintenance medium	\$105,230	14	\$497	\$697	\$1,194	0.8 %
Truck, maintenance heavy	\$264,127	17	\$527	\$1,471	\$1,998	0.8 %
Truck, water (under 10,000 litres)	\$166,263	20	\$983	\$804	\$1,787	0.8 %
Truck, water (10,000 litres and over)	\$166,263	20	\$983	\$804	\$1,787	0.8 %
Truck, crane (up to 10 tons)	\$126,276	18	\$195	\$669	\$864	0.8 %
Truck, crane (10 to 24 tons)	\$210,460	20	\$320	\$1,017	\$1,337	0.8 %
Truck, crane (over 24 tons)	SPECIAL CASE					
Truck, recovery (up to 5 tons)	\$138,904	18	\$1,466	\$736	\$2,202	0.8 %
Truck, recovery (greater than 5 tons)	\$368,305	18	\$1,789	\$1,951	\$3,740	0.8 %
Truck, refrigerator (under 20 feet)	\$105,230	15	\$144	\$655	\$799	0.8 %
Truck, refrigerator (20 feet and over)	\$105,230	15	\$144	\$655	\$799	0.8 %
Truck, tanker (up to 10,000 litres)	\$115,753	18	\$966	\$613	\$1,579	0.8 %
Truck, tanker (10,000 litres and over)	\$206,251	18	\$730	\$1,092	\$1,822	0.8 %
Truck, tractor (up to 40 tons tow)	\$117,858	15	\$1,360	\$733	\$2,093	0.8 %
Truck, tractor (41 to 60 tons tow)	\$144,165	18	\$761	\$764	\$1,525	0.8 %
Truck, tractor (over 60 tons tow)	SPECIAL CASE					
COMMUNICATIONS VEHICLES						
Truck, communications light	\$46,445	12	\$533	\$342	\$875	0.5 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Truck, communications medium	SPECIAL CASE					
Truck, communications heavy	SPECIAL CASE					
Trailer, communications suite	SPECIAL CASE					
Mobile trunking system	SPECIAL CASE					
Air liaison outpost/Forward air control/Tactical air control post, wheeled	SPECIAL CASE					
ENGINEERING VEHICLES						
APC engineer - tracked	\$687,440	25	\$2,458	\$2,864	\$5,322	1.0 %
Bulldozer, light (D4 & 5)	\$49,707	12	\$1,002	\$349	\$1,351	0.1 %
Bulldozer, medium (D6 & 7)	\$139,603	15	\$1,547	\$787	\$2,334	0.1 %
Bulldozer, heavy (D8A)	\$267,573	20	\$1,902	\$1,137	\$3,039	0.1 %
Crane, mobile light (up to 10 tons)	\$122,682	15	\$513	\$692	\$1,205	0.1 %
Crane, mobile medium (11 to 24 tons)	\$227,384	15	\$895	\$1,282	\$2,177	0.1 %
Crane, mobile heavy (25 to 30 tons)	\$300,000	18	\$600	\$1,589	\$2,189	0.1 %
Crane, mobile heavy (over 30 tons)	SPECIAL CASE					
Fire fighting truck	\$163,928	20	\$154	\$697	\$851	0.1 %
Front end loader, light (< 1 cubic meters)	\$58,168	12	\$1,141	\$409	\$1,550	0.1 %
Front end loader, medium (1-2 cubic meters)	\$84,608	12	\$1,438	\$595	\$2,033	0.1 %
Front end loader, heavy (2-4 cubic meters)	\$169,216	15	\$1,687	\$954	\$2,641	0.1 %
Front end loader, tracked	\$161,813	12	\$1,411	\$1,137	\$2,548	0.1 %
Front end loader, special (over 4 cubic meters)	SPECIAL CASE					
Grader, general purpose	\$132,200	20	\$1,568	\$562	\$2,130	0.1 %
Grader, special purpose	SPECIAL CASE					
Mine clearance system - vehicle mounted	SPECIAL CASE					
Roller, self-propelled	\$100,472	18	\$753	\$474	\$1,227	0.1 %
Roller, towed	\$34,901	15	\$591	\$197	\$788	0.1 %
Road sweeper	\$95,184	15	\$608	\$537	\$1,145	0.1 %
Sawmill, mobile	SPECIAL CASE					
Snowblower, truck	\$190,368	12	\$584	\$1,338	\$1,922	0.1 %
Industrial tractor light	\$42,304	12	\$912	\$297	\$1,209	0.1 %
Truck, dump, up to 10 cu meters (civilian pattern)	\$52,880	12	\$659	\$402	\$1,061	0.8 %
Truck, dump, up to 10 cu meters (military pattern)	\$149,122	15	\$606	\$928	\$1,534	0.8 %
Truck, dump, large (over 10 cubic meters)	\$227,384	18	\$1,774	\$1,072	\$2,846	0.1 %
Truck, folding pontoon bridge	\$158,640	18	\$53	\$748	\$801	0.1 %
Truck, launched bridge (scissor type)	\$95,184	18	\$51	\$449	\$500	0.1 %
M2 rig, pontoon bridge	SPECIAL CASE					
Truck, pile driver	\$47,592	15	\$70	\$268	\$338	0.1 %
Truck, drill rig	\$63,456	15	\$76	\$358	\$434	0.1 %
Drill rig, self-propelled	\$211,520	20	\$664	\$899	\$1,563	0.1 %
Truck, sewer cleaning	\$126,912	15	\$87	\$716	\$803	0.1 %
Excavator (up to 1 cubic meter)	\$95,184	15	\$1,110	\$537	\$1,647	0.1 %
Excavator (above 1 cubic meter)	\$280,264	18	\$1,498	\$1,321	\$2,819	0.1 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Workshops, truck, heavy engineering equipment	\$116,336	20	\$393	\$494	\$887	0.1 %
MATERIAL HANDLING EQUIPMENT						
Forklift, light (up to 1.5 tons)	\$29,074	10	\$415	\$245	\$660	0.1 %
Forklift, medium (up to 5 tons)	\$54,917	12	\$695	\$386	\$1,081	0.1 %
Forklift, heavy (over 5 tons)	\$96,912	12	\$902	\$681	\$1,583	0.1 %
Forklift, container	\$347,806	12	\$377	\$2,444	\$2,821	0.1 %
Container lifter, self-propelled	\$118,448	12	\$450	\$832	\$1,282	0.1 %
Forklift, rough terrain (up to 1.5 tons)	\$85,067	10	\$446	\$716	\$1,162	0.1 %
Forklift, rough terrain (up to 5 tons)	\$125,986	12	\$651	\$885	\$1,536	0.1 %
Forklift, rough terrain (over 5 tons)	\$175,518	12	\$755	\$1,234	\$1,989	0.1 %
AIRCRAFT/AIRFIELD SUPPORT EQUIPMENT						
Truck, A/C refuelling	\$115,423	15	\$445	\$651	\$1,096	0.1 %
Forklift, aircraft unloading	\$63,776	12	\$170	\$448	\$618	0.1 %
Firefighting, crash and rescue light	\$219,555	20	\$627	\$933	\$1,560	0.1 %
Aircraft loading vehicle	\$141,143	15	\$1,409	\$796	\$2,205	0.1 %
Semitrailer A/C refuelling	\$57,503	15	\$365	\$324	\$689	0.1 %
Trailer, aircraft loading	\$9,410	15	\$346	\$53	\$399	0.1 %
Runway sweeper	\$284,376	17	\$1,052	\$1,418	\$2,470	0.1 %
Truck, aircraft stairs	\$57,503	15	\$141	\$324	\$465	0.1 %
Tractor, A/C towing	\$104,550	15	\$404	\$590	\$994	0.1 %
Auxiliary power unit (small capacity)	\$92,004	10	\$300	\$774	\$1,074	0.1 %
Auxiliary power unit (large capacity)	\$261,375	17	\$385	\$1,303	\$1,688	0.1 %
Truck, de-icing	\$210,773	15	\$594	\$1,189	\$1,783	0.1 %
Truck, food servicing	\$102,459	15	\$293	\$578	\$871	0.1 %
Snowplow	\$103,505	17	\$279	\$516	\$795	0.1 %
Snowblower	\$209,100	15	\$606	\$1,179	\$1,785	0.1 %
TRAILERS						
Light cargo single axle	\$4,682	10	\$48	\$42	\$90	0.8 %
Medium cargo single axle	\$10,404	12	\$56	\$79	\$135	0.8 %
Light cargo multi axle	\$16,126	12	\$258	\$123	\$381	0.8 %
Medium cargo multi axle	\$19,768	15	\$325	\$123	\$448	0.8 %
Heavy cargo multi axle	\$29,131	18	\$266	\$154	\$420	0.8 %
Heavy cargo (20 tons)	\$61,384	18	\$331	\$325	\$656	0.8 %
Water trailer (up to 2,000 litres)	\$14,097	12	\$310	\$107	\$417	0.8 %
Water trailer (2,000 to 7,000 litres)	\$18,727	15	\$248	\$117	\$365	0.8 %
Water trailer (over 7,000 litres)	\$20,808	15	\$192	\$129	\$321	0.8 %
Fuel trailer (up to 2,000 litres)	\$20,288	12	\$486	\$154	\$640	0.8 %
Fuel trailer (2,000 to 7,000 litres)	\$36,414	15	\$450	\$227	\$677	0.8 %
Fuel trailer (over 7,000 litres)	\$62,424	15	\$408	\$388	\$796	0.8 %
Compressor trailer	\$49,159	12	\$221	\$374	\$595	0.8 %
Servicing trailer	\$14,045	12	\$229	\$107	\$336	0.8 %
Flatbed up to 20 tons	\$26,010	18	\$316	\$138	\$454	0.8 %
Flatbed over 20 tons	\$33,293	20	\$343	\$161	\$504	0.8 %
Lowbed up to 20 tons	\$46,818	18	\$534	\$248	\$782	0.8 %

Category of Equipment	Generic Fair Market Value	Estimated Useful life (years)	Maint. Rate	Monthly Dry lease	Monthly Wet lease	No-fault incident factor (%)
Lowbed 20 - 40 tons	\$59,303	20	\$507	\$287	\$794	0.8 %
Heavy equipment/Tank transporter	\$291,312	30	\$157	\$1,003	\$1,160	0.8 %
Semi-trailer refuelling	\$52,020	20	\$566	\$251	\$817	0.8 %
Semi-trailer water	\$48,003	20	\$328	\$232	\$560	0.8 %
Semi-trailer refrigerator (under 30 feet)	\$54,101	20	\$323	\$261	\$584	0.8 %
Semi-trailer refrigerator (30 feet and over)	\$54,101	20	\$323	\$261	\$584	0.8 %
Semi-trailer van	\$31,212	20	\$214	\$151	\$365	0.8 %
Mine clearance system trailer mounted	SPECIAL CASE					
Bridging system	SPECIAL CASE					
Trackway surfacing outfit	\$60,205	18	\$35	\$319	\$354	0.8 %
Pallet loading system	\$5,187	15	\$237	\$32	\$269	0.8 %

APPENDIX D: SAMPLE MOU

MEMORANDUM OF UNDERSTANDING

Between

THE UNITED NATIONS AND [PARTICIPATING STATE]

Contributing

RESOURCES TO [THE UN PEACEKEEPING OPERATION]

Whereas, [the UN peacekeeping operation] was established pursuant to the United Nations Security Council resolution _____.

Whereas, at the request of the United Nations, the Government of _____ (hereinafter referred to as the Government) has agreed to contribute personnel, equipment and services for a [type of contingent/unit] to assist [UN peacekeeping mission] to carry out its mandate,

Whereas, the United Nations and the Government wish to establish the terms and conditions of the contribution.

Now therefore, the United Nations and the Government (hereinafter collectively referred to as the Parties) agree as follows:

Article 1

Definitions

1. For the purpose of this Memorandum of Understanding, the definitions listed in Annex F shall apply.

Article 2

Documents constituting the Memorandum of Understanding

2.1 This document, including all of its Annexes, constitutes the entire Memorandum of Understanding (hereinafter referred to as the "MOU") between the Parties for the provision of personnel, equipment and services in support of [UN peacekeeping mission].

2.2 Annexes:

- Annex A: Personnel
- 1 - Requirements
 - 2 - Reimbursement
 - 3 - General conditions for personnel
Appendix: Soldier/Police's Kit – Mission Specific
Recommended Requirement
- Annex B: Major Equipment provided by the Government.
- 1 - Requirements and reimbursement rates
 - 2 - General conditions for major equipment
 - 3 - Verification and control procedures
 - 4 - Transportation
 - 5 - Mission related usage factors
 - 6 - Loss and damage
 - 7 - Special case equipment
- Annex C: Self-sustainment provided by the Government
- 1 - Requirements and reimbursement rates
 - 2 - General conditions for self-sustainment
 - 3 - Verification and control procedures
 - 4 - Transportation
 - 5 - Mission related usage factors
 - 6 - Loss and damage
- Annex D: Performance Standards for Major Equipment
- Annex E: Performance Standards for Self-Sustainment
- Annex F: Definitions
- Annex G: Guidelines (Aide-Mémoire) to Troop-Contributing Countries¹

Article 3

Purpose

3. The purpose of this MOU is to establish the administrative, logistics and financial terms and conditions to govern the contribution of personnel, equipment and services provided by the Government in support of [UN peacekeeping mission].

¹ Annex G is mission specific and is not included in the present document. It is distributed separately in advance of the deployment.

Article 4

Application

4. The present MOU shall be applied in conjunction with the Guidelines (Aide-Mémoire) to troop-contributing countries.

Article 5

Contribution of the Government

5.1 The Government shall contribute to [UN peacekeeping mission] the personnel listed at Annex A. Any personnel above the level indicated in this MOU shall be a national responsibility and thus not subject to reimbursement or other kind of support by the United Nations.

5.2 The Government shall contribute to [UN peacekeeping mission] the major equipment listed in Annex B. The Government shall ensure that the major equipment and related minor equipment meet the performance standards set out in Annex D for the duration of the deployment of such equipment to [UN peacekeeping mission]. Any equipment above the level indicated in this MOU shall be a national responsibility and thus not subject to reimbursement or other kind of support by the United Nations.

5.3 The Government shall contribute to [UN peacekeeping mission] the minor equipment and consumables related to self-sustainment as listed in Annex C. The Government shall ensure that the minor equipment and consumables meet the performance standards set out in Annex E for the duration of the deployment of such equipment to [UN peacekeeping mission]. Any equipment above the level indicated in this MOU shall be a national responsibility and thus not subject to reimbursement or other kind of support by the United Nations.

Article 6

Reimbursement and support from the United Nations

6.1 The United Nations shall reimburse the Government in respect of the personnel provided under this MOU at the rates stated in Article 2 of Annex A.

6.2 The United Nations shall reimburse the Government for the major equipment provided as listed in Annex B. The reimbursement for the major equipment shall be reduced in the event that such equipment does not meet the required performance standards set out in Annex D or in the event that the equipment listing is reduced.

6.3 The United Nations shall reimburse the Government for the provision of self-sustainment goods and services at the rates and levels stated at Annex C. The reimbursement for self-sustainment shall be reduced in the event that the contingent does not meet the required performance standards set out in Annex E, or in the event that the level of self-sustainment is reduced.

6.4 Reimbursement for troop/police costs will continue at full rates until departure of the personnel.

6.5 Reimbursement for major equipment will be in effect at full rates until the date of cessation of operations by a troop/police-contributor or termination of the mission and thereafter be calculated at 50 per cent of the rates agreed in this MOU until the equipment departure date.

6.6 Reimbursement for self-sustainment will be in effect at full rates until the date of cessation of operations by a troop/police-contributor or termination of the mission and thereafter be reduced to 50 per cent of the rates agreed in this MOU calculated upon the remaining actual deployed troop/police strengths until all troop/police personnel have departed the mission area.

6.7 When the United Nations negotiates a contract for the repatriation of equipment and the carrier exceeds a 14-day grace period after the expected arrival date, the troop/police-contributor will be reimbursed by the United Nations at the dry-lease rate from the expected arrival date until the actual arrival date.

Article 7

General conditions

7. The parties agree that the contribution of the Government as well as the support from the United Nations shall be governed by the General Conditions set out in the relevant Annexes.

Article 8

Specific conditions

8.1 Environmental Condition Factor: _____

8.2 Intensity of Operations Factor: _____

8.3 Hostile Action/Forced Abandonment Factor: _____

8.4 Incremental Transportation Factor: The distance between the port of embarkation in the home country and the port of entry in the mission area is estimated at _____ miles (_____ kms). The factor is set at% of the reimbursement rates.

8.5 The following locations are the agreed originating locations and ports of entry and exit for the purpose of transportation arrangements for the movement of troops/police and equipment:

Troops/police:

Airport/Port of Entry/Exit: _____
(in the troop/police-contributing country)

Airport/Port of Entry/Exit _____
(in the area of operations)

Note: The troops/police may be returned to another location nominated by the troop/police-contributor, however, the maximum cost to the United Nations will be the cost to the agreed originating location. Where a rotation uplifts troops/police from a different port of exit this port shall become the agreed port of entry for these troops/police.

Equipment:

Originating Location: _____

Port of Embarkation/Disembarkation: _____
(in the contributing country)

or

Border Crossing at Embarkation/Disembarkation: _____
(in the contributing country when landlocked or moving by road/rail)

Port of Embarkation/Disembarkation: _____
(in the mission area)

Article 9

Claims by third parties

9. The United Nations will be responsible for dealing with any claims by third parties where the loss of or damage to their property, or death or personal injury, was caused by the personnel or equipment provided by the Government in the performance of services or any other activity or operation under this MOU. However, if the loss, damage, death or injury arose from gross negligence or wilful misconduct of the personnel provided by the Government, the Government will be liable for such claims.

Article 10

Recovery

10. The Government will reimburse the United Nations for loss of or damage to United Nations-owned equipment and property caused by the personnel or equipment provided by the Government if such loss or damage (a) occurred outside the performance of services or any other activity or operation under this MOU, or (b) arose or resulted from gross negligence or wilful misconduct of the personnel provided by the Government.

Article 11

Supplementary arrangements

11. The parties may conclude written supplementary arrangements to the present MOU.

Article 12

Amendments

12. Either of the Parties may initiate a review of the level of contribution subject to reimbursement by the United Nations or to the level of national support to ensure compatibility with the operational requirements of the mission and of the Government. The present MOU may only be amended by written agreement of the Government and the United Nations.

Article 13

Settlement of disputes

13.1 The [UN peacekeeping operation] shall establish a mechanism within the mission to discuss and resolve, amicably by negotiation in a spirit of cooperation, differences arising from the application of this MOU. This mechanism shall be comprised of two levels of dispute resolution:

- (a) First level: The Director of Administration (DOA)/Chief Administrative Officer (CAO), in consultation with the FC/PC and the Contingent Commander will attempt to reach a negotiated settlement of the dispute; and
 - (b) Second level: Should negotiations at the first level not resolve the dispute, a representative of the Permanent Mission of the Member State and the Under-Secretary-General, Department of Peacekeeping Operations, or his representative shall, at the request of either Party, attempt to reach a negotiated settlement of the dispute.
-

13.2 Disputes that have not been resolved as provided in paragraph 13.1 above may be submitted to a mutually-agreed conciliator or mediator appointed by the President of the International Court of Justice, failing which the dispute may be submitted to arbitration at the request of either party. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third, who shall be the Chairman. If within thirty days of the request for arbitration either Party has not appointed an arbitrator or if within thirty days of the appointment of two arbitrators the third arbitrator has not been appointed, either Party may request the President of the International Court of Justice to appoint an arbitrator. The procedures for the arbitration shall be fixed by the arbitrators, and each Party shall bear its own expenses. The arbitral award shall contain a statement of reasons on which it is based and shall be accepted by the Parties as the final adjudication of the dispute. The arbitrators shall have no authority to award interest or punitive damages.

Article 14

Entry into force

14. The present MOU shall become effective on (date). The financial obligations of the United Nations with respect to reimbursement of personnel, major equipment and self-sustainment rates start from the date of arrival of personnel or equipment in the mission area, and will remain in effect until the date personnel, and serviceable equipment depart the mission area as per the agreed withdrawal plan or the date of effective departure where the delay is attributable to the United Nations.

Article 15

Termination

15. The modalities for termination shall be as agreed to by the Parties following consultations between the Parties.

IN WITNESS WHEREOF, the United Nations and the Government of _____ have signed this Memorandum of Understanding.

Signed in New York, on _____ in two originals in the English language.

For the United Nations

For the Government of [TC/PC]

Assistant Secretary-General
for Mission Support
Department of Peacekeeping Operations

Permanent Representative
Permanent Mission of the
[troop/police-contributor]

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End-of-Course Examination

**The End-of-Course Examination is provided as
a separate component of this course.**

**The examination questions cover the material in
all the lessons of this UNITAR course.**

**Read each question carefully
and
Follow the provided instructions to submit your exam for scoring.**

INSTRUCTIONS FOR FILLING OUT THE ANSWER SHEET

The End-of-Course Examination Answer Sheet is designed to:

- 1. Formally record your answers to the questions of the Final Examination; and**
- 2. Provide instructions for answer submission.**

Format of Questions

There are 50 questions. The answer sheet has numbered blocks and each block corresponds to a similarly numbered question on the End-of-Course Examination. First, read a question through carefully. Then, mark your answer on the answer sheet with the number corresponding to the number of each question. Throughout the examination, check that the question number and answer sheet number is the same.

Exam questions generally give you a choice of answers, marked as A, B, C, or D. Choose only one response and mark only one choice on your answer sheet. If you mark more than one answer for a question, it will be graded as incorrect.

Use a Dark Pencil

Mark your response on the Answer Sheet using a dark lead pencil.

Time Limit to Complete the End-of-Course Examination

Because your enrolment in the course is valid for one year only, the examination must be submitted before your enrolment expires.

Passing Grade

A score of 75% is the minimum score required for a passing grade. If you pass, you will be awarded a letter indicating your score along with your signed Certificate-of-Completion. If your score is less than 75%, you will receive a letter indicating that you have received a failing grade. At that time, you will be provided with an alternate version of the End-of-Course Examination, which you may complete when you feel you are ready. If you pass the second version of the examination, a grade report and a Certificate-of-Completion will be sent to you. If you fail the second time, you will be informed and dis-enrolled from the course.

**AFTER COMPLETING THE EXAMINATION,
PLEASE IMMEDIATELY SUBMIT YOUR ANSWER SHEET**

ABOUT THE AUTHOR

Major Don Leslie (Retired) joined the Canadian Forces in 1975 and was commissioned as a Lieutenant following his graduation from College Militaire Royal in 1979. Major Leslie served as an Army Officer in the Logistics Branch of the Canadian Forces until 1997 in assignments across Canada and in Lahr, Germany. He developed specialties in Transportation and Supply including advanced training with the Canadian Force School of Administration and Logistics, the US Army School of Transportation, the US Navy School of Ocean Transportation and Marine Terminal Management, and the McGill University Transportation Management Program. Major Leslie is also a graduate of the Canadian Land Force Command and Staff College.

In 1993, Major Leslie was posted to the Canadian National Defence Headquarters (NDHQ) Joint Staff Logistics Operations (J4 Log), where he was responsible for planning and implementing administrative and logistics support to Canadian contingents on UN and humanitarian missions. Major Leslie provided liaison service with UNHQ through the Canadian Permanent Mission to the UN and participated in several planning conferences for emerging missions. Major Leslie conducted reconnaissance and assessment missions to UNMIH (Haiti), UNAMIR (Rwanda), and UNPROFOR/UNPF (former Yugoslavia). In addition, he worked extensively on Canadian missions in Cambodia, Mozambique, Western Sahara, Cyprus, Iran/Iraq, Kuwait, Nagorny-Karabach, and the Middle East.

Major Leslie was a Canadian delegate to the United Nations Working Group on the Reform of the Methodology for Reimbursement for Contingent-Owned Equipment (COE). Starting in early 1995, the Working Group developed a standard rate reimbursement system for equipment and personnel services employed on peacekeeping missions. Major Leslie participated in the creation of a generic list of equipment that calculated the rates and conditions of service for use by all TC/PCs. It was subsequently approved by the General Assembly in 1996 as part of the COE Reform Methodology. Major Leslie was also the NDHQ logistics representative to two projects for the creation of an Operational Level Headquarters at UNNY and a UN Stand-by High Readiness Brigade (SHIRBRIG), for which he prepared the initial logistics concept.

Major Leslie retired from the Canadian Forces in 1997, working as an independent consultant and assisting DND with negotiations for retroactive claims. He went on to work at Accenture (formerly Andersen Consulting) as a Business Process Design Manager in the Supply Chain Management Practice of their Government Market Unit. In 1997, he took time off from this position to be a guest lecturer on the Lester B. Pearson Peacekeeping Centre UN Logistics Course. In 2001, Mr. Leslie left Accenture to become a Partner with a HDP Group, an Ottawa-based management consulting firm. In 2005, he joined IBM's Global Business Services supply chain management practice in Ottawa.

Mr. Leslie is also the author of another POCI course, *Operational Logistical Support of UN Peacekeeping Missions: Intermediate Logistics Course*, which he completed in 1999.