This handbook is designed to assist United Nations Military Observers in the performance of their duties in the field. It provides general information on UN Peacekeeping in general and covers the guiding principles of military observer missions and the common concept of operations.

The handbook provides guiding instructions and performance criteria for the United Nations military observers.

The main segment of the book provides details on subjects considered important for the field performance, such as duty in headquarters, team sites, observation posts and patrol duty, reporting as well as the techniques used in liaison, mediation and negotiation.

Some of the rules in this book are laid down in other UN documents and as such they have to be observed. It is indicated by a reference to the document in question.

It has been developed with due regard for experience gained in the field.

This handbook is not intended to replace or supersede the Rules and Regulations of the UN, related administrative issuances, the Mission’s Standard Operating Procedures or other Directives issued by the Mission.
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CHAPTER

1

UNITED NATIONS PEACEKEEPING

The primary purpose of the United Nations is: “To maintain international peace and security and to that end: To take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace...” (Article 1).

Peacekeeping, as such, is not specifically provided for in the Charter, except for the provision that “The Security Council may establish such subsidiary organs as it deems necessary for the performance of its functions” (Article 29).

Chapter VI, provides for the settlement of disputes by a variety of peaceful measures, including negotiation; enquiry; mediation; conciliation; arbitration; and judicial settlement (Article 33). The Security Council is authorized to call on the parties to settle their disputes by peaceful means or to make recommendations (Article 37). Thus, the decisions or recommendations of the Council for the appropriate terms of settlement of an international dispute should be carried out by the parties themselves.

Chapter VII, is essentially coercive and designed to deal with threats to peace, breaches of the peace and acts of aggression. Under the direction of Chapter VII, the United Nations Security Council should determine the existence of any threat to the peace, breach of the peace, or act of
aggression and to make recommendations or decide what measures shall be taken to maintain or restore international peace and security (Article 39).

Before resorting to enforcement, the Security Council may call on the parties concerned to comply with such provisional measures as it considers necessary to desirable (Article 40). These measures may include complete or partial interruption of economic relations and means of communication, the severance of diplomatic relations (Article 41) or such action by air, sea or land forces as may be necessary to maintain or restore international peace and security (Article 42).

Chapter VIII of the Charter encourages regional arrangements for the peaceful settlement of local disputes before referring them to the Security Council, providing such arrangements are consistent with the Purposes and Principle of the United Nations (Article 52). When appropriate, the Security Council may utilize regional arrangements or agencies for enforcement action under its authority (Article 53).

PEACEKEEPING EXPERIENCE

The United Nations represents the most cooperative effort to secure world peace that has ever existed. From its inception, it has fostered international efforts aimed toward the maintenance of international peace and security. Successes have been hard won and have built one upon another in a continuing process of expansion of scope and complexity. Towards the end of the 20th century the conflicts turned more complex and often intrastate in nature. The traditional lightly armed UN forces were not always the right solution, UN-mandated operations were carried out by coalitions or regional organizations.
CONCEPTS

In an effort to be responsive to the dynamic challenges facing the United Nations, the Secretary General of the United Nations has set forth seven categories for future UN efforts to restore peace and security. These seven concepts reflect the growing scope and complexity of UN activities and provide useful insight into how the world can more fully embrace and achieve the objectives of the UN Charter. They are:

**Preventive Diplomacy** is action to prevent disputes from developing between parties, prevent existing disputes from escalating into conflicts and to limit the spread of the latter when they occur.

**Peace-making** is diplomatic action to bring hostile parties to negotiated agreements through such peaceful means as those foreseen under Chapter VI of the UN Charter.

**Peacekeeping** is a United Nations presence in the field (normally involving military and civilian personnel), with the consent of the parties, to implement or monitor the implementation of arrangements relating to the control of conflicts (cease-fire, separation of forces, etc.) and their resolution (partial or comprehensive settlements) or to ensure the safe delivery of humanitarian relief.

**Peace-enforcement** may be needed when all other efforts fail. The authority for enforcement is provided by Chapter VII of the Charter, and includes the use of armed force to maintain or restore international peace and security in situations in which the Security Council has determined the existence of a threat to the peace, breach of the peace or act of aggression.

**Peace-building** is critical in the aftermath of conflict. Peace-building including the identification and support of measures and structures which will promote peace and
build trust and interaction among former enemies, in order to avoid a relapse into conflict. **Sanctions** are to apply measures not involving the use of armed force in order to maintain or restore international peace and security. Such measures are commonly referred to as sanctions. This legal basis is recalled in order to underline that the purpose of sanctions is to modify the behavior of a party that is threatening international peace and security and not to punish or otherwise exact retribution. **Disarmament** is the assembly, control and disposal of weapons. Micro-disarmament is the practical disarmament in the context of the conflicts the United Nations is actually dealing with. Micro-disarmament is relevant to post-conflict peace-building. Disarmament can also follow enforcement action. All sanctions regimes include an arms embargo.

**UNIVERSAL PRINCIPLES**

The universal principles of peacekeeping apply to the entire structure of the operation, from the United Nations Headquarters in New York down to the smallest elements of a mission, including political and military components and humanitarian affairs. It is essential that all elements of a peacekeeping mission comprehend and comply with these principles. These principles should serve as both a guide and a common frame of reference for all participants in peacekeeping operations. They are built on a clear and achievable mandate and continuous active backing of the Security Council. The universally accepted principles of peacekeeping are as follows:
FUNDAMENTALS OF PEACEKEEPING

Legitimacy. A peacekeeping mission derives its legitimacy from international support, adherence to statutory law and conventions and the credibility of the force.

Consent. UN Peacekeeping Operations are established in principle with the consent and cooperation of the main parties involved in a conflict.

Impartiality. A UN force must be impartial in character. The force cannot take sides without becoming part of the conflict it has been mandated to control and resolve.

Minimum use of Force. In peacekeeping operations, force will not be used to carry out the mandate. Minimum use of force does not exclude self-defence of United Nations personnel and property. The use of force must be clearly defined in the rules of engagement (ROE).

Credibility. The credibility of a peacekeeping operation is confirmation of its ability to accomplish its mandate. To effectively carry out its mandate and earn the confidence of the parties, a peacekeeping force must be composed of trained personnel who are well equipped and possess high professional standards.

Negotiation and Mediation. Negotiation and mediation have enormous potential to de-escalate a conflict, to promote a secure environment and to develop peaceful and lasting solutions to a conflict.

OPERATIONAL AND TACTICAL CONSIDERATIONS

A peacekeeping mission is primarily a political operation. The head of the mission is responsible for establishing the inter-operability of the various components of the mission, considering the political objectives defined in the mandate. The frame of reference for dealing with rapidly-changing or
unanticipated situations that require an immediate response is:

**Transparency.** Transparency is consistent with the prevailing requirements for security. All parties should be fully aware of the motives, mission and intentions of the operation.

**Coordination.** A peacekeeping operation may involve a wide range of organizations, e.g., United Nations relief agencies and non-governmental organizations. Personnel at all levels should seek to establish and nurture coordination within the mission, with United Nations headquarters, within their operational areas and with the local population.

**Liaison.** Communication and contacts should be established at every possible level at the earliest opportunity.

**Information.** Information is essential for the force in order to make continuously updated assessments of the attitudes and capabilities of the parties concerned.

**Limitations and Restrictions.** The area of operations is strictly defined, operations to gather information are limited, and the Rules of Engagement will normally forbid the use of force unless absolutely necessary for self-defence or for humanitarian tasks as stated in ROE. In these situations the use of force is authorized, but for limited and local purposes only. (Supplement to an Agenda for Peace).

**Armaments.** Peacekeeping forces are equipped with the armament necessary to fulfil the task. The equipment should be selected to be impressive enough to ensure the parties about the capability of the UN Force to do the job. On the other hand it must not be provocative. Military Observers do not carry arms.

**Visibility.** The physical visibility of a force is enhanced by wearing distinctive, easily recognized United Nations headgear, badges, signs and insignia. Peacekeeping
forces must also make their intentions perfectly clear to all parties.

**Mobility.** Peacekeeping forces must be mobile in order to navigate large areas. They must have the capacity and capability to respond rapidly to incidents.

**Centralization.** All activities of the force and all incidents it encounters may have political ramifications. Therefore, reporting and decision-making may be more centralized than in standard military operation. Forces must have adequate communication systems to facilitate the rapid transmission of information from the lowest level in the field to the mission headquarters.

**Self-sufficiency.** Peacekeeping units should arrive in the area of operations, as soon as possible, with sufficient stores to operate until a logistics base is in place.

**COMPOSITION OF PKOS**

The composition of a UN Peacekeeping Operation and, subsequently, the tasks for the operation depends on the problems to be solved in the conflict area, and the political agreement established between the UN and the conflicting groups or parties. The tailoring of the organization of the UN Operation is completed by selecting the assets needed to fulfill the mandate. It may involve considerations concerning the following subjects:

**Diplomatic and political officer and staff members,** with tasks that may range from political negotiations to supervising, monitoring and direct control of all administrative bodies and offices.

**Human rights component,** which undertakes human rights activities such as monitoring the observance of human rights and fundamental freedoms, the prevention
CHAPTER 1. UNITED NATIONS PEACEKEEPING

of human rights abuses and the development and implementation of human rights education programmes. **Civil Affairs component** provides expert advice and assistance (sometimes direct control) to local administration on policy development, strategic analysis and programme implementation. In the field, Civil Affairs Coordinators are representatives of the SRSG and maintain liaison with local authorities and international organizations to advance mission mandate implementation.

**Electoral component,** typically follows the electoral campaign, the registration of voters and the organization of the polls. On election day they are deployed to polling stations throughout the country, observe the voting and vote counting, and issue a final statement on the validity of the elections. Sometimes electoral component may conduct the whole process.

**Repatriation component,** taking care of refugees, displaced persons, political prisoners and other detainees. The component organizes resettlement processes. This may also involve rehabilitation to organize the initiation of the process of rehabilitation, covering the immediate needs and laying the groundwork for future plans.

**Civilian Police component,** to undertake the supervision or control of local civil police in order to ensure that law and order are maintained effectively and impartially, and that the human rights and fundamental freedoms are fully protected.

**Border Monitors,** which may monitor any embargo imposed by the United Nations along parts of an internationally recognized border.

**Military Component.** The Military Component of a UN PKO consists of a commander, who is designated Force Commander (FC) or Chief Military Observer (CMO) and a number of military personnel. Military personnel consists
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Administrative Component. The Administrative Component headed by the Chief Administrative Officer (CAO) is responsible for all administrative functions, all general and technical services needed. The Administrative component is also responsible for the administrative and financial certification, policy and procedural guidance and the proper implementation of the rules and regulations.

Integrated Support System (ISS). There may also be an integrated logistics, communications and other support systems where military personnel are doing their day-to-day work under the technical supervision of the designated UN civilian personnel. Such functions are coordinated by the MILOBs HQ with the CAO.

Civil Military Cooperation (CIMIC). “CIMIC is the relationship of interaction, mutual support, joint planning and constant exchange of information required at all levels between military forces structures and humanitarian organizations and agencies operating towards the same objectives in response to humanitarian emergency” (OCHA).

DEPARTMENT OF PEACEKEEPING OPERATIONS

Ref.: ST/SGB/Organization, Section: DPKO.

The Security Council is the authority for mandating and terminating United Nations Peacekeeping Operations. Command of Peacekeeping Operations is vested in the Secretary-General, under the authority of the Security Council.

The Under-Secretary-General for the Department of Peacekeeping Operations (DPKO), is delegated by the
CHAPTER 1. UNITED NATIONS PEACEKEEPING

Secretary-General, with responsibility for the planning, preparation, conduct and direction of all United Nations field operations, in particular peacekeeping operations, and assists in the provision of substantive services to the Security Council and the General Assembly; it provides secretariat services to the Special Committee on Peacekeeping Operations.

CHAIN OF COMMAND

The Secretary-General appoints, with the approval of the Security Council, his Special Representative (SRSG). The SRSG is head of the Mission and, as such, is responsible for the implementation of its mandate and has the authority over all its components.

The SRSG, through the USG for PKOs, is responsible to the Secretary-General for the implementation of the mandate. The mandate is defined by the relevant Security Council (in some cases General Assembly) resolutions establishing and governing the PKO.

DEFINITIONS

Operational Authority. The authority transferred by the Member States to the United Nations to use the operational capabilities of their national military contingents, units and/or military personnel to undertake mandated mission tasks. Operational authority over such forces and personnel is vested in the Secretary-General, under the authority of the Security Council. This authority is generally delegated to the Special Representative of the Secretary-General, who exercises the operational authority as Head of the Mission in the field, on behalf of the Secretary-General.
United Nations Operational Authority involves the full authority to issue operational directives within the limits of the mandate, on agreed period of time and in an agreed geographical area (the mission area). The United Nations Operational Authority excludes any responsibility for personnel administration of members of military contingents, such as pay, allowances, discipline and promotions etc. These functions remain a national responsibility.

Operational control (UN), a military commander, in UN Peacekeeping Operations, to direct forces assigned so that the commander may accomplish missions and tasks which usually are limited by function, time and location. It also gives the authority to deploy military units or personnel and to retain or assign tactical control. It also includes the authority to assign separate tasks to sub-units of a contingent within the mission area of responsibility, on those situations adequate logistics support must be ensured. It does not include the responsibility for personnel administration.

United Nations Tactical Control (UN TACCON). The detailed and local direction and control of movement or manoeuvres necessary to accomplish the mission task. Force Commander may delegate the “tactical control” of the forces assigned to his subordinate Sector and/or Unit Commanders.

National command. A command that is organized by, and functions under the authority of, a specific nation. It may or may not be placed under a UN commander.

National commander. A national commander, territorial or functional, who is normally not in the UN chain of command.
CHAPTER 1. UNITED NATIONS PEACEKEEPING

STRUCTURE OF THE UNITED NATIONS

Ref.: Department of Public Information: Basic Facts about the United Nations.

GENERAL ASSEMBLY

The General Assembly is the main deliberative organ. It is composed of representatives of all Member States, each of which has one vote.

Decisions on important questions, such as those on peace and security, admission of new Members and budgetary matters, require a two-thirds majority. Decisions on other questions are reached by a simple majority.

The General Assembly meets once a year in regular session. Special sessions can be convened at the request of the Security Council, or a majority of Members of the UN or of one Member if the majority of Members concurs. An emergency special session may be called within twenty-four hours of a request by the Security Council on the vote of any nine members of the Council or if a majority of Members concurs.

Because of the great number of questions which the Assembly is called upon to consider, the Assembly allocates most questions to its six Main Committees:

- First Committee (Disarmament and International Security);
- Second Committee (Economic and Financial);
- Third Committee (Social, Humanitarian and Cultural);
- Fourth Committee (Special political and Decolonization);
- Fifth Committee (Administrative and Budgetary);
- Sixth Committee (Legal).
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THE SECURITY COUNCIL

The Security Council has primary responsibility, under the Charter, for the maintenance of international peace and security.

The Council has 15 members: five permanent members - China, France, the Russian Federation, the United Kingdom and the United States - and 10 elected by the General Assembly for two-year terms.

Each member has one vote. Decisions on substantive matters require nine votes including the concurring votes of all five permanent members. This is the rule of “Great Power unanimity”, often referred to as the “veto” power.

Under the Charter, all Members of the United Nations agree to accept and carry out the decisions of the Security Council.

STRUCTURE OF THE SECRETARIAT

The Secretariat is divided into several major organizational units, each of which is headed by an Under-Secretary-General or an official of an equivalent level:

- Office of the Secretary-General (OSG)
- Office of Internal Oversight Services (OIOS)
- Office of Legal Affairs (OLA)
- Department of Political Affairs (DPA)
- Department for Disarmament Affairs (DDA)
- Department of Peacekeeping Operations (DPKO)
- Office for the Coordination of Humanitarian Affairs (OCHA)
- Department of Economic and Social Affairs (DESA)
- Department of General Assembly Affairs and Conference Services (DGAACS)
CHAPTER 1. UNITED NATIONS PEACEKEEPING

- Department of Public Information (DPI)
- Department of Management (DM)
- Office of the Iraq Programme (OIP)
- Office of the United Nations Security Coordinator (UNSECOORD)
- Office for Drug Control and Crime Prevention (ODCCP)
- UN Office at Geneva (UNOG)
- UN Office at Vienna (UNOV)
- UN Office at Nairobi (UNON)

The Military Observer may meet some people from the Programmes, Agencies or Commissions working in connection with or as a part of the peacekeeping operation. The more common ones are:

**UNHCR**/Office of the United Nations High Commissioner for Refugees, voluntarily financed, extends international protection to refugees, seeking to ensure that they receive asylum and favourable legal status in their asylum country. HQ: Geneva.

**UNICEF**/United Nations Children’s Fund, voluntarily financed, helps developing countries, at their request, to improve the quality of life of their children, through low-cost community based services in maternal and child health, nutrition, sanitation and education, as well as emergency relief. HQ: New York.

**UNIDIR**/United Nations Institute for Disarmament Research, undertakes independent research on disarmament and related problems, particularly international security issues. HQ: Geneva.

**UNWRA**/United Nations Relief and Works Agency for Palestine Refugees in the Near East, voluntarily financed, mainly from Governments, provides education, training,
health and relief services to Arab refugees in Jordan, Lebanon, the Syrian Arab Republic and the occupied territories of the West Bank and Gaza Strip. HQ: Vienna.

**UNV**/United Nations Volunteers; qualified, experienced and motivated professionals from different countries sharing skills on volunteer terms in UN. HQ: Geneva.

**UNDP**/United Nations Development Programme, the world’s largest channel for multilateral technical and pre-investment assistance to developing countries. HQ: New York.

**WFP/ World Food Programme.** The United Nations agency which provides relief food either directly or through UNHCR. WFP is emerging as a logistics arm of the humanitarian UN agencies. HQ in Rome.

“Lead Agency” concept. If UNICEF, UNHCR or WFP take lead of the humanitarian intervention in a complex emergency, OCHA provides coordination under this umbrella.

NGOs can function as, independent players, partners/consultancies of an UN agency or members of an UN led consortium.
CHAPTER

2

MILITARY OBSERVER DUTIES
UNITED NATIONS MILITARY OBSERVERS (UNMOs) are military officers assigned to serve with the United Nations on a loan basis by their Governments at the request of the Secretary-General to the United Nations.

UNMOs are considered as “Experts on Missions for the United Nations” as defined under article VI of the Convention of Privileges and Immunities of the United Nations; this is an important aspect that lends credibility and legitimacy to their functions when they are deployed on mission.

They are not permitted to carry weapons.

Command and Control. The Chief Military Observer has Operational Command of all Military Observers (UNMOs) assigned to the mission. He/she is also responsible for the discipline of all UNMOs. The Chief Administrative Officer (CAO), under the overall authority of the Head of Mission, is responsible for all administrative functions and services. The CAO is also responsible for all administrative and financial certification and for the proper implementation of the rules and regulations issued by the United Nations in the areas of finance, personnel, logistics and general services.

UNMOs shall perform their functions under the authority of and in full compliance with the instructions of the Secretary-General, and the person acting on his/her behalf. They shall not seek or accept instructions with regard to the performance of duties from their government or any other authority external to the United Nations.

Legal. As an expert on missions for the United Nations, a Military Observer enjoys the privileges and immunities stated in article VI of the Convention on the Privileges and Immunities of the UN (General Assembly resolution 22A(I)).
They shall be accorded:

a. Immunity from personal arrest or detention and from seizure of their personal baggage; UNMOs are NOT granted immunity from prosecution if they have committed a crime etc.

b. In respect of words spoken or written and acts done by them in the performance of their mission, immunity from legal process of every kind. This immunity from legal process shall continue to be accorded notwithstanding that the persons concerned are no longer employed on mission;

c. Inviolability for all papers and documents;

d. For the purpose of their communications with the UN, the right to use codes and to receive papers or correspondence by courier or in sealed bags;

e. The same facilities in respect of currency or exchange restrictions as are accorded to representatives of foreign Governments on temporary official missions;

f. the same immunities and facilities in respect of their personal baggage as are accorded to diplomatic envoys.

Privileges and immunities are granted to experts in the interests of the UN, not for personal benefit. The Secretary-General has the right to waive immunity in cases where immunity would impede the course of justice and it can be waived without prejudice to the interests of the UN.

De-escalation. UN military observers should, whenever possible, endeavour to actively limit or prevent disputes from increasing in tension or scale, or erupting into open conflict and violence. Employment of preventive diplomacy can ensure that such disputes remain at a manageable, negotiable level and accordingly, any increase in
conflict magnitude may be averted by forecasting, and de-escalating, predictable crises.

DEMANDS ON A MILITARY OBSERVER

Organisational/Representational. United Nations military observers must be prepared to accept numerous organizational and representative tasks and responsibilities in the performance of their (mandated) duties. Such tasks will include those of a purely military nature, require mediation and negotiation skills, and involve support to United Nations Agencies, other civil and ‘Non-Government’ (NGOs) international humanitarian organizations (i.e. World Vision, Care, Médecins Sans Frontières, etc). Typically, military observers would be expected to perform, at least, the following tasks:

- **Supervision, Monitoring, Verification and Reporting** of cease-fire agreements, separations and withdrawals of forces, and cessation of outside assistance;
- **Monitoring** of checkpoints, border crossings, entry/exit points, and air and sea ports;
- **Monitoring** of the disarmament/demobilization, regrouping and cantonment processes of military forces;
- **Assisting** in the location and confiscation of weapons caches; and reporting of located or suspected mine affected areas;
- **Maintaining Liaison** with, and between, the belligerent factions, other (civilian) UN Agencies, NGOs and neighbouring countries; and
- **Assistance To Humanitarian Agencies** supervising and conducting POW exchanges, food distribution points and convoys, medical supplies and establishments, etc.

The diversity and complexity of tasks for a military observer depend upon the mandate of the particular mission, the
political and military situation prevailing, and the conditions under which the civilian population must exist, be they displaced persons, refugees, or homeless as a result of inter-factional fighting.

Military observers will usually find themselves confronted, however, with these four main tasks:

- Observation,
- Monitoring & Reporting,
- Inspection & Investigation
- Patrolling and
- Negotiation & Mediation.

**Personal Qualities.** The military observer must realize that he will be performing his duties in an environment foreign to that of his home nation, usually encumbered by difficult living conditions, in high stress situations, and often in a language not necessarily his ‘mother tongue’. As representatives of the UN and his home country, the individual nominated as a military observer must be carefully selected to ensure that he is capable of performing the tasks required of him, and that his actions and overall presentation will reflect favourably upon the UN and his home nation. Accordingly, the officer selected must be physically fit, of sound mental character, mature in attitude and outlook, and possess the appropriate career qualifications for the mission.

**Physical Fitness.** Military observers must operate at peak efficiency for prolonged periods; accordingly, officers selected for military observer duties are to be in as good health and physical conditions as possible. The military observer’s duties will often be patrol on foot, or by four-wheel drive vehicle, sometimes for several days, during which time he will be dependent upon the local infrastructure for support (food, accommodation, medical, etc.).
and must therefore be able to cope with the numerous physical demands this type of life-style imposes. Therefore, it is imperative that the officer selected:

- is in excellent health and physical condition;
- is free of cardiac and foot problems;
- has a high level of physical endurance and stamina;
- has a healthy and tolerant digestive system; and
- does not suffer from allergies or other medical conditions which may be difficult to treat in areas with limited medical facilities.

**Mental Fitness.** Equally as important as physical fitness is mental fitness. The officer selected to be a military observer must possess a strong character, a well-balanced personality and be of good mental health. He must be free of neurotic or other psychological problems, and it is imperative that he is able to operate in conditions of extreme stress and physical danger; in many circumstances his actions and words will mean the difference between success and failure, and thus he must be scrupulously honest, loyal, brave and professional. The effective military observer will display the following personality traits:

- good judgement, supported by a common-sense approach to problem-solving;
- an objective attitude, displaying tact and impartiality;
- a polite demeanour, combined with a firm, but flexible, honest approach;
- considerable self-discipline and patience;
- a friendly, open approach to other nationalities, and a ready sense of humour;
- an ability to influence others, engendered in imaginativeness and persuasiveness; and
- demonstrated credibility in leadership.
Maturity. The officer selected for military observer duties should be well-trained and experienced, and accordingly be of the highest military professional calibre. He would preferably be of Captain or Major (equivalent) rank, and would satisfy the following selection criteria:

- be representative of his national armed forces;
- be competent in the mission language (usually English, although French and Spanish are used);
- be comfortable in operational and social environments both of the contributing countries’ officers and the armies of the parties in conflict;
- have the appropriate operational and tactical staff skills necessary to perform the duties of the appointment for which he is selected;
- have the mental capability to enable him to understand the organization and functional arrangements of the armies in conflict; and
- be capable of conducting analytical investigations into alleged incidents, and of compiling and submitting factual and impartial recommendations.

National. Notwithstanding the military observer’s representational responsibilities to the UN, the officer selected must also recognize his responsibilities to his own country. Whilst serving with the UN, the officer must bear in mind that he may be the only representative of his home country in the mission area, and accordingly must project a good image of himself and his country. He must at all times comport himself with dignity and professional bearing, and must not become involved in any activities which could bring his country into disrepute.

Idealism vs Realism. The military observer must be able to differentiate between ‘idealistic’ and ‘realistic’ attitudes and approaches to problems. Analysis of problems
and clear and factual reporting to superior officers must not be understated. The officer’s ability to determine courses of action that are achievable rather than desirable is a quality not to be overlooked.

**SOCIAL CUSTOMS & ETIQUETTE**

**Cultural Awareness.** Officers selected as military observers must display an understanding of the differences between their own national culture and economic background and that of the host nation. In many instances the officer’s military training will have a sense of acceptance of other cultures and beliefs, however as a ‘goodwill ambassador’ he must remember that his role in the UN mission is to facilitate conflict resolution, and not one to impose solutions.

**Attitudinal Problems.** As a ‘goodwill ambassador’ of the United Nations, the military observer’s attitude to his duties and environment should reflect the international respect that is expected of UN personnel serving overseas. The Observer must display tolerance of other cultures, some of which may differ markedly in respect of personal deportment and habits from his own. He must respect local cultures, customs and behaviour patterns. The Military Observer is a military person but his duties are mainly of political nature. The normal military “straightforward” approach to the questions is not necessarily the best one.

**‘Soldier’ vs Civilian Mentality.** Military observers must accept their position in the UN mission hierarchy, and in particular bear in mind that the Observer’s job is but one of numerous, sometimes totally unrelated, tasks in a multi-dimensional mission. The military observer must therefore remember that in many instances the ‘NGOs’ and UN civilian, humanitarian agencies will have been
working in the mission area long before the military component arrives, and accordingly will have established long-standing contacts and liaisons which, although ‘civilian’, will be of great benefit to the Observer.

Personal Habits / Actions. Military observers must be aware that although their personal behaviour may be considered normal in their own society, some of these habits may cause offence in other societies, for example: a seemingly simple gesture such as patting a small child on the head is considered highly offensive in Buddhist and Islamic societies. Many societies also have strict rules concerning relationships between males and females as well as the respect due to spiritual leaders, religious artefacts and places of worship. Prospective military observers should make every effort to prepare for the mission to which they are assigned by use of public libraries and Consulates or Embassies, and conversations with military observers who have previously served in the mission, to ensure that neither they, nor other male or female members of the mission, cause offence inadvertently. Most religious elders will be happy to discuss their faith with interested ‘non-believers’ as long as the approach is made in a respectful manner, and which will not compromise the elder’s position in his society.

In the event that cultural differences unwittingly cause offence explain politely and patiently that such differences are unavoidable, but understanding each other’s point of view can help resolve disputes.

“Souveniring” of religious artefacts is viewed as both a sacrilegious and criminal offence.

DEALING WITH CULTURAL SHOCK

Cultural Shock is not an unusual phenomena in itself, it is merely the natural response by an individual when he is


taken from his own, national and ethnic environment to that of another, within which he feels some discomfort or disorientation. The professional military officer will be able, because of his background and training, to overcome the obstacles imposed by such relocation. Some personnel will deal with the problem more effectively than others, and those officers who have the benefit of previous tours will overcome the phenomenon more quickly than ‘first-timers’. Ideally, comprehensive pre-departure preparation and research will assist in lessening the impact upon the individual than would otherwise be the case.

‘Face’. Military observers must understand the importance placed on ‘face’ (i.e. the ‘personal’ perception of respect) that is important in many cultures - this is especially important in negotiations when, for example, a cease-fire is being discussed, if one or other of the combatants is seen to be losing ground in the negotiation and consequently will ‘lose face’ amongst his peers. Representatives of parties may be compelled to say one thing whilst meaning another in an effort to avoid being seen as the weaker negotiator in such circumstances, leading to contradictory positions becoming apparent at a later stage, to the detriment of the negotiations.

**DO’S & DON’TS**

*Do* keep strictly neutral, and display impartiality to all parties in the dispute;

*Do* impress upon local commanders that you are to be granted freedom of movement appropriate to the mandate applicable to your area;

*Do* ensure that local commanders are aware of the provisions and requirements to report any breaches of applicable agreements and cease-fires;
CHAPTER 2. MILITARY OBSERVER DUTIES

Do be alert to efforts to undermine your authority and impartiality;
Do take into account personal and environmental security threats;
Do practise documentary security measures to ensure that no unauthorized persons view UN ‘sensitive’ material;
Do consider the likelihood that all radio communications will be monitored, and phrase messages accordingly;
Do be aware that local employees and interpreters may have a vested interest in matters which require sensitive handling;
Do be aware of the possible loyalty of the host population to opposition leaders;
Do inform your superiors of your plans and forecast activities, and maintain close liaison with your fellow observers in adjacent AOs;
Do encourage a frank and open exchange of viewpoints during discussions and conferences;
Do compile accurate reports (including sketches and drawings where necessary) and ensure timely submission to your HQ;
Do be particularly respectful of your responsibilities when using UN equipment and transportation assets;
Do remember to keep calm and patient when dealing with parties who require the use of interpreters to negotiate, and talk to the parties’ representative, not the interpreter;
Do remember to watch what you eat and drink, and avoid uncooked foods unless you are certain that they are not contaminated;
Do try to maintain the health and sanitation practices to which you are accustomed, in order to maintain your health;
CHAPTER 2.  MILITARY OBSERVER DUTIES

**Do** remember that your good behaviour and the image that you present is your security;

**Do** be aware that you may be required to stand duty for long periods without adequate rest, and that a peacekeeper is considered to be ‘on-duty’ 24 hours a day, 7 days a week;

**Do** maintain your uniform and equipment to present the best possible image, and ensure visibility of your UN accoutrements (i.e. flag, beret, etc.) at all times whilst on duty;

**Do** remember that although temporarily assigned to one party or the other of a dispute, you are still a UN Observer and must remain neutral and impartial at all times;

**Don’t** take part in any illegal activities (ie prohibited substance abuse) or ‘black-market’ trade in goods;

**Don’t** allow yourself to become involved in surreptitious sexual liaisons which could compromise your neutrality and impartiality, or affect your personal hygiene (Sexually Transmitted Diseases, STD’s);

**Don’t** develop intimate relationships with colleagues, their spouses, interpreters nor anyone of your staff.

**Don’t** criticize the host nation or the parties involved in the dispute;

**Don’t** collect unauthorized ‘souvenirs’ (ie weapons / unexploded ordnance/religious artefacts);

**Don’t** over-consume alcohol;

**Don’t** dress in a manner that would be offensive to the local population, or bring the UN or your home nation into disrepute;
CHAPTER 2. MILITARY OBSERVER DUTIES

Don’t openly carry marked maps or documents across cease-fire lines;
Don’t express political or military opinions to nationals of either party to a dispute;
Don’t make unauthorized press or media statements (ie be aware of alleged ‘authorized’ persons enquiring about the progress of a particular matter);
Don’t allow disagreements with support personnel to create a hostile/non-productive working environment;
Don’t take, or allow photographs to be taken in areas which are subject to dispute, unless specifically authorized to do so;
Don’t allow local gossip or hearsay to influence decisions or reports to your superiors, unless you can certify all the facts expressed; and
Don’t allow yourself to be coerced into saying or doing anything which could reflect poorly upon yourself, your home nation or the UN.
Don’t wear sunglasses when meeting with your counterparts and the public.

Don’t forget that as an ambassador of the United Nations, and your own nation, that your behaviour and bearing will influence how others view the United Nations organization as a whole.

OPERATIONAL ISSUES

Peace Operations, are those operations which are encompassed by the terms Preventive Diplomacy,
Peace-making, Peacekeeping, Peace-enforcement and Peace-building.

**Conflict Resolution.** Simply stated, conflict resolution is the means by which pre-existing, or potential, disputes are resolved by mediation.

**Mediation of Disputes.** Mediation by negotiation is one of the most powerful tools available to the military observer in his tasks of de-escalation of conflict. Objective and effectively controlled negotiations, at all levels of command, can be instrumental to the development of mutual respect between the belligerent parties and the military observer. Negotiations should ideally be structured with the aim of achieving a mutually-agreed solution to the problem.

**Military Observer’s Duties.** Military observer’s duties encompass a variety of tasks within the designated mission area of responsibility, typically inclusive of, but not restricted solely to:

- observation and reporting of cease-fire violations, and the investigation of alleged violations of the cease-fire agreement;
- supervision of the disarmament of militia and military forces;
- monitoring of the separation and withdrawal of troops;
- supervision of the destruction of armaments and weapons;
- provision of liaison services to local governments, opposing military forces and international agencies;
- monitoring of conditions in potential conflict areas for signs of increased tension or conflict escalation;
- observation and reporting on alleged abuses of human rights;
- assistance with referendum or election validation, and
CHAPTER 2.  MILITARY OBSERVER DUTIES

- conducting and coordinating liaison between combined, and UN mixed military working groups and components, NGOs, and UN and civilian humanitarian agencies.

NEED FOR IMPARTIALITY AND TRANSPARENCY OF OPERATING PROCEDURES

In order to maintain impartiality and objectivity, and display transparency of operating procedures, thereby best pros- ecuting his responsibilities as a United Nations military observer, the officer selected will need to discharge his functions and duties, and regulate his conduct, solely with the interests of the United Nations in view. To achieve this goal he therefore will not seek or accept orders or instruc- tions from his government or any other authority external to the United Nations. Furthermore, the observer is discou- raged from having any family or close friendship ties with individuals or organizations from the countries in the mission area which could give rise to any doubts about his neu- trality and personal integrity.

Military observers should aim to preserve and demon- strate impartiality wherever possible as display of favourit- ism to one side or the other in a dispute will result in loss of trust and confidence of the other party, and consequently erode any trust which may have built up. Furthermore, compromised impartiality may cause escalation of the dis- pute, and subsequent failure of the mission.

OBSERVATION POST DUTIES

Specifically, Observation Post (OP), and/or Check Point (CP), duties for each particular mission will be covered in detail in that mission’s Standard Operating Procedures (SOPs), so a brief summary only will be given here.
CHAPTER 2.  

MILITARY OBSERVER DUTIES

Daily Routine. The Chief, or Senior, Military Observer will determine the daily routine and working/duty hours to suit the needs of the mission mandate. Generally, however, military observers will work seven-day weeks and be granted Compensatory Time Off (CTO) to provide opportunities for rest and recuperation after periods of arduous duty. The detailed formulae applied to calculate "days worked = days off" will be promulgated separately for each mission.

Staff Duties. The importance of "Staff Duties" must not be understated, as military observers will not only be employed on Observation and Check Point Duties, but in many instances will spend part of their deployment employed as Operations Officers or Duty Officers in the mission headquarters. It is imperative, therefore, that officers chosen for duty with the UN must be competent in, and confident of, their ability to compose concise and accurate reports and recommendations. Generally the selected officer will have had some experience of his own nation's procedures and practices, and this experience will provide a starting point for assimilation of the international procedures used in UN mission headquarters. Recent completion of either of the "UN Military Observer’s" or "UN Staff Officer’s" courses would be extremely beneficial to the prospective military observer.

Observation/Information-gathering Techniques. Observation, Information-gathering and Reporting are perhaps the most time consuming, but important, aspects of the military observer’s duties. Generally there are two recognized types of information-gathering techniques, which are:

- static procedures (i.e. from 'observation posts'), and
- mobile procedures (i.e. from foot, vehicle or aerial observation),
the detailed techniques of which will be promulgated in mission SOPs. However it is incumbent upon the military observer to ensure that he knows and understands the nature and role of the mission and the tasks he has been detailed. He must be able to compile accurate and verifiable sketches and notes, from which he will be able to submit reports of his observations. UNMOs’ have to ensure that information gathered remains UN property and is not in any case given to non-UN use.

**PATROL DUTIES**

Patrol Duties will include, but not be restricted to, the following types and responsibilities:

- vehicle patrols (including ‘tailing/mobile surveillance’),
- foot patrols,
- aerial patrols,
- long-range patrols
- standing patrols,
- town security, or curfew patrols,
- interposition, or buffer patrols, and
- verification of mine / UXO information patrols.

Specifically, Patrol Duties for each particular mission will be covered in greater detail in that mission’s Standard Operating Procedures (SOPs). If the mission consist of both armed and unarmed peacekeepers, special attention is to be paid to not compromising each other or putting each other in danger. Mixed patrols should be avoided.

**Note:** While on patrol always use maps with no additional marks. Maps marked with UN locations may in some mission areas be acceptable.
CHAPTER 2. **MILITARY OBSERVER DUTIES**

**INSPECTION/SEARCH PROCEDURES**

Dependent upon the mission mandate, Inspection and Search Procedures SOPs will promulgate the manner and conduct required of personnel who are tasked to carry out searches of property and individuals - national sensitivities must be taken into account to avoid offending local religious and cultural beliefs. Special attention to be paid to the fact that armed and unarmed peacekeepers suit different operations.

**INVESTIGATIONS/VERIFICATIONS**

Military observer’s duties will include, inter alia, receipt of complaints from the belligerents and the consequent requirement to conduct investigations, and verify or otherwise, alleged breaches of ‘cease-fires’ and ‘separation lines’. The complaint, and subsequent investigation and verification must be submitted formally, and accordingly the military observer must be able to formulate timely, accurate reports to his superiors, stating the facts of the incident, the outcome and suggested possible actions to prevent recurrences. Detailed SOPs for the mission will promulgate the format and style required for this procedure. The difference between armed and unarmed peacekeepers has to be kept in mind.

**Basic Investigation principles**

The purpose of Investigation is to establish the facts, what has happened. As an investigator you have to be correct, firm, fair and honest.

**Preparations:**

- clarify the task
- prepare your plan and get the equipment needed
- identify the problem, is it routine or sensitive
- has there been earlier similar cases in same area
CHAPTER 2.  MILITARY OBSERVER DUTIES

- use of interpreter
- communications
- contacts to the spot
- logistics.

**Investigation:**
- create good order on the spot
- keep unauthorized personnel away
- keep witnesses apart from each other
- visit all involved parties
- get statements from all parties
- use camera and tape recorder if possible

**Problem areas:**
- translation
- determining locations (what, from which direction, who)
- determining time of the incident in question
- reliability of the statements

After the completed investigation the HQ should have a report from which they can determine if a violation has occurred. Based on the report UNMO HQ either submits a complaint to the party concerned, or determines that the case is inconclusive.

**GENERAL LANDMINE / UNEXPLODED ORDNANCE (UXO) SAFETY**

Mine and UXO clearance will be the responsibility of specialist personnel (i.e. UN military pioneer troops, engineers, ammunition technicians, or qualified humanitarian mine action organisations).

The military observers’ training should, however, have installed a sense of:
CHAPTER 2. MILITARY OBSERVER DUTIES

- general mine and UXO awareness,
- proper safety procedures for travel and movement in mine affected areas,
- proper procedures in case of accidental entry into a minefield,
- appropriate action in emergency situations involving mine/UXO incidents and
- specific information on the local mine and UXO threat (inclusive of booby traps).

The best reference for general mine and UXO safety information is the Landmine Safety Handbook produced by the United Nations.

COMMUNICATIONS

Written / Electronic. Communications, both written and spoken, will be the military observer’s “tools of trade”, and for many officers the spoken form will probably be in a language other than their own native tongue. It is imperative that officers chosen for UN duty are familiar with the English language as it is the most widely used in UN missions. The importance of staff duties and clarity and accuracy of written reports has been emphasized earlier in this Section.

Media Awareness. Officers selected for duty with UN missions are reminded of the effect that the media may exert upon political leaders and policy makers. It is not uncommon for media representatives to attempt to ingratiate themselves with UN personnel in order to obtain rides on UN transport assets, and thereby present themselves as “accredited” or “UN-sponsored” spokesmen. Military observers are reminded of their obligation to:
- always note and report the presence of news media,
• only discuss factual matters within your area of responsibility if you cannot avoid speaking to journalists,
• refer all other questions to the Public Information Officer (PIO),
• think before speaking, be polite and helpful, but firm when referring journalists to a higher authority,
• be honest and positive, whilst remaining professional and dignified,
• never give formal interviews without prior approval from the mission PIO, and do not discuss UN operations, plans or procedures at any time with journalists,
• never divulge information about local forces which might be of use to opponents (ie be particularly careful in social environments),
• never speculate, nor provide an opinion as to what might or might not happen in certain circumstances,
• never mislead or take sides, and
• never allow the media to pressure you into saying things that you would rather not say or that you should not discuss.
INTRODUCTION

Negotiation, mediation and diplomatic activities are the concern of governments and experienced diplomats. Their approach to mediation and negotiation involves political considerations rather than practical military issues.

Peacekeeping operations can contain elements of both small and large scale military confrontations which have to be dealt with during the de-escalating effort.

United Nations peacekeeping operations are prepared and organized to handle both civilian and military aspects. As a unique feature, UN field operations have a well developed system providing liaison from government down to the local level. Liaison officers, military observers, civilian police and officers in UN units perform the actual day-to-day duty. (See SOP for the actual mission.)

LIAISON DUTIES

The Military Observer’s continuous work, parallel to other duties, is liaison with all the “players” in the field. Through liaison, meeting people, discussing with people, having tea with the local population, etc. UNMOs pave the way to fulfilling their other tasks. When you know the people and they know you, it is easier to start actions needed to solve the problems.

Liaison is defined as “the communication or co-operation between organizations”. For UNMOs this is expanded to include persons, groupings and organizations acting in the mission area.

The aim of Liaison is to establish communication, build productive relationships and create mutual understanding. Successful liaison will result in dispute resolution on low level, increased credibility, easier access to important per-
sons and information and greater understanding of the situation and people in the mission area.

Conflict thrives on rumor, uncertainty and prejudice. Therefore liaison is a vital tool and key to success, by presenting accurate information within parties, built on trust.

In order to be effective liaison officer, MILOBs have to record all the people they meet, the discussions they have and other information they gather. These records help in reporting to higher HQ, finding persons whom to contact when something happens and in briefing MILOBs who serve after you,

**NEGOITIATION TECHNIQUES**

There are four points define a straightforward method of negotiation that can be used under almost any circumstance. Each point deals with a basic element of the negotiation, and suggests what you should do about it.

**PEOPLE:** Separate the people from the problem.

**INTERESTS:** Focus on interests, not positions.

**OPTIONS:** Generate a variety of possibilities before deciding what to do.

**CRITERIA:** Insist that the result be based on some objective standard

The negotiations must be carefully planned and generally coordinated in three phases:

**Phase 1:** Preparation

**Phase 2:** Conduct of the negotiation / mediation

**Phase 3:** Follow up the negotiation / mediation
PHASE 1 - PREPARATION

Every UNMO must bear in mind that the preparation in the most important phase in any negotiation. In order to be prepared to face any kind of negotiation (expected and unexpected) is very useful to observe the following three key stages:

- Prior to deployment
- Upon the arrival in theatre
- Prior to actual negotiation / mediation

PRIOR TO DEPLOYMENT

- Do some research in advance.
- Know the history of both the region and the parties involved in the conflict (both recent and ancient) we may think in terms of decades, but most people in the world think in terms of centuries.
- Learn and understand key phrases in the local language that will aid with the negotiation.
- Know and understand ethnic and cultural differences between the two parties involved in the conflict. (Beyond just avoiding offensive behaviour) how emotional and sensitive they are, what is their style of communication (soft spoken or loud) etc.

IN THEATRE

- Learn to understand the personalities you are dealing with. Pay attention to their nuances. Each belligerent you will deal with is different. Do not lump them all into a category simply because of their ethnicity. Study the files of local leaders and other influential people on your area of responsibility.
Know and understand the abilities and limitations of your own team.

**IMMEDIATELY PRIOR TO NEGOTIATION**

- Get aquatinted with the problem at hand (why is it important to either side, what is the history of this problem).
- If possible, establish who should/will attend a negotiation or mediation. (Do the reps for each party have the authority to speak for their side, if you know a certain rep from a certain side is a hot head, ask to speak to someone else in the chain)
- Ensure you understand the limits of your own authority when negotiating. If in doubt, confirm with your superiors what you may or may not offer during negotiations
- If you get in to trouble during the negotiation, ensure you have some escape routes planned for yourself (verbal and physical). Know some catch phrases that will allow you to leave quickly
- Clearly identify the areas of difference between the parties and be prepared to downscale the differences and emphasize what they have in common (always look for opportunities to reinforce consensus)
- If you are going to use translators (which is more common than not) ensure they are well briefed as to what you are attempting to accomplish and exactly what their role will be
- Finally, it is important that you maintain a high level of personal dress and deportment as well as a positive and professional attitude prior to and during the negotiation. These attributes will mark you as a professional to the belligerent parties and will go a long way towards establishing your credibility.
CHAPTER 3.  LIAISON, NEGOTIATION AND MEDIATION

- Ensure that the security arrangements agreed are in place.

**FINAL TACTICAL PREPARATION**

Ask yourself the following question to become focused before a negotiation or mediation:
- What do I hope to achieve with this negotiation?
- What does my opponent want from this negotiation?
- What common ground do we share?
- What is the minimum result I have to achieve?

Most of these questions can be answered by determining what the interests are for each of the parties. These can be somewhat determined through a simple interest analysis.

**Interest Analysis**
- It is a vitally important part of the final tactical preparation stage to identify the potential interests of those with whom you will be negotiating. You may accomplish this task by running through the headings included in a simple acronym CHEAP BFVs.
- CHEAP BFV's stands for Concerns, Hopes, Expectations, Attitudes, Priorities, Beliefs, Fears, and Values.
- From this analysis you should be able to determine what you want, what your opponent wants and where you might have common interest.

**PHASE 2 - CONDUCT**

**NEGOTIATOR’S TIPS**

- Pay military and social compliments to all military and civilian representatives involved in the negotiations. Take
the time to welcome and bid farewell to all of the key players.

- Encourage an air of cordiality, dignity and respect in the proceedings.
- Define the common ground to reinforce the success already achieved. If friction occurs, do not attempt to fill gaps in conversation. It may be more productive to allow long pauses to occur. This is a psychological tool to encourage the parties to take the initiative in speaking, and thereby revive dialogue.
- Remain calm if one of the parties decides to criticize the mission, you as an individual, or a third party. Never lose control of your emotions, this is interpreted as a sign of weakness, and inhibit your ability to continue effectively as a negotiator.
- Be tactful and avoid any inference that might be interpreted as criticism.
- Do not be arrogant or patronizing. This may backfire with justification.
- Be fair in your approach to all parties. Avoid circumstances that may lead to a “loss of face”.
- Use the correct terminology known by all.
- If it is required to convey complaints, ensure that the particulars are clear, complete and in writing.
- Make no promises or admissions, unless you have the authorization to do so.
- Do not reveal anything about one party that could be exploited by the other party. Maintain scrupulous impartiality in all speech and actions.
- If you make a statement that you will do something – do it; and if you cannot, explain the to the parties why.
CHAPTER 3. LIAISON, NEGOTIATION AND MEDIATION

Maintain Eye Contact with the Speaker

During a translation of speech, it will be essential to maintain eye contact with the person with whom you are speaking (and not the interpreter) in order to identify cues to “non-verbal communication” that indicate whether the objectives of the discussion are being achieved, and opportunities for new initiatives are offered.

THE OPENING TALKS

- Take your time and be patient. Do not try to rush the proceedings.
- Remember the customary salutations and exchanges of courtesies (in accordance with the local habit).
- Introduce yourself and your team (wear name tags).
- Some introductory small talk everyone may be helpful to set everyone at ease and to establish an air of cordiality. It also offers an opportunity to assess the mood.
- Outline the plan for the meeting.
- Offer or take refreshments.

THE MAIN TALKS

- Follow the agenda.
- Listen to one side. Do not interrupt, be patient.
- Listen to the other side.
- Obtain agreement on facts or record differences.
- Decide whether specialists are needed to provide expert advice (i.e., weapons, mines, economic, cultural, etc.).
- If incorrect information is given, state the facts (supported by evidence) but do not argue.
- State your understanding of the cases presented by each side.
CHAPTER 3.  LIAISON, NEGOTIATION AND MEDIATION

- State the mission point of view based only on facts.
- Reach an agreement (subject to confirmation); or
- Agree on facts; or
- Agree on next step; or
  - Agree on parallel undertakings; or
- Indicate intent to escalate.
- If there are differences in points of view, note them, highlighting the point of view of the opposite side. Declare that you will revisit the issue after an investigation of the key problems. Carry out your investigation and negotiation in a similar manner with the other party.
- Always be restrained if one of the parties expresses a negative view about the mission, the opposing party’s morale, politics or methods.
- Make careful reminders about agreements, actual arrangements and past practices.
- Try to make everybody accept the mission’s mandate and the solution it promotes.

ENDING THE MEETING

- Summarize the meeting by repeating what has been agreed. If possible confirm it in writing.
- Coordinate a time and place for a subsequent meeting.
- Encourage a final exchange of pleasantries and polite phrases, etc.
- Attempt to set the stage so that everyone departs at the same time and no one is seen to be remaining behind to obtain an advantage.
PHASE 3 – FOLLOW UP

POST-MEETING ANALYSIS

Keeping in mind that at the lower levels the follow-up would consist of little more than a back briefing to the next superior officer. For Military Observers, it may be useful to gather the supporting team to conduct an “After Action Review” of the meeting. The purposes of this discussion should cover the following:

- A review of the arrangements that were in place to organize and conduct the meeting,
- A review of the discussion and interaction that took place to identify the issues that need follow-up action and the impressions on attitudes and opportunities for future discussion;
- A discussion to determine what went well,
- A discussion to determine what did not go well and on particular the administrative or procedural issues that require improvement; and
- A confirmation of what action is necessary next time to improve the negotiation procedure.

“Record of Discussion Report”

Based on the negotiation and the above review, a “Record of Discussion Report” should be prepared. The format or required content of this report are usually defined in Mission SOPs.

Content of the Report:

- The time, date and place of the meeting,
- The names and appointments of the participants,
- The agenda,
CHAPTER 3. Liaison, Negotiation and Mediation

- The key points raised in discussion and the result of the discussion (i.e., decisions, follow-up action, recommendations, arrangements or undecided issues),
- The particulars of any follow-on meeting,
- Any other relevant points.
- The distribution of the report; mission SOPs normally define the distribution requirements.
- It may be the convention to issue a copy of the report to the opposing factions. If this is the case, it will be necessary to ensure that the appropriate authorities review the report before the distribution.

Verbal Back-Briefing

The Senior negotiator will usually deliver a verbal back briefing as soon as possible to the appropriate authorities in the chain of command. This will provide the opportunity to exchange ideas on the approach needed.

Personality Sheets

If the mission maintains personality sheets, a review of the applicable sheets should take place in order to define whether amendments to the sheets are required.

Media Release

In some cases all parties may agree to allow the media to photograph the meeting and to report the result, then a media release may be authorized. It should be coordinated with mission spokesperson and the opposing factions (if appropriate) before the release.
FOLLOW-UP ACTION

If any follow-up action was proposed or agreed, it must be taken without delay and completed as promised. Appropriate responses to the parties should be presented in accordance with the plan that was agreed upon. If circumstances preclude the action being taken, this too should be reported to the parties affected by the activity. This also applies to actions promised by the opposing forces. If they should fail to provide the responses that are required, appropriate action should be taken to hold them accountable for their inaction.

Bibliography:
“Peace Support Operations Field Book”. Canadian forces PSTC/LFTD
“CAECOPAZ Military Observers Classnotes and Handouts”

MEDIATION

The technique applied in mediation is basically the same as for negotiation. The most important difference is that representatives for the opposing parties are present in the same location.

This calls for careful considerations concerning security measures as well as pre-accepted subjects for the meeting.

PREPARATIONS

- Meet the parties separately before the meeting;
CHAPTER 3.  **LIAISON, NEGOTIATION AND MEDIATION**

- discuss the subjects, make an approved agenda and distribute it before the meeting;
- select a meeting place (“a no man’s land” or secured area);
- establish the conditions for the meeting - armed/unarmed - how many persons - interpreters - communications - seating - who goes first - separate rooms; and
- consider possible solutions to the main issue.

**CONDUCT OF MEDIATION**

- Start the meeting by reading the agreed agenda;
- if there has been a previous meeting give the result and the status of what has been implemented;
- appear neutral, observe objectivity and remain respectful;
- try to balance the outcome (“one for you and another one for me”);
- on one hand, no subversions and on the other hand, do not jump to conclusions - let the parties negotiate; and
- if nothing has been agreed on, maybe they can agree to meet again.

No one can change the past, but you may be able to change the future.

**FOLLOW-UP**

(As mentioned under negotiation.)

**THE USE OF INTERPRETERS**

The United Nations provides the interpreters. They are often recruited from the local population and paid a salary in accordance with a UN contract. Not all of them may be
working in a full-time job. Whenever an interpreter is needed you need to make sure that arrangements are made for the pick-up and transportation of the interpreter to the meeting place.

Because you are normally not used to speaking through an interpreter, you have to take special consideration on that matter.

Interpreters are normally not professionals either; you have to be determined as to how to operate. Sometimes these locally recruited interpreters who may have served the UN for a long time tend to take over in discussions; that you should not accept.

The interpreter is a vital part of you and your job. He/she is a “interpretation aid” attached to your ears and mouth.

You will give the interpreter instructions before the meeting. He/she must:

• act with a “non-visible” attitude;
• be fully impartial;
• translate your sentences with the greatest accuracy;
• do not add anything to your sentences or try to explain your sentence;
• never participate in the discussion.

During the interpretation you will watch the eyes of your counterpart (not the interpreter) to see if the “non-verbal communication” appears to be in line with your sentence.

CHAPTER 3. **LIAISON, NEGOTIATION AND MEDIATION**

[Image of a globe and a peace symbol]

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*United Nations Military Observers Handbook*
CHAPTER 4

STAFF DUTIES AND REPORTING
CHAPTER 4. STAFF DUTIES AND REPORTING

DOCUMENTATION

Written staff work can pose difficulties in United Nations PKOs because of the varied backgrounds, nationalities and staff systems of the participants. To minimize such difficulties it is necessary to aim for simplicity in the language and construction of the documents.

Official letters are formal letters used within the PKO concerned, and between PKOs and UN Headquarters, New York.

Inter Office Memo is used for internal correspondence within the HQ. It is designed to save time and may be hand-written.

- The inter office memo will normally be written on the headed notepaper of the particular operation involved (e.g. UNITED NATIONS INTERIM FORCE IN LEBANON).
- Unlike the other formats these headings will be part of the notepaper.
- Normal paragraphing.
- No signature block. Normally the sender will sign after his/her typed name.

Minutes of Meetings are an essential part of any meeting. Minutes are NOT a verbatim account of all discussions, argument and counter-argument, but the essence of important discussions should be recorded so that readers not attending obtain appropriate and adequate information.

OPERATIONAL REPORTS

Daily Situations Report. All peacekeeping missions are required to provide UN headquarters with daily situations reports (SITREP).
CHAPTER 4. **STAFF DUTIES AND REPORTING**

SITREPs are not intended to replace the normal detailed communications between Missions and Headquarters on specific matters.

The daily SITREP should cover the period midnight to midnight local time.

*Ref.: DPKO outgoing fax to all missions. 2000*

The topics mentioned under the individual headlines will be reported to the extent necessary in accordance with the mandate of the mission and the situation on the ground.

If a single topic takes more space than one page, the topic is commonly reported on as an annex to the SITREP for practical reasons.

Before you start working - see the mission SOP.

**HIGHLIGHTS**

Three or four sentences, or more if need be, should summarize the most significant events during the reporting period. The highlights should cover the major events or trends of the reporting period. These items are to assist senior readers and editors in ensuring that key events are not overlooked. Further details would be provided in topic paragraphs below.

**POLITICAL**

Any political events directly affecting the mission or mission’s mandate. In the case of the daily reports, these developments should give the substance and significance of an event. In the case of weekly reports, Headquarters would expect to see more in-depth analytical comments on trends and broader issues when appropriate. This would include the outcome or results of meeting or discussions with major political figures. If there were no tangible results or the meeting was inconclusive, this should also be noted.
CHAPTER 4.  STAFF DUTIES AND REPORTING

MILITARY
Military events of significance. Examples: important military developments or actions by any of the parties since the last report (by region or sector) or any changes to mission deployment.

HUMANITARIAN
Significant developments. Examples: aid provided or problems encountered in humanitarian assistance programme.

HUMAN RIGHTS
Significant developments should include information on human rights issues and/or incidents that fall within the mandate of the mission.

CIVIL AFFAIRS
Important developments affecting CIVPOL, mine clearing, or UN agencies in areas of responsibility (could include NGOs if applicable), where they impact on the mission’s activities, if not covered elsewhere (e.g., in the humanitarian affairs section).

PUBLIC INFORMATION ACTIVITIES
Important events reported by the local media with a direct or indirect bearing on the mission. This is an optional category to be applied to by mission’s with the resources to monitor media activities.

SECURITY AND SAFETY OF PERSONNEL
Any information noted or activity observed that affects, or could affect, the safety of UN personnel. For the weekly summary, report on any trends that may have emerged over a period of time.
**LOGISTICS**

Major logistics activities or problems affecting operations. If it is deemed sufficiently significant, this information can be included in the weekly summary as well. Such information is of interest to a wide audience as opposed to a specific problem or detail of interest to one specialist. For example, the report of arrival or lack of critically needed equipment (APCs, rations, etc) or the closure of an airport during a crisis is of interest to planning, political and military officers and the Field Administration and Logistics Division.

**CASUALTIES**

Deaths and injuries. Separate military, CIVPOL and civilian and classify as to whether it was from hostile action, accident, suicide, natural causes (i.e., heart attack) etc.

For weekly, include casualties for the reporting period and cumulative figure for the year-to-year and the total since the mission’s inception.

**COMMENTS**

Special Representative - Head of Mission, and Force Commander’s comment. (Should be included in the daily report only when appropriate.)

For the weekly, medium-to-long term assessments and observations on the impact that reported events may have on the mission should be included. Upcoming events of significance and their potential impact may also be included.

**REPORT WRITING STYLE GUIDE**

This guide is intended to aid Staff Officers and Duty Officers in the writing and editing of reports.
CHAPTER 4. STAFF DUTIES AND REPORTING


ABBREVIATIONS

Unusual abbreviations or acronyms should be spelled out fully the first time that they are used in a document.

Use USA, not US, as an adjective describing the United States. This is because reports are sometimes telexed in upper-case and the noun "us" can be confused with the adjective "US" in the upper-case.

Abbreviations for reports should be in upper-case, e.g. NOTICAS, SITREP, SINCREP.

Should you come across any abbreviations which are unknown, check back with the originator and follow the rule mentioned above when you report. Abbreviation for United Nations Military Observer is UNMO.

CAPITALIZATION

Capitalization of words in English is never easy. Proper names are almost always capitalized, along with titles when they are attached to names.

Example: President C.....

The titles of organizations are also capitalized.

Example: ..... the Royal Cambodian Armed Forces.

But a generic description of something is rarely capitalized.

Example: The presidents of the parties will meet tomorrow.

Note that when a title is used to signify a specific individual, it should be capitalized.

Example: President J... is visiting the UN. The President will speak on 22 March.

Government is almost always capitalized, even when used generally.
CHAPTER 4.  STAFF DUTIES AND REPORTING

DATES
Dates should follow the format: Day, Month, Year.
Example: 22 March 1995.
To avoid confusion do not use “today” or “yesterday”, use dates instead. All dates should be written in full, i.e. 02 November.
When in doubt, begin the report statement with the date of the event.
Example: On 13 December......
One need not insert the year unless the event is related to another year.
Example: All USA soldiers will depart by 31 March 1995.

FORMAT
Reports may carry a header and footer with a UN Classification.
Maps or diagrams used to illustrate a particular point are to be included in the report, if technical means for the lay-out and the communication of the report are available.
When writing the reports, take care to leave the correct spaces after punctuation marks:
After a full stop (.) or colon (:) leave two spaces. After a comma (,) or semi colon (;) leave one space. This makes the document easier to read.

GRAMMAR
Two equal phrases in one sentence require a semi-colon (;).
Example: They fired; we fired back.
The three word rule: Any prepositional phrase at the beginning of a sentence with three or more words in it, e.g. “In the winter”, must have a comma after it.
Adverbs, such as “reportedly” or “recently”, should come close to the verb to which they relate. Rarely should they begin a sentence.

Media is a plural noun and is therefore followed by the plural form of a verb when media is used as a subject.

Example: *The media report that....*

When describing armed forces, avoid using just the title of the forces or unit. Write: “The NPFL attacked a village” or “NPFL forces attacked a village”.

**MEDIA**

Media reports should be accredited at the end of the sentence or paragraph with the source in brackets, i.e. (AFP), (ITN) or (REUTER), etc.

When using media reports always indicate the source, e.g. “The media report that....” If it is not clear how reliable the media report may be, use phrases such as “UNITA-controlled media sources claim that....”

**NAMES AND PLACES**

Always use the person’s title or Mr. or Ms.

Example: *Mr. Cle., Secretary-General Boutros-Ghali, etc.*

As a general rule, the United Nations says “the Government of Canada”. (Note the capitalization.) This avoids confusion since there can be many governments at various levels in a country. If you are in doubt whether a particular government is recognized by the United Nations, check the list of “Permanent Missions to the United Nations”. Only recognized governments can have representatives or observers at the UN.

If a place or region is not internationally recognized, put the name in quotation marks when describing it.
CHAPTER 4.  **STAFF DUTIES AND REPORTING**

Example: “ABKHAZIA” or the “ABKHAZIAN defence minister”.

All place names should be typed in capital letters, e.g. TUZLA, SUKHUMI etc.

When a geographical expression is part of a name, it should be capitalized. Example: Sector East, State of California, New York City.

When referring to a place name that is not on the map indicate its distance and direction from a marked place name.

**NUMBERS**

The numbers from one to ten are usually spelled out in full, e.g. seven. Those above ten are usually expressed as figures, e.g. 42. But there are exceptions, e.g. “between seven and eleven”, or “the 4th Brigade”, or “07 November”.

Avoid having a number which is expressed as a figure as the first word in a sentence.  
Example: Eight soldiers were observed.

**SEQUENCING**

If incidents are referred to by date, ensure that they are put down in the correct sequence, i.e. “On 21 December, a meeting took place between...... On 23 December, three vehicles..”

**SPELLING**

Be aware that the UN uses International English (British spelling as described in the Concise Oxford Dictionary).

Common spelling problems:

- Cease-fire and machine-gun are always hyphenated when they are used as nouns. Middle East is not hyphenated.
- Small arms is always plural and is two words.
CHAPTER 4.  STAFF DUTIES AND REPORTING

- Logistics as a noun is always in the plural.
- Battalion has two “t”s and one l in English.
- “It’s” is an abbreviation in English for “it is”. The possessive “its” has no apostrophe.
- Secretary-General is always hyphenated and written in full.

**STYLE**

Refer to the UN Correspondence Manual and the UN Editorial Manual when in doubt as to matters of style, abbreviations or format.

Ensure that correct titles are used for individuals, CMO, FC etc.

**TENSE**

Reports should be written in active tense, with the subject clearly identified. Instead of “incident took place..” use “On 23 September 2001, xx troops fired at location YY with.....”. Use short clear sentences.

**OTHER REPORTS**

The number of different reports the operational UNMO needs to be familiar with depends to a great extent on the mandate of the mission and the situation on the ground.

The formats needed are in the computers of the mission. But when UNMOs are working in areas where electricity is not always 100% available, some handwritten documents may also be needed.

The below-mentioned examples should not be considered a comprehensive selection of report forms. You may also find minor deviations in the content of the reports depending on the mission in question, therefore review the SOP for the actual mission before you start reporting.
CHAPTER 4. STAFF DUTIES AND REPORTING

WARNING REPORT (WARNREP)

The purpose of a Warning Report is to warn other UN units, patrols and OP to give them time to take appropriate action. It is used when a serious or potentially serious violation of a cease-fire agreement is occurring/is about to occur/has occurred. A Warning Report should be followed up as soon as possible by the appropriate operational report.

Although there is no formal format for a Warning Report, the following information on the incident/activity should be included:

- To (call sign)
- From (call sign)
- WHEN it started (time group) if known
- WHAT is happening
- WHERE it takes place
- WHO are involved (if they cannot be identified, state: - unidentified u/I)
- WHAT ACTION is being taken by the rapporteurs
- (The appropriate Incident/Activity) report to follow in ....... minutes.

SITUATION REPORT (SITREP)/ SPECIAL INCIDENT REPORT (SINCREP)

The purpose of a SITREP/SINCREP is to report any incident/activity which could lead to a breach of a cease-fire agreement or any other incident/activity which is not covered by any other report.

AIRCRAFT ACTIVITY REPORT (AIRREP)

The purpose of the AIRREP is to report the flying and/or the attack by one or several aircraft.

A WARNREP has to be sent first to ensure that everyone’s attention is drawn to the sky.
CHAPTER 4. STAFF DUTIES AND REPORTING

SHOOTING REPORT (SHOOTREP)/FIRING CLOSE TO OP REPORT (FIREREP)

The purpose of a SHOOTREP is to report any firing of weapons including mines, which could be considered a violation of a cease-fire agreement or to report on warring factions’ activities.

MINEREP

The purpose of a MINEREP is to report the location of known or suspected mined areas, or mine incidents.

All such firing, with any type of ammunition (including flares, illumination and smoke) that is seen and heard or heard only or if the origin of the fire and the impact area or the direction to the impact area could be determined, should be reported.

NOTE: The basis for a SHOOTREP is that at least two of the following facts are known: Origin, Direction or Impact Area. Do not give any damage assessment of the impact area.

FIRING CLOSE TO OP REPORT (FIREREP)

The purpose of a Firing Close to OP Report is to report all firing of weapons or detonation of any device which:

- Impacts within a UN compound.
- Causes fragmentation or debris to fall within a UN compound.
- Causes casualties to UN personnel.
- Causes damage within a UN compound.
- Otherwise endangers the safety of UN personnel.

Depending on weapons being used by the armed factions in the mission area, the mission HQ will usually define distances for various types of ammunition, weapon calibre or...
explosive ordnances to guide UNMOs in reporting firing close incidents.

A Warning Report should be sent first.

The report has the same format as the SHOOTREP and the same information, but the following should be included:

- Use map references at the closest point at which the round passed UN personnel.
- State the point of the OP/Compound at which the rounds/fragments impacted.
- Description of the action taken by the OP/Posn/Patrol such as Investigation, Ready Reaction Group requested, Liaison Officer informed, Medical Section informed (CASEVAC).
- Any information of casualties including damage caused which may be helpful in the evaluation of the report.

Do not show any written operational report to non-UN personnel and make sure your operational report has a “limited distribution”.

MAPS

Always take good care of your maps. Do not show maps with markings to any non-UN person.


While locating places in reports use UTM grids. When determining the Approximate Map Reference (AMR) follow this sequence:

1. Read the letters identifying the 100x100 km square in which the spot is situated.
2. Locate the vertical grid line to the left of the spot and
   – read the figures labelling the line in the margins;
   – estimate the tenths from the line to the spot.

3. Locate the horizontal line below the spot and
   – read the figures and estimate the tenths as above;
   ending up with a result like EP 357 689.
CHAPTER

5

INTRODUCTION TO COMMUNICATIONS
The authority for a UN operation to install and operate communications systems, i.e., radio communications, including satellite, mobile and hand-held radio, telephone, telegraph, facsimile or any other means, is stated in the Status of Force Agreement for the specific operation.

The peacekeeping tasks of the UN Force within the area of operation require an efficient signal system.

For various reasons, the nature of the assignment can be entirely specific to duties with UN and, essentially, different from normal military procedure.

This calls for more stringent control from senior headquarters over subordinate formations and units, than what would normally be the case.

- The telecommunications service between Force HQ and the HQ in New York will be operated by United Nations civilian personnel.

- The United Nations is responsible for providing communications between Force HQ and HQ NY and between Force HQ and subordinate headquarters. Contingents are responsible for their own internal communications.

- Military Observers

  Military Observer stations have communications equipment provided by the UN. Normal equipment is as follows:
  - Computers
  - Satellite phone (if needed)
  - VHF radiosets (station and cars)
  - HF radio (if needed)
  - Handheld radios

  Special radio equipment may be authorized by the Force for communication with outposts or for patrols where normal contingent equipment is inadequate for the task.
Contingents may use their national language on communications net within their own unit. On UN communications net the language is the official mission language, normally English, but some missions have had French and Spanish as their official language.

PROEDURE FOR RADIO COMMUNICATION

1. PREPARING THE SET FOR OPERATION
   - Make sure that there is a power source, that it is sufficient and ensure correct connection to the radio set.
   - Check the antenna and all cable assemblies ensuring tight and correct connection to the set.
   - Connect the audio accessories and check proper operation of function switches.

2. TRANSMITTING, GENERAL INSTRUCTIONS
   - Decide what you are going to say ensuring that it will be clear and brief.
   - Make sure no one else is speaking on the net when you start.
   - Remember to divide your message into sensible phrases, make pauses and maintain a natural rhythm to your speech.
   - When thinking about the rhythm of the speech, remember that the UNMO listening to you has to write your message down. Do not speak too fast. (This normally is a fault of new UNMOs who have prepared their messages very well).
   - Avoid excessive calling and unofficial transmissions.
Keep a distance of about 5 cm between the microphone and your lips. Shield your microphone from background noises.
### 3. PHONETICS

The following international phonetic alphabet shall be used:

<table>
<thead>
<tr>
<th>Ltr</th>
<th>Phonetic Equivalent</th>
<th>Numerical</th>
<th>Spoken as</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>ALFA</td>
<td>0</td>
<td>ZERO</td>
</tr>
<tr>
<td>B</td>
<td>BRAVO</td>
<td>1</td>
<td>WUN</td>
</tr>
<tr>
<td>C</td>
<td>CHARLIE</td>
<td>2</td>
<td>TOO</td>
</tr>
<tr>
<td>D</td>
<td>DELTA</td>
<td>3</td>
<td>THU-REE</td>
</tr>
<tr>
<td>E</td>
<td>ECHO</td>
<td>4</td>
<td>FO-WER</td>
</tr>
<tr>
<td>F</td>
<td>FOXTROT</td>
<td>5</td>
<td>FI-YIV</td>
</tr>
<tr>
<td>G</td>
<td>GOLF</td>
<td>6</td>
<td>SIX</td>
</tr>
<tr>
<td>H</td>
<td>HOTEL</td>
<td>7</td>
<td>SEVEN</td>
</tr>
<tr>
<td>I</td>
<td>INDIA</td>
<td>8</td>
<td>ATE</td>
</tr>
<tr>
<td>J</td>
<td>JULIETT</td>
<td>9</td>
<td>NINER</td>
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<td>K</td>
<td>KILO</td>
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<td>LIMA</td>
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<td>MIKE</td>
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<td>NOVEMBER</td>
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<td>OSCAR</td>
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<td>PAPA</td>
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<td>Q</td>
<td>QUEBEC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>ROMEO</td>
<td>12</td>
<td>TWELVE</td>
</tr>
<tr>
<td>S</td>
<td>SIERRA</td>
<td>44</td>
<td>FO-WER FO-WER</td>
</tr>
<tr>
<td>T</td>
<td>TANGO</td>
<td>90</td>
<td>NINER ZERO</td>
</tr>
<tr>
<td>U</td>
<td>UNIFORM</td>
<td>136</td>
<td>WUN THU-REE SIX</td>
</tr>
<tr>
<td>V</td>
<td>VICTOR</td>
<td>500</td>
<td>FI-YIV HUNDRED</td>
</tr>
<tr>
<td>W</td>
<td>WHISKEY</td>
<td>7000</td>
<td>SEVEN THOUSAND</td>
</tr>
<tr>
<td>X</td>
<td>XRAY</td>
<td>1478</td>
<td>WUN FO-WER</td>
</tr>
<tr>
<td>Y</td>
<td>YANKEE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z</td>
<td>ZULU</td>
<td>19A</td>
<td>WUN NINER ALFA</td>
</tr>
</tbody>
</table>

In general, numbers are transmitted digit by digit except that multiples of hundreds and thousands are spoken as such.
### 4. PROCEDURE WORDS

The following is the list of most common prowords (except precedence prowords) to be used and their meanings:

<table>
<thead>
<tr>
<th>PROWORD</th>
<th>MEANING</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACKNOWLEDGE</td>
<td>Confirm that you have received my message and will comply. (WILCO)</td>
</tr>
<tr>
<td>AFFIRMATIVE NEGATIVE</td>
<td>Use Yes and No at least if transmission is weak or distorted, in order to avoid misinterpretation (....ative ???)</td>
</tr>
<tr>
<td>ALL AFTER ...</td>
<td>Everything that you (I) transmitted after ... (Keyword)</td>
</tr>
<tr>
<td>ALL BEFORE ...</td>
<td>Everything that you (I) transmitted before ... (Keyword)</td>
</tr>
<tr>
<td>CORRECT (THAT IS CORRECT)</td>
<td>What you have transmitted is correct, you are correct.</td>
</tr>
<tr>
<td>CORRECTION</td>
<td>• An error has been made in this transmission. It will continue with the last word (group) correctly transmitted.</td>
</tr>
<tr>
<td></td>
<td>• An error has been made in this transmission. The correct version is ...</td>
</tr>
<tr>
<td></td>
<td>• That which follows is a corrected version in answer to your request for verification.</td>
</tr>
<tr>
<td>WRONG</td>
<td>Your last transmission was incorrect. The correct version is ...</td>
</tr>
<tr>
<td>DISREGARD THIS TRANSMISSION - OUT</td>
<td>This transmission is an error. Disregard it. (This proword shall not be used to cancel any message that has already been completely transmitted and for which receipt or acknowledgement has been received.)</td>
</tr>
</tbody>
</table>
### Chapter 5. Introduction to Communications

<table>
<thead>
<tr>
<th>Proword</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Do Not Answer - Out</strong></td>
<td>Station(s) called are not to answer this call, acknowledge this message, or otherwise to transmit in connection with this transmission.</td>
</tr>
<tr>
<td><strong>Silence - Silence</strong></td>
<td>Cease all transmissions on this net immediately. Will be maintained until lifted.</td>
</tr>
<tr>
<td><strong>Silence Lifted</strong></td>
<td>Silence is lifted. The net is free for traffic.</td>
</tr>
<tr>
<td><strong>End of Message - Over (Out)</strong></td>
<td>This concludes the message just transmitted (and the message instructions pertaining to a formal message).</td>
</tr>
<tr>
<td><strong>End of Text</strong></td>
<td>The textual part of a formal message ends. Stand by for the message instructions immediately following.</td>
</tr>
<tr>
<td><strong>Fetch ...!</strong></td>
<td>I wish to speak on the radio to that person (appointment title). Requested person is now using the radio by himself.</td>
</tr>
<tr>
<td><strong>Figures</strong></td>
<td>Numerals or numbers will follow. (This proword is not used with the call signs, time definitions, grid references, bearings, distances, etc., especially in fixed-form reports.)</td>
</tr>
<tr>
<td><strong>From</strong></td>
<td>The originator of this formal message is indicated by the address designation immediately following.</td>
</tr>
<tr>
<td><strong>To</strong></td>
<td>The addressees whose designations will immediately follow are to take action on this formal message.</td>
</tr>
<tr>
<td><strong>This is ...</strong></td>
<td>This transmission is from the station whose designation immediately follows.</td>
</tr>
</tbody>
</table>
### PROWORD MEANING

<table>
<thead>
<tr>
<th>PROWORD</th>
<th>MEANING</th>
</tr>
</thead>
<tbody>
<tr>
<td>MESSAGE</td>
<td>I have an informal message for you.</td>
</tr>
<tr>
<td>MESSAGE FOLLOWS</td>
<td>A formal message which requires recording is about to follow.</td>
</tr>
<tr>
<td>OVER</td>
<td>This is the end of my turn of transmitting. A response is expected. Go ahead, transmit.</td>
</tr>
<tr>
<td>OUT</td>
<td>This is the end of my transmission to you. No answer or acknowledgement is expected.  Do not answer, I have nothing more for you, I shall now call some other station on the net.</td>
</tr>
<tr>
<td>OUT TO YOU</td>
<td></td>
</tr>
<tr>
<td>READ BACK!</td>
<td>Repeat the entire following transmission back to me exactly as received.</td>
</tr>
<tr>
<td>I READ BACK</td>
<td>The following is my reply to your request to read back.</td>
</tr>
<tr>
<td>SAY AGAIN</td>
<td>Repeat all of your last transmission. Followed by identification data \ ALL AFTER, ALL BEFORE, WORD AFTER, WORD BEFORE it means: Repeat...(portion indicated).</td>
</tr>
<tr>
<td>I SAY AGAIN</td>
<td>I am repeating my transmission or portion indicated.</td>
</tr>
<tr>
<td>SEND!</td>
<td>Go ahead with your transmission.</td>
</tr>
<tr>
<td>SEND YOUR MESSAGE!</td>
<td>Go ahead, transmit: I am ready to copy.</td>
</tr>
<tr>
<td>...SPEAK SLOWER</td>
<td>Reduce the speed of your transmission. (Normally used in connection with request for repetition.)</td>
</tr>
<tr>
<td>I SPELL</td>
<td>I shall spell the next word, group or equivalent phonetically. (Not used when transmitting coded groups only.)</td>
</tr>
</tbody>
</table>
### CHAPTER 5.  **INTRODUCTION TO COMMUNICATIONS**

<table>
<thead>
<tr>
<th>PROWORD</th>
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</tr>
</thead>
<tbody>
<tr>
<td>RELAY TO...</td>
<td>Transmit the following message to all addressees or to the address designation immediately following.</td>
</tr>
<tr>
<td>RELAY THROUGH</td>
<td>Send this message by way of call sign.</td>
</tr>
<tr>
<td>THROUGH ME MESSAGE PASSED TO</td>
<td>I am in contact with the station you are calling, I can act as a relay station. Your message has been passed to ...</td>
</tr>
<tr>
<td>ROGER</td>
<td>I have received your last transmission satisfactorily.</td>
</tr>
<tr>
<td>ROGER SO FAR?</td>
<td>Have you received this part of my message satisfactorily?</td>
</tr>
<tr>
<td>WILCO</td>
<td>I have received your message, understand it, and will comply. (To be used only by the addressee.) ROGER and WILCO are never used together.</td>
</tr>
<tr>
<td>UNKNOWN STATION</td>
<td>The identity of the station calling or with whom I am attempting to establish communication is unknown.</td>
</tr>
<tr>
<td>VERIFY</td>
<td>Verify entire message (or portion indicated) with the originator and send correct version. To be used only at discretion of or by the addressee to which the questioned message was directed.</td>
</tr>
<tr>
<td>I VERIFY</td>
<td>That which follows has been verified at your request and is repeated. To be used only as reply to VERIFY.</td>
</tr>
<tr>
<td>WAIT (WAIT - WAIT)</td>
<td>I must pause for a few seconds.</td>
</tr>
<tr>
<td>WAIT - OUT</td>
<td>I must pause longer than some seconds, and I will call you again when ready.</td>
</tr>
</tbody>
</table>
CHAPTER 5. INTRODUCTION TO COMMUNICATIONS

<table>
<thead>
<tr>
<th>PROWORD</th>
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</tr>
</thead>
<tbody>
<tr>
<td>WORD AFTER...</td>
<td>The word of the message to which I have referred is that which follows...</td>
</tr>
<tr>
<td>WORD BEFORE...</td>
<td>The word of the message to which I have referred is that which precedes...</td>
</tr>
<tr>
<td>WORDS TWICE</td>
<td>Communication is difficult. Transmit (ing) each phrase (group) twice. This proword can be used as an order, request or as information.</td>
</tr>
</tbody>
</table>

5. EXAMPLE OF CONVERSATION

The Proword THIS IS or FROM is used to indicate the calling station.
ALFA - THIS IS CHARLIE - MESSAGE - OVER
FROM ALFA - SEND - OVER
THIS IS CHARLIE - WATCH FOR FALLEN ROCKS ON ROAD BIRKET - I SPELL - BRAVO INDIA ROMEO KILO ECHO TANGO - BIRKET - OVER
FROM ALFA - WILCO - OUT

6. REPORT OF RECEPTION

The following phrases are for use when initiating and answering queries concerning signal strength and readability.

RADIO CHECK What is my signal strength and readability, how do you read me?
YOU ARE Your signal strength and readability is as follows...
(I READ YOU)
CHAPTER 5.  INTRODUCTION TO COMMUNICATIONS

Reports of signal strength:

LOUD  Your signal is strong.
GOOD   Your signal is good.
WEAK   I can hear you only with difficulty.
VERY WEAK   I can hear you only with great difficulty.
NOTHING HEARD   I cannot hear you at all.

Reports of signal readability:

CLEAR   Excellent quality.
READABLE  Good quality. No difficulties in reading you.
DISTORTED   I have trouble in reading you.
WITH INTERFERENCE   I have trouble in reading you due to interference.
NOT READABLE   I can hear that you transmit, but I cannot read you at all.

Example:
52 THIS IS 11 - RADIO CHECK - OVER
THIS IS 52 - YOU ARE LOUD AND CLEAR - OVER
THIS IS 11 - YOU ARE LOUD AND CLEAR AS WELL - OUT

7.  FORMAL MESSAGE

Formal message parts should be transmitted in the following order:

• Preliminary call.
• Proword MESSAGE FOLLOWS (SEND YOUR MESSAGE).
• Abbreviated call with relay and transmission instructions, if any (READ BACK, RELAY TO, etc.).
• Message handling order = precedence (normally one of the following: FLASH, OPERATIONAL IMMEDIATE, PRIORITY or ROUTINE).
• Date and time group (14 0630 Z Jan).
• Proword FROM followed by originator’s call sign.
CHAPTER 5.  

INTRODUCTION TO COMMUNICATIONS

- Proword TO followed by action addressee’s call sign.
- Proword INFO followed by info addressee’s call sign.
- Proword TEXT BEGINS.
- Security classification (normally one of the following: UNCLASSIFIED, RESTRICTED, CONFIDENTIAL, or SECRET).
- The originator and the number of the message.
- The actual text.
- Proword END OF TEXT if final instructions are to follow, otherwise END OF MESSAGE.
CHAPTER 5. INTRODUCTION TO COMMUNICATIONS

SIGNAL SECURITY

The very nature of a UN Peacekeeping Operation means that signal security is not a matter of high priority. Normally, the need for signal security is only between the Force HQ and the UN HQ in New York for reports including political judgements and assessments.

However, it should be noted that there are no restrictions against using signal security systems in the Force and in contingents.

It is important that operational procedures for reports etc. are made in such a way that no involved party in a conflict can exploit information they may have monitored on UN radio nets.

Personnel operating UN communications systems must have a good command of spoken English and radio voice procedures.
CHAPTER 6

SECURITY AND SAFETY
Military observers are to be cognizant of their responsibilities in respect of personal and site security. The nature of UN Observer Mission duties indicates a necessity for greater security-awareness than would be the case in most officers’ country of origin.

GENERAL SECURITY MEASURES

**Neutrality.** A display of neutrality contributes to your own protection as well as to the protection of the force. It further ensures that you do not become a target of needless hostility. Ensure that the UN flag is prominently displayed on buildings and vehicles.

**Photography.** Photography may become a point of concern. Do not photograph military installations, equipment and personnel or any other sensitive area or object. Mission SOPs will promulgate specific instructions about this matter.

**Sites and Accommodation.** Military observers must always remain on guard against the possibility of attack by those who don’t accept UN-presence; do not develop regular times for routine tasks; do not become complacent and predictable.

**Personnel.** Exercise extreme caution when discussing UN operational matters and, in particular, when handling documents in the presence of local staff and non-UN personnel.

**UN Identification Cards.** Each UN mission issues mission specific Identification Cards (ID cards). To ensure verifiable and accurate identification as a member of the UN you are to carry your ID card at all times. Your ID card is to be presented whenever demanded by:

- any local authority acting within the scope of his official duties;
PERSONAL SECURITY MEASURES

**Personal Precautions.** Never carry large sums of money or other valuables which would make you attractive to bandits or hijackers. Avoid any political behaviour or speech which would draw unfavourable attention to the UN, and make you a potential target. Never pretend to be any kind of expert who could be useful for extreme political factions etc;

- Don’t leave the “Please clean my room” sign on your door, it tells people the room is empty;
- Check the identity of the person who knocks at your door, he is not necessary who he claims to be;
- Carry with you only the cash you need and divide it;
- Don’t walk or drive alone at night;
- Think twice before offering assistance to what seems to be a stranded motorist;
- Don’t hitchike or pick up hitchhikers;
- Park in well-lit areas.

**Hijack.** Events have demonstrated that UN personnel are potential targets. It is imperative that immediate action can be taken by the UN mission in case of hijack:

- If involved in a hijack situation, stay calm, do not provoke or antagonize the abductors, try to negotiate, do whatever you are forced to do. Watch your body language,
move slowly, try to defuse the situation. Appear to be innocent, don’t try to save anything but your life. Never try to hide anything, or throw away the vehicle keys or to obliterate any property.

- It is imperative that an “Initial Alert” is broadcast. UN mission reaction can only be efficient if it is initiated by a timely and accurate alert, if possible passed by the potential victim if the situation allows, or by a witness to the incident. This message and subsequent traffic pertaining to it will be given absolute priority by Operations Staff.

The following is the authorized hijack message text:

- “HIJACK”

- Incident location: An Approximate Map Reference (AMR) is the most useful indicator but this may not always be possible. Other simple indicators may be utilized, e.g., km N/S/W/E of UN Position Number, road junction, village, etc.

- Information on hijackers: If available, details such as number and description of hijackers, vehicle colour/make/ registration number, if armed, direction of flight, etc. Example: “All stations, this is CALL SIGN, Hijack! Hijack! Hijack!

Remember:
If attempting to despatch a radio message
keep the microphone out of sight!

- The hijackers are to be cooperated with and no attempt is to be made to flee.
- The hijackers are to be informed that we are unarmed military observers in their country in the service of peace and that we have no malice toward them.
If the hijackers insist on stealing the vehicle, they are to be requested to allow all personal belongings to be removed from the vehicle. This is to include all UN equipment. For this reason it is essential that UNMO’s do not bring unnecessary equipment when going on patrol.

In two-vehicle patrols, the rear vehicle should not attempt to render assistance, but it should retire to a safe distance, inform the HQ of the situation and be prepared to render assistance when the hijackers have left.

Should the UNMO’s be hijacked with their vehicle, then the non-hijacked vehicle is to follow at a safe distance whilst keeping in continuous contact with the HQ. The HQ is to make every effort to try and make contact with the faction the hijackers belong to and arrange the release of the UNMO’s.

**Detention.** If you are detained, there is no reason to conceal anything from the abductors. Make it clear that you are a member of a UN mission and that your duty is a peaceful one. Explain the mandate of your mission and that it has the support of all Member States of the United Nations, and the consent of all parties to the conflict in question. Do not hide your personality, or fear any punishment because of saying something you were forced to.

**Under these circumstances your first task is to survive!**

- Try to find out the reason for your detainment and act accordingly.
- Be aware that everything will be done by UN to save your life.
- Do not provoke your “detainers”, but attempt to find out what is their interest in you.
CHAPTER 6. SECURITY AND SAFETY

- Never do anything which could undermine the fact that you are a UN member.
- Avoid any resistance which could be misinterpreted by your detainers. They will probably be skilled in extracting information from people.
- Trust in the efforts of UN and all other nations involved to achieve your release.
- Try to remain as healthy as possible.
- Create a daily routine for yourself during the detainment.

MINES

Military Observers will often operate in mine and UXO affected areas. They should adapt their procedures and activities to reflect the threat and ensure their safety and security, wherever possible by preventing exposure to mine affected areas. By applying basic safety principles and procedures they can substantially reduce the risk of accidents involving mines and UXO.

Additionally, it should be noted that in most cases where military observers operate in mine affected areas, there will likely be some form of mine clearance or demining entity in existence, either UN, local military, non-governmental organisations, or commercial companies. These entities should always be sought out for professional assistance in case of mine accident or when observers realises they have entered a mine field. Self extraction, or attempts to rescue those injured from minefields, should only be a last resort where no other form of assistance is possible.

The following information is provided to assist in reducing the threat from mines and UXO:
- Tripwires, usually low to the ground.
CHAPTER 6. SECURITY AND SAFETY

- Tilt rods, usually 16cm - 1m in length.
- Disturbed surface, loose soil scattered about an area.
- Dead animals with blast injuries.
- Damaged or cleared areas in vegetation.
  - Round regularly spaced potholes/craters (mine detonation points).
- Ammunition cans.
- By passes or tracks around apparently good areas of road/track.
- Mines accessories, fuses, wrapping/packing material, clips, pins.
- Changes in local population movement patterns
- Vehicle tracks or foot prints in a pattern out of the ordinary.
- Local markings for example, cloth tied to a fence, a can on a post, small piles or circles of stones, rocks across a path or similar can be used.

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CHAPTER 6. SECURITY AND SAFETY

Areas in which to expect mines

- Military positions including confrontation lines.
- Likely military targets including infrastructure, airports
- Near civilian locations such as river crossings, wells and water points.
  - Farmland, woods, vineyards and orchards.
  - Anywhere where there is a restriction on movement, especially where recovery of a damaged vehicle is difficult. Bridges, defiles and narrow roads are examples.
- Likely ambush areas.
- Areas that offer good concealment.
- In rubble, debris or scrap on an otherwise clear route.
- Near any obstruction of a route that causes traffic to move onto a different surface.
- Near demolition sites, road blocks and military sites.
- Buildings that could be or have been likely command posts, observation points, rest areas.
- In doorways and room corners.
- In likely resting spots.
- In low ground where people might hide.
- Around abandoned equipment. Do not collect souvenirs.

Remember: Mines are designed to be hidden and hard to see
Practical steps you can take

- Always obtain relevant, current and detailed information on the mine/UXO threat in any area where UNMOs will be travelling.
- Also obtain current contact information for local mine action organisations that may assist you in the event of an accident.
- Information can be obtained from local Mine Action Centres, UN security Officers, NGOs and aid agencies working in the area.
- Patrol in vehicle pairs and keep at least 100 m between vehicles. If there is an incident then the other team in the vehicle can render assistance.
- Do not travel in the dark.
- Observe local movement patterns before using an area.
- Speak to local people and listen to what they tell you. Often, what you are not told is important.
- Do not use routes that have not been verified as clear of mines.
- Ensure all personnel in your patrol can assist a mine victim through appropriate first aid and notification of medical and mine action organisations.
- No one should enter a minefield to assist a victim unless it is a last resort.
- Send regular location statements to HQ.
- Do not look for or take souvenirs of ammunition, land mines or UXO.
- Expect changes in the use of mine laying techniques.
- When driving, stay in the well-travelled area of the road or track.
When stopping, stay on the road. This also applies to calls of nature. Do not go wandering off into unknown areas.

Always carry appropriate first aid equipment in vehicles and when on foot patrols. Regularly check the items for serviceability and to see if they are complete. Check the expiry dates of the items.

Do not touch trip wires or suspicious objects. Remember: mark it, record the location, report it and don’t touch it.

On foot, stay on hard surfaces and observe local movement patterns.

**Remember:**

Do not run into an incident area

Never enter a known mined area, even in the event of an accident. Seek qualified help immediately.

**EMERGENCY PROCEDURES IN A MINEFIELD:**

If you know or suspect you have entered a mined area the following procedures are strongly recommended. They are designed to enable a clearly defined set of actions that can be carried out to minimize risk and enable receipt of assistance.

They are easily remembered using the following acronym:

**STOP MINED!**

**M: MOVEMENT** stops immediately. Stand still and remain calm, or if in a vehicle, stop and do not attempt to reverse or move the steering wheel.
CHAPTER 6. SECURITY AND SAFETY

I: **INFORM** those around you of the threat, and your headquarters of your situation and need for specialist assistance over the radio. Use the car horn to attract attention if in a vehicle.

N: **NOTE** the area and visually identify any other threats such as tripwires, other mines etc.

E: **EVALUATE** the situation and be prepared to take control to avoid additional casualties and ensure those approaching are informed of the threat.

D: **DONT** attempt to move from your position. Wait for qualified help to assist you.

- If in a vehicle and it is absolutely necessary to extract yourself from it due to fire etc, do so only to the rear of the vehicle using your own wheel tracks as a pathway, with at least 25m between persons. Only go as far as is necessary to be safe.

- When extracted from a mine affected area, you should inform headquarters of the exact location of the threat.

- Wherever possible, do not attempt to extract yourself from a mined area. Contact your headquarters and await qualified assistance.

The following emergency procedures should only be undertaken if absolutely no external help can be expected. They are considered extremely hazardous.

**LEAVING WHEN YOU CAN IDENTIFY YOUR SAFE OWN FOOTPRINTS (In soft and muddy ground):**

- Visually identify the best route back to safe ground using the route you have just travelled.

- If in soft and muddy ground and your footprints are easily visible, slowly retrace your steps placing your feet only in your own identified footmarks.
• Only one person should move at a time, and leave at least 25m between personnel.

**GOING AWAY WHEN YOU CANNOT IDENTIFY YOUR OWN SAFE FOOTPRINTS:**

• If you cannot see your own footprints or exactly retrace your route then the following procedures should be used:

**Visually scan for tripwires**

• Where possible feel for tripwires using a long blade of grass, flexible stalk or wire that can bend under a very small amount of pressure. From a crouching or kneeling position hold the feeler between thumb and forefinger horizontally and raise it gently in front of you, until it is past the height of the tallest member of your group. If you feel any obstruction or pressure, stop moving the feeler immediately and attempt this drill in another direction until you find a route clear of obstructions and wide enough for passage.

• Prod with a screwdriver, pen, knife or other sharp object at least 11 cm in length.

• Where possible, always prod from the prone position. Clear an area large enough to lie down, or if impossible, prod from a crouching or kneeling position.

• Holding a prodder at one end, push it into the ground at an angle of approx 30 degrees, applying minimum pressure needed to penetrate the earth.
Pierce the ground from left to right at intervals of two fingers (3cm) until you have probed a line at least 50-100cm across.

Move forward three finger widths (5cm) and repeat the process.

Where the ground is very hard, attempt to soften with water, or carefully clear the earth down to a depth of at least 5cm.

As you move forward, mark the edges of the cleared area in an easily recognisable manner.

If you feel an object with your prodder, gently brush away dirt from the side of the until you can identify it. Do not dig directly on top of the object or attempt to lever it out of the ground.

If you see metal or plastic, inform those around you, mark it with easily identifiable items.

Continue prodding a path around the marked item.

Continue prodding until you reach the limit of the area checked for tripwires. Repeat the tripwire drill and then continue probing.

If darkness falls, stop work and remain in location until it is light enough to continue activities.
• Once in an area identified as safe, report the location of the mine field to headquarters and any mine action operators in the vicinity.

• If you have appropriate materials and have been trained to do so, mark the area of the minefield at the point that you reached safe ground.

• Remember, it is better to spend days in a minefield waiting for assistance than be injured and killed trying to extract yourself.

Mark – Record – Report – Don’t touch!

Mine/UXO incident drill

• It is generally accepted that personnel should never enter a minefield, even to assist a casualty, unless it is last possible resort.

• Instead, they should contact HQ and request MEDEVAC and assistance from UN or local military, NGO or Commercial Mine Action organisations to enable extraction.

• They should reassure the victim that assistance is en route, and prepare first aid equipment in a known safe area.

• If absolutely no assistance is available, those entering a minefield should do so using the procedures noted above for extraction.

• It should be remembered to clear an area around the victim large enough to provide assistance.

• Remember, do not rush to assist a mine victim - call qualified assistance.
CHAPTER 6.  SECURITY AND SAFETY

SNIPER FIRE

When sniper fire may be expected at any time and in any place, all personnel must be constantly vigilant and use their common sense. Personnel should not:

- Stand by open windows.
- Leave the curtains/blinds open at night when the lights are on in occupied rooms.
- Remain stationary for longer than necessary when on a vehicle patrol.

In buildings. Should personnel be subjected to sniper fire, then they are to take cover immediately. If near a window, they should move in cover to a position where they have a substantial wall between themselves and the direction from which the fire was directed.

When in vehicles:

- Should personnel be subjected to sniper fire when stationary then they should exit the area immediately. If the sniper fire is accurate, then they should dismount the vehicle and take cover. If possible they should radio for assistance and an armed armoured escort will be dispatched to protect their egress from the area they are in.

- Should the personnel, when moving, receive sniper fire, then they are to speed up to the fastest possible speed and exit the area immediately.
CHAPTER 6. SECURITY AND SAFETY

LOST RADIO CONTACT

In the event of loss of radio contact on patrolling, an attempt should be made to use a spare set. If no contact, move the vehicle to a higher ground and try again. If none of the attempts work, the patrol is to return to the last known location where communication was achieved.

On losing radio contact with a patrol, the controlling teamsite is to inform higher HQ with the last known location of the patrol.

The HQ is then to contact UN units, local authorities and armed elements in the area where contact was lost with the patrol. They are to arrange a vehicle escort to search for the missing patrol.

MOVEMENT/ TRAFFIC CONTROL

One important safety measure is the control of movement and road traffic of UNMOs in the mission area. Along the used routes are certain control points where you have to report; these are normally about 20 minutes driving distance from each other. If the control station has not heard anything about the patrols some action has to be taken; do not forget to report. If you are out of the net for a longer period remember to report that too.
CHAPTER

7

ADMINISTRATIVE AND LOGISTIC MATTERS
Most of the administrative and logistics details concerning Military Observers are in “Administrative Guidelines to the Troop-Contributing Countries for the Military Observers in the United Nations Peacekeeping Operations” and mission specific Guidelines published by the DPKO/MPS (Military Planning Service).

LOGISTICS SUPPORT

The logistic system for any UN Military Observer operation is designed to conduct the following tasks:

- the maintenance of the observer mission,
- the planning and support of its operational requirements,
- the planning, provisioning and coordination of accommodation, communications, general stores, rations, electronic data processing and petrol, oil, and lubricants,
- the control of the allocation of transport facilities,
- the supervision and review of the administrative activities of the mission; and
- the management and operation of postal services, movement control and security arrangements.

LOGISTIC COMMAND AND CONTROL

Within the DPKO the administrative and logistic support related to field missions is performed by the Field Administration & Logistic Division (FALD). To complete these tasks, FALD works in close cooperation with Department of Administration & Management concerning commercial purchase and transportation services, personnel administration and recruitment and programme planning, budget and finance.
Under the overall authority of the head of mission, on behalf of FALD, the CAO is responsible for providing the requisite support to the mission. He advises the Head of Mission on all matters relating to the civilian administration of the mission; plans and forecasts the mission’s personnel and financial requirements, directs security and safety services, provide overall administrative management, and exercises budgetary control.

The Chief Administrative Officer’s organization, is in most missions as follows:

- Administrative Services - finance, procurement, mail and pouch, civilian personnel, personnel and travel and traffic.
- Integrated Support or Technical Services - vehicle fleet management, supplies and general stores, communications and IT and movement control.

Note: In personnel issues involving Military Observers, the CAO works in close cooperation with the Chief Military Personnel Officer (CMPO).
CHAPTER
8

FIRST AID AND HEALTH PRECAUTIONS
PRINCIPLES

Safety first. In case of an accident, bring the patient to a safe place (shade, away from a vehicle line on a highway, away from fuel leaks or minefields).

Stay calm, act with care, but decisively.

Assess carefully:

- Does he/she breathe and is the air passage clear?
- How does he/she react? (conscious and alert, drowsy, unconscious)
- How is the pulse?
- Is the victim bleeding?

These four situations may require immediate action. Gently assess the nature of injuries/illness and administer the necessary care. Position the patient appropriately and reassure the patient. You should remain calm. Never leave an unconscious or severely injured patient without supervision.

Call for help or get somebody to call for CASEVAC at closest Medical Clinic or Headquarters/Teamsite.

If several casualties are dispersed in an area, mark their location clearly (light at night).

In the event of a casualty from a mine incident, do not rush to assist or move the victim. Call for qualified mine clearance assistance and prepare to administer first aid upon extraction. See Chapter Six.

UNCONSCIOUSNESS

Causes: Head injury, heat stroke, failure of blood circulation or respiration, shock, intoxication.
Procedures

- Turn patient on the uninjured side, open his mouth and clear air passages;
- Avoid unnecessary movements;
- Never force an unconscious patient to swallow fluids;
- Never leave the victim alone, observe the respiration and pulse.

Special risks: Vomiting and air passage obstruction, respiratory arrest.

**RESPIRATORY ARREST**

Patients with respiratory arrest rapidly become unconscious. Expired Air Resuscitation (EAR) has to be initiated as soon as possible, within less than 30 seconds.

**Causes:** Airways obstruction, cardiac arrest, electric shock, head injury, chest injury, internal bleeding and shock, intoxication, severe illness.

**Procedures**

- Clear the air passages;
- Elevate the jaw, open the mouth;
- Start mouth-to-mouth or mouth-to-nose respiration (Use mouthpiece, or rinse your mouth several times with water, if in doubt about diseases);
- Blow all your air through the mouth or the nose to inflate the lungs;
- Observe the chest rising, then listen for air being exhaled;
- Repeat this cycle 15 times per minute;
- Continue until spontaneous breathing starts or a doctor arrives.
CHAPTER 8. FIRST AID AND HEALTH PRECAUTIONS

CARDIAC ARREST

Unconscious, no pulse and no breathing means cardiac and respiratory arrest.

Causes: Respiratory arrest, heart disease, advanced heat stroke, severe accident.

Procedures
If experienced, start immediately cardio pulmonary resuscitation (CPR) = expired air resuscitation plus external compression - with 60 chest compressions a minute (including one mouth-to-mouth ventilation every 5 compressions).

BLEEDING

External Bleeding
- Elevate the wounded extremity;
- Apply a compression bandage on the wound;
- Check after 2 minutes; if bleeding continues, apply a second compressing bandage on top of the first bandage.
- Use arterial tourniquet only in exceptional circumstances - amputation with bleeding artery in spite of dressing - as near the bleeding point as possible.
  - Note the time of application of tourniquet. If bleeding stops, try local pressure and loosen tourniquet.
  - A tourniquet left on for longer than two hours will cause loss of limb.
- Chest, abdominal and major soft tissue injuries to limbs call for immediate CASEVAC.

Internal Bleeding
May occur after blunt injuries involving soft tissue (legs, buttocks, back), chest or abdomen. Swelling and pain are the main findings.
The suspicion of internal bleeding always requires immediate CASEVAC, since shock may develop rapidly.

SHOCK

 Causes: Severe external or internal loss of blood, severe dehydration, heat stroke, in rare cases severe illness.

 Symptoms:
- Moist, pale and cool skin;
- Dizziness, confusion, restlessness and combativeness, unconsciousness;
- Rapid and superficial pulse at rest (above 100/min);
- Additional symptoms of the underlying disorder.
- Sunken eyes
- Dry mouth

 Procedures
- Patient in a supine position with head down;
- Shock positioning with legs elevated at a 45° angle;
- Side positioning if patient is unconscious;
- Eliminate the cause of the shock (stop loss of blood, force patient to drink if he/she is fully conscious);
- Set i.v. or s.c. infusion, if trained.

 NOTE: ALL shock patients require CASEVAC.

HEAT EXHAUSTION AND HEAT STROKE

 These are potentially dangerous conditions caused by heat exposure and affect mostly non-acclimatized, dehydrated persons. If heat exhaustion is not treated immediately, the condition can progress to heat-stroke, which is a life-threatening emergency.
Confusion and unconsciousness may rapidly follow the symptoms of heat exhaustion.

**Symptoms:**
- Thirst, vomiting, muscle cramps, headache, hot (red skin, confusion, rapid pulse, unconsciousness).

**Prevention**
Stay in shaded areas, avoid physical work during hot daytime and make frequent rest periods (15 min./h).

Drink **before** exposing yourself to the heat, ensure adequate fluid intake more than listening to your thirst, increase quantities when exercising or when temperature or humidity rise.

<table>
<thead>
<tr>
<th>Rules</th>
<th>Temp</th>
<th>1-2 litres per working hour</th>
<th>8-15 litres per day</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>above 35° C</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Temp 30° - 35° C</td>
<td>1 litre per 2 working hours</td>
<td>5 litres per day</td>
</tr>
<tr>
<td></td>
<td>Temp below 30° C</td>
<td>3 litres per day</td>
<td></td>
</tr>
</tbody>
</table>

**Treatment**
Treat the early signs of heat exhaustion by moving the patient to a cool and shaded place, splash the victim with ample water, fan, supply cold drinks continuously.

Ask for CASEVAC if confusion does not decrease within one hour.

**BURNS**
Immediately cool the burned area with cold water for 15 minutes. Do not break blisters or apply cream. Apply clean dressings, soaked with clean water if possible and transport for further medical treatment.

If patient is conscious: supply frequent drinks of water.
FRACTURES AND LARGER WOUNDS

Immobilization and external fixation is the best way to prevent further tissue damage. That reduces both pains and loss of blood.

**Procedures**

Avoid unnecessary movement of limb, cover the wound, arrest bleeding, prepare material for external fixation and, when necessary, prepare lengths and soft cover or splint the fracture to the other non-injured limb, immobilizing the joint above and below.

**NOTE:** suspicion of back injuries (severe back/vertebral pain):

Do not move the patient. Stabilize the position (with rolled blanket for example) and put him on a solid flat surface.

Initiate CASEVAC and mention “back injury” for specific transport equipment.

HEAD INJURY

Blunt and open head injuries mainly occur in car accidents, falls, or are caused by direct blows. Penetrating head injuries may be caused by foreign bodies (bullet or fragments of missiles, mines, grenades, etc.) Unconsciousness is the leading symptom; it can develop slowly over hour.

Cerebral damage or bleeding must be suspected when the patient:

- Becomes drowsy, irritable, disoriented or irrational;
- Complains of a headache;
- Vomits;
- Does not respond adequately, becomes unconscious or may have seizure;
All patients with suspected head injuries represent emergencies where immediate CASEVAC is necessary. Never leave the patient alone. If unconscious, turn the victim on the side and put a support under the head.

**SNAKE BITE**

A snake bite is a medical emergency, but it is rarely deadly. More than 75% of the bites inflict the lower limbs.

**Prevention**
- Protect legs with boots and trousers;
- Watch your step;
- Don’t turn over stones with bare hands.
- Retreat when you see a snake, never touch a “dead” snake;
- Avoid sleeping on the floor. Turn and shake clothes, boots and sleeping bags before use.

**Treatment**
- Remain calm;
- Make sure it was a snake bite (if possible, kill the snake and take it for later identification);
- Provide medication for pain (analgesics) and stand-by assistance;
- Cool the affected area;
- Disinfect with cleansing solution or soap;
- Immobilize the patient and the bitten area;
- Initiate CASEVAC to the nearest Medical Section.

Snake antivenoms are available only at the Medical Clinics. Doctors only may use the serum for treatment of patients.
CHAPTER 8. FIRST AID AND HEALTH PRECAUTIONS

SCORPION BITE

Scorpion bites are more painful than snakes bites, but less dangerous. In most cases, they do not require immediate medical attention, but to be sure call the nearest Medical Clinic for advice. An antivenom is usually not required.

Procedure
- Disinfect the area with cleansing solution;
- Elevate and cool the affected limb;
- Provide medication for pain;
- Immobilize the limb.

BRUISES

Procedures
- Clean the area and apply an ice-pack directly to the damaged area for 10 minutes;
- Cover with a clean bandage;
- Elevate and splint the affected area.

CUTS

Procedures
- Use ample Betadine or soap;
- Protect the wound with proper dressing;
- Immobilize to prevent swelling and infection;
- If the cut is deep or extensive or involves face or hands, call for CASEVAC (suturing may be necessary).

EYE PROTECTION

Extreme light, dry air, heat, and dusty winds are all hazardous to your eyes.
CHAPTER 8. FIRST AID AND HEALTH PRECAUTIONS

- Use goggles or sunglasses;
- Avoid direct strong airflow to the face (air-conditioning/ventilation of the car or patient’s head too close to open window in the car);
- Do not rub your eyes once you have developed an irritation, but eliminate the possible cause;
- Once irritation has developed flush your eyes with clean water and apply eye drops every two hours.
- Continue rinsing with clean water.

SKIN PROTECTION

Sun may cause serious problems.
- Use sun protection on your skin, don’t forget your lips;
- Use protective clothing and headgear.

TREATMENT OF FEVER

Whatever the cause of Fever
- Give paracetamol or Aspirin
- Sponge with water that is cool but not cold
- Place patient under Fan.

FOOT CARE

Procedures
- Keep feet clean and dry;
- Wash and massage daily;
- Change socks daily;
- Elevate feet when possible;
- Frequently apply ointment to dry skin.
CHAPTER 8. FIRST AID AND HEALTH PRECAUTIONS

MESSAGE:
CASEVAC - CASEVAC - CASEVAC
From: (i.e. Unit or Team)
TO: (i.e. Medical Unit or Unit with ambulances or helicopters) See SOP.
Date-Time-Group
A. Request AMBULANCE/HELICOPTER: ________________________________
B. Requesting Contingent/Unit: _______________________________________
C. Location of patient(s) in AMR or description: _________________________
D. Degree of URGENCY (immediate, delayed, not urgent): _______________
E. Time of Injury/Accident: ____________________________________________
F. Number of persons to be evacuated: _________________________________
G. Type of casualty (death, injury, illness): _____________________________
H. Description of injuries (diagnosis)
   Patient 1: _______________________________________________________
   Patient 2: _______________________________________________________
I. CASEVAC/EMERGENCY TEAM is/is not required: _________________
J. Area and marking of LZ: ___________________________________________
K. Additional information sent with patient/or ASAP by radio: ____________

ADDITIONAL INFORMATION
Rank ________ Name _____________________________ Sex ________________
ID NO.________
Unit ________ Nationality ________ Date of Birth _______________
Blood group ______________
Short medical history to follow YES/NO _____________________________
Any known allergies _____________________________________________
The patient was evacuated from accident site at time________________

Record and time of all medical treatment provided on site
(drugs, fluids, tourniquet, dressing, splinting, catheters, etc.)

STAY ON STAND-BY, CONTINUE FIRST AID

United Nations Military Observers Handbook
Immediately following the receipt of information concerning a casualty, mission headquarters must inform United Nations Headquarters by a preliminary cable which shall include all relevant details available at the time of dispatch.

NOTICAS

In the case of death, the unit concerned shall advise its national headquarters to inform the next of kin and to notify mission headquarters immediately when that has been done. No mention of the deceased’s name shall be made in any public statement before such notification has been received.

STRESS


Military Observers may often be exposed to traumatic situations. It is essential that everyone can identify the symptoms and how to help your fellow.

Stress: Any demand or change that the human system (mind, body, spirit) is required to meet or to respond to.

Critical incident: An event outside the range of normal human experience which is distressing to almost everyone. Such events are usually sudden and life-threatening.

Cumulative stress: Stress which builds up over time. Some issues may be small and some large longlasting problems of everyday life.

Immediate reactions:

<table>
<thead>
<tr>
<th>Physical</th>
<th>Emotional</th>
<th>Cognitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>nausea</td>
<td>anxiety</td>
<td>confusion</td>
</tr>
<tr>
<td>muscle tremors</td>
<td>anger</td>
<td>inability to decide</td>
</tr>
<tr>
<td>sweating</td>
<td>fear</td>
<td>impaired thinking</td>
</tr>
<tr>
<td>dizziness</td>
<td>irritability</td>
<td>memory loss</td>
</tr>
</tbody>
</table>
CHAPTER 8.  **FIRST AID AND HEALTH PRECAUTIONS**

- chills
- rapid heart rate
- hyperventilation
- high blood pressure
- guilt
- grief
- hopelessness

Delayed reactions:

<table>
<thead>
<tr>
<th>Physical</th>
<th>Emotional</th>
<th>Cognitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>fatigue</td>
<td>feeling abandoned</td>
<td>decreased attention span</td>
</tr>
<tr>
<td>startled response</td>
<td>resentment</td>
<td>poor concentration</td>
</tr>
<tr>
<td>substance abuse</td>
<td>alienation</td>
<td>memory problems</td>
</tr>
<tr>
<td>sleep difficulties</td>
<td>withdrawal</td>
<td>flashbacks</td>
</tr>
<tr>
<td>nightmares</td>
<td>numbness</td>
<td>depression</td>
</tr>
<tr>
<td>restlessness</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

“Buddy aid” in stress situations:

- Listening carefully, let him/her talk.
- Spending time with the affected person.
- Offering your assistance and listening ear.
- Reassuring that he/she is safe and normal.
- Helping with routine tasks.
- Allowing him/her some private time.
- Not taking his/her anger or other feelings personally.
- Calling for help if you feel you need it.
- In addition to “buddy aid”, in peacekeeping missions there are always medical and other experienced personnel available for Counseling.

**ALCOHOL AND FOOD**

The military observer must be aware that differing ethnic cultures have different attitudes and requirements concerning food preparation and handling, and some ethnic...
cultures expressly forbid consumption of alcohol. Some general rules are:

- Avoid local spirituous liquors and excessive consumption of alcohol.
- Spicy and highly-seasoned foods should be consumed only in moderation until you are confident of your digestive tolerances.
- Raw vegetables, salads, cold sauces (gravies), and dairy products should be avoided unless their source or origin can be verified.
- Fresh fruits should be avoided unless the outer skin is unbroken and which can be removed prior to consumption.
- Use only canned or boiled milk and, similarly, ensure water purification tablets are used, or water is boiled prior to consumption.
- Water should be kept at the boiling temperature for at least 10 minutes.
- Well-cooked foods are normally safe to eat, but common-sense must prevail.

**HIV / AIDS**

(Winning the war against HIV and AIDS/S.J.Kingma/CMA/1999)

Winning the war against HIV and AIDS is a team effort; leadership must come from senior command, but every soldier has a role to play - in fact, he/she has multiple roles to play.

**SAFER SEX PRACTICES**

- Both parties in sexual relationship are faithful to each other.
Use a condom and barriers every time you engage in penetrative sex in HIV-risk situations. (The only non-risk sexual relations are those between partners who have been mutually faithful for at least a year and know they are HIV-negative for that long.)

- Use a barrier during oral or oral and anal sex.
- Reduce the number of your sexual partners.
- Practise non-penetrative sex as an alternative.
- Abstain from sex.
- Avoid sex when you are intoxicated with alcohol or other drugs.

**PREVENTING DISEASES**

Preventive measures are the best protection against the diseases in missions. Take care of your personal hygiene, wash your hands always before eating and after visiting lavatory.

On Malaria infected areas, use protective clothing, mosquito nets, coils, repellents and Malaria prophylactics according to the prescription. Remember to start having prophylactics before going to Malaria area and continue after returning.
Disarmament, demobilization and reintegration of ex-combatants has become a common task in modern peacekeeping environment.

Disarmament includes:
- Surrender of weapons and ammunition;
- Registration and disposal of weapons and ammunition;
- Immediate destruction of armaments on place;
- Safe and secure interim storage and transport of weapons and armament for destruction;
- Transfer of registration data from UN monitors to relevant authorities; and
- Transportation of ex-combatants to encampment areas or discharge centres.

Demobilization and reintegration includes an orientation phase that guides ex-combatants to a new life as civilian and unarmed members of society. Priority has to be given to child-soldier demobilization.

Ex-combatants and their families need:
- Help in arranging their accommodation;
- Education and training;
- Advice in economic activities;
- Advice in medical and health issues;
- Psychological assistance;
- Assistance in legal and civic matters; and
- Guidance on their new role as responsible members of civil society, including employment possibilities etc.
Gender awareness involves the ability to recognize, identify and understand that social interactions and relationships at all levels may have gender impacts and implications.

- Military Observers should understand that women and men in crisis areas may not always respond or react in ways that they will predict or peacekeepers would assume to be normal.
- Gender based violence is a violation of human rights and a reflection of inequality between women and men.
- Respect for women’s human rights has both individual and collective implications.

Understanding gender dimensions of the conflict will:
- improve relations with the local community;
- improve MILOBs’ ability to respond to specific local needs;
- improve planning of responses (mandates etc.);
- facilitate the achievement of mission objectives;
- prevent MILOBs from doing harm and irritating the population;
- lead to an increased possibility of sustainable peace.
Military Observers may be assigned as liaison between peacekeeping forces and international Humanitarian Agencies; this work which may involve establishing coordination centres; exchanging officers and conducting meetings is called Civil-Military Cooperation (CIMIC). The concept and guidelines of CIMIC in UN context is developed by OCHA.

As a cross-cutting discipline national armies have often different approaches to CIMIC in relation with Civil Affairs and Force Protection.

In UN definition CIMIC is:
- Information sharing;
- Task sharing;
- Joint planning.

CIMIC works on all levels.
CIMIC is accessible and seeks contact.
CIMIC is information and Public Relations.

Challenges for military:
- Differences in objectives and goals;
- Cultural factors and past experience;
- Lack of shared vocabulary;
- Incompatible communications system.

**Guidelines:**
- Understand the barriers;
- Accept responsibility and take initiative;
- Use the coordination infrastructure;
- Be prepared to adapt;
- Take every opportunity to coordinate and build trust;
DRIVING

Driver’s Permit. To drive a United Nations owned vehicle requires a UN driver’s permit. It is obtained on the basis of an International Driver’s license after having passed a special UN driver’s test. All military observers are required to drive UN vehicles in performing their duties.

Driver’s responsibility. Besides driving the vehicle in a secure and safe manner, the driver has special responsibilities toward the United Nations.

The driver of any UN vehicle is responsible for:

- Carrying out the first parade service on his vehicle in accordance with special instruction.
- Ensuring that the vehicle documentation is complete and that his journey is properly authorized.
- Ensuring that the vehicle load and equipment is complete and secure.
- Reporting any defects or damage to the MTO.
- Arranging vehicle servicing and repair as required.
- Arranging the issue of fuel, lubricants and vehicle consumables.
- Adherence to all local traffic regulations and Directives issued by the Administration of the mission.

Reports and returns. Communications State, Information Technologic State and Vehicle State are returns which contain details of equipment held. These returns are normally done monthly. See SOP for date of submission.

The vehicle trip ticket is normally completed on a daily basis.

Safety. United Military Observers should bear in mind that by far the biggest number of casualties in UN operations are caused by traffic accidents or driving under...
off-road conditions. The traffic pattern, the roads and the terrain is very often different to the conditions most military observers are familiar with from their home country. This calls for extra caution. One easy way to increase your safety while driving is to always have the headlights on. That way you are visible even when there is sunshine or mirage.

**Winter.** Rain, ice and snow impose the most difficult driving conditions on all drivers.

Some hints to make driving safer.

Your vehicle needs to be properly prepared, so start with these checks before you go.

- All lights should be clean and working.
- Screen washers and wipers need to work effectively and the washer bottle should be full. Some anti-freeze agents should be added to the water.
- Anti-freeze should be in the radiator.
- Windows should be clean inside and out and free from ice and snow.
- Mirrors should be completely clean.
- Tyres should be inflated to the right pressure - with plenty of tread.
- The battery should be fully charged and topped up.
- Diesel engined vehicles should be filled up with winter grade fuel.
- Check the weather forecast before you go - and be prepared.

**On the road.** Speed is a crucial factor in difficult weather conditions, and should always be lower than when the weather is good. In winter conditions always keep a safe distance behind other vehicles and keep a keener watch on
other cars, motor cyclists and cyclists in case they run into difficulty suddenly.

A good driver always bears in mind the particular characteristics of different weather conditions.

**Ice.** One of the most potentially dangerous conditions that drivers face is icy roads. To remain in control, it is essential to do everything more carefully than normal. Slow down as soon as you are aware of ice, steer gently avoiding harsh turns.

Keep in the highest gear you can, and if you have to brake, use short, even applications, not heavy sustained pressure.

**Rain.** Rain makes roads perilous at any time of year, but in winter it usually means much worse visibility, particularly when there is heavy spray from other vehicles. Therefore switch on dipped headlights to see and be seen.

Slow down and watch for large pools of water in heavy storms. Hitting these at speed can cause even the most experienced drivers to lose control.

At night rain worsens the glare from headlights so it is vital to keep the speed down in such conditions. When street lighting is good use dim/dip headlights to reduce the glare all round, but use dipped headlights if you need them to see the road.

Stopping distances are much greater on wet roads so allow plenty of room between yourself and the vehicle in front.

**Snow.** One of the main problems of driving in falling snow is poor visibility, therefore switch on your lights.

The other major problem is lack of adhesion to the road surface which can happen even on treated roads until the snow has melted. So drive slowly on snow in the highest gear possible at that speed and, as with ice, manoeuvre gently and avoid harsh braking.
Overtaking needs much more care than usual. If you overtake salt-spreading trucks or snowploughs the road ahead will probably be untreated and still treacherous.

Children might be playing in towns and villages so watch out for them.

Getting caught in severe snow conditions can be both uncomfortable and dangerous.

So if you must set out take hot drinks, food, warm clothing or blankets and a shovel with you if severe weather conditions are forecasted. Also, wearing a fluorescent band will make you more visible if you have to get out of your car.

**Fog.** In winter bad visibility frequently goes hand in hand with icy roads when freezing fog occurs. In these conditions, speed should be absolutely minimal.

Dipped headlights should be turned on as soon as you run into fog. Turn your rear fog lamps on if the visibility is less than 100 metres.

**Hail.** Hail usually occurs unexpectedly and can be almost blinding for drivers. But it does not usually last long, so slow down to a safe speed, turn dipped headlights on and if you can safely do so, pull off the road until the storm blows over. For some time after a hailstorm, the road will be slushy so still drive slowly and gently.

**Winter sun.** Winter sun dazzle is an underestimated hazard. The winter sun is lower in the sky so reduce speed and use your visor to lessen the dazzle effect.

**DESERT DRIVING**

**Sand storm.** Sand storms occur very often suddenly. If there are animals in the area (goats or camels) some warning signs may be observed in advance. Animals start fleeing in a direction away from the sandstorm. In light sandstorms, driving may be continued provided same
rules are observed as mentioned under “fog”. If the flying sand is dense, the engine of the vehicle should be stopped to avoid sand in the filters and an engine break-down. Take the necessary precautions to warn other travellers of the stationary vehicle.

**Sand dunes** across the road/tracks could be dealt with in the following manner. Speed up the vehicle to a speed high enough to cross the dune (but not much more). Keep a straight line while passing through the loose sand. Keep the front wheels in a straight forward position (do not attempt to turn). Keep a constant speed until you are on firm surface again.

**Stuck in the sand.** When stuck in the sand, you should try to get out in the same tracks as you got in. If you are so firmly stuck that further assistance is required you should:

- Lift the vehicle using the jack close to the wheel stuck. The jack should be placed on a piece of wood big enough to create a firm basis for the jack.
- Shovel the loose sand away from under the wheel.
- Place sandbags (filled 1/3rd with sand) under the wheel to create a firm track.
- Reverse slowly.

**MOUNTAINOUS AREAS**

- Drive on your side of the road.
- Use horn when coming to bends where you cannot see.
- Use the same gear when climbing and descending a hill.
- Slow down your speed using the engine power by gears not your muscles via brakes. Brakes are for short-time use not for continuous use.
- Be aware of landslides and falling rocks.
AVOIDING THEFTS

- Do not leave your car unattended.
- If you have to leave the car make sure that all doors are locked and the windows closed.
- When leaving the car put antennas and UN-flags inside the car.
- Make sure that the UN markings in your vehicle are visible.
ANNEX
A

ENGLISH/FRENCH PICTURE DICTIONARY
UNIVERSAL DECLARATION OF HUMAN RIGHTS
Article 1
All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

Article 2
Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.

Article 3
Everyone has the right to life, liberty and security of person.

Article 4
No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms.

Article 5
No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment.

Article 6
Everyone has the right to recognition everywhere as a person before the law.
Article 7

All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

Article 8

Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law.

Article 9

No one shall be subjected to arbitrary arrest, detention or exile.

Article 10

Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.

Article 11

1. Everyone charged with a penal offence has the right to be presumed innocent until proved guilty according to law in a public trial at which he has had all the guarantees necessary for his defence.

2. No one shall be held guilty of any penal offence on account of any act or omission which did not constitute a penal offence, under national or international law, at the time when it was committed.
Nor shall a heavier penalty be imposed than the one that was applicable at the time the penal offence was committed.

Article 12
No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Everyone has the right to the protection of the law against such interference or attacks.

Article 13
1. Everyone has the right to freedom of movement and residence within the borders of each state.
2. Everyone has the right to leave any country, including his own, and to return to his country.

Article 14
1. Everyone has the right to seek and to enjoy in other countries asylum from persecution.
2. This right may not be invoked in the case of prosecutions genuinely arising from non-political crimes or from acts contrary to the purposes and principles of the United Nations.

Article 15
1. Everyone has the right to a nationality.
2. No one shall be arbitrarily deprived of his nationality nor denied the right to change his nationality.
Article 16

1. Men and women of full age, without any limitation due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights as to marriage, during marriage and at its dissolution.

2. Marriage shall be entered into only with the free and full consent of the intending spouses.

3. The family is the natural and fundamental group unit of society and is entitled to protection by society and the State.

Article 17

1. Everyone has the right to own property alone as well as in association with others.

2. No one shall be arbitrarily deprived of his property.

Article 18

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

Article 19

Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.
Article 20

1. Everyone has the right to freedom of peaceful assembly and association.

2. No one may be compelled to belong to an association.

Article 21

1. Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.

2. Everyone has the right of equal access to public service in his country.

3. The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

Article 22

Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.

Article 23

1. Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.
2. Everyone, without any discrimination, has the right to equal pay for equal work.

3. Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.

4. Everyone has the right to form and to join trade unions for the protection of his interests.

Article 24
Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

Article 25
1. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.

2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

Article 26
1. Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory.
Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.

2. Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.

3. Parents have a prior right to choose the kind of education that shall be given to their children.

**Article 27**

1. Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

2. Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

**Article 28**

Everyone is entitled to a social and international order in which the rights and freedoms set forth in this Declaration can be fully realized.

**Article 29**

1. Everyone has duties to the community in which alone the free and full development of his personality is possible.
2. In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.

3. These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.

**Article 30**

Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein.