

SOP 300

OPERATIONS



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SOP 300

OPERATIONS

301 INTRODUCTION

301.1 GENERAL

Standing Operating Procedures 300 describe the organisation and responsibilities concerning operational matters within SHIRBRIG.

This SOP is to be read in conjunction with the Operational Order(s), the Fragmentary Orders, the UN Security Council Resolutions, the (generic) Rules of Engagement (ROE) for the Military Component, COMSHIRBRIG Directives and other relevant SHIRBRIG and mission documents.

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301.3 MISCELLANEOUS

Engineer Construction is covered in SOP 400.

302 ORGANISATION

302.1 OPERATIONS BRANCH

- a. The Operations Branch consists of a Current Operations cell, Plans and Training cell, a Mine Awareness cell, and an Air Liaison cell. The Operations Branch has to be prepared for the implementation of liaison officers from nations participating in the mission. The Branch should be prepared to link different cells with other (UN) components possibly operating in the mission area. The Branch organisation chart is at Annex A.
- b. The Chief Operations (G3) is responsible to the Chief of Staff for the overall co-ordination of the Branch, and for advising COMSHIRBRIG on all Operational matters.
- c. The Current Operations Cell is responsible for the day-to-day running of the operations and general co-ordination related to the Joint Operations Centre (JOC).

- d. The Plans and Training cell is responsible for preparing and updating contingency plans for the Brigade. The forward planning horizon of Plans is 48 hours; that is they are responsible for all plans which may be executed in the future beyond 48 hours. The horizon can be changed according to the Mission. Training is responsible for in mission training. This may entail new training techniques, new operations, and training of new arrivals in the mission, both military and civilians. The Plans and Training cell also assists and provides advice to the assigned units on all training matters.
- e. The Combat Engineer cell is responsible to keep staff and units up-dated on present/confirmed and possible minefields, obstacles, demolition, explosive and ordnance disposal (EOD), mine clearing and mine awareness, and updates on any changes to known mines/unexploded Ordnance (UXO). The cell also supports the training cell on all matters concerning mines/UXO.
- f. The Air Operations Cell is responsible for the air operation and for the co-ordination of all SHIRBRIG air assets.

302.2 JOINT OPERATIONS CENTRE (JOC)

- a. JOC Operations are maintained 24 hours a day, 7 days a week;
- b. A separate but integrated operation centre may be maintained within the JOC by Air Operations.
- c. The Operations Centre will be permanently manned with at least one duty officer and one NCO.
- d. There will be an additional officer on stand by.
- e. Other branches may have permanent or temporarily representation in the JOC.
- g. G3/Dep will be on stand-by all time; he will be held responsible for the functioning of the JOC.
- h. The duty officer will be responsible for the daily up-date briefing and the daily and weekly SITREP (see Annex B and C).
- i. The JOC has to be prepared to integrate additional personnel from other UN organisations (i.e. UNMOs).

303 MISSION & CONCEPT OF OPERATION

303.1 GENERAL

The mission will be a Peace Keeping mission, and may include Humanitarian tasks. A Security Council Resolution in which the mandate for the operation is stated which will after lead after a decision making process lead to the mission.

The UN Security Council has to issue a Resolution to authorise the deployment of SHIRBRIG within a well-defined mission of up to a number of troops, which could include military observers.

303.2 MISSION

Has to be developed in accordance with the UNSC Resolution.

303.3 CONCEPT OF OPERATIONS

The area of operations (AO) may be composed of a buffer zone and sufficient areas adjacent to it to include all UN headquarters and positions. Engineer De-mining Companies will be under operational control of a (Manoeuvre) Unit commander unless otherwise directed by COMSHIRBRIG. All other elements of SHIRBRIG are intended to provide Brigade level support: these include the Brigade Reserve Company, Brigade Construction Engineer Company/Battalion, Brigade Helicopter Unit, Brigade MP Company, Brigade Level II Medical Unit, and Brigade HQ Company. For up-to-date information concerning phases and tasks, reference is found in the current Operation Order and/or Fragmentary Order.

304 USE OF FORCE / RULES OF ENGAGEMENT**304.1 DEFINITION**

Force is the use of physical means to impose one's will.

304.2 USE OF FORCE

This section should be read in conjunction with the Generic Rules of Engagement (ROE) for SHIRBRIG (the Military Component of the United Nations Mission). Specific ROE will be issued for each UN mission.

No force is to be used to achieve the mandate, but at all times the right of self-defence is retained. The right of self-defence ends with the threat that gave rise to it; retaliation is not self-defence. The right to self-defence does not end with the defence of one's own life. It includes defending one's comrade and any person entrusted in one's care, as well as defending one's post, convoy, vehicle, or weapon. Use of force is also permitted to defend civilians, when local authorities fail to assist. Punitive use of force and retaliation are prohibited.

The use of force should be according to the principle of "minimum required violence".

304.3 PRINCIPLES IN THE APPLICATION OF FORCE

Once a decision to use force is taken, certain principles will be adhered to:

- a. Only the minimum force consistent with achieving the aim will be employed.
- b. If possible, prevention by negotiation or persuasion should precede the use of force. This escalatory process however, is an ideal, which may not always be possible to realise.
- c. If a situation develops where deadly force seems the only option, it will be preceded by warnings. These can be oral, firing of flares that are understood by the parties as being a warning, warning shots in the air, firing short, etc.
- d. "Fire for Effect" will be initiated after the procedures above have been exhausted. However, if there is an immediate threat to UN-lives or if UN casualties have already occurred, deadly force may be initiated without delay. Fire should be controlled and should cease once the aim has been achieved.
- e. After the incident the UN Commander involved must immediately transmit a full report (SINCREP, Annex H) including the type and number of rounds fired to HQ SHIRBRIG.

304.4 AUTHORITY FOR THE USE OF FORCE

The SC has approved the (Generic) Rules of Engagement (ROE) for the military Component of SHIRBRIG. This document is the sole authority for the use of force in the accomplishment of the mandate. If contingent commanders or unit commanders have not been issued this document by their national authorities they are to obtain a copy from the SHIRBRIG Legal Officer.

304.5 ROE AIDE MEMOIRES

National contingents are to have issued all members of their contingent ROE AIDE MEMOIRES (Blue card) in the contingent language and ensure all members understand these ROE. If contingents are not in possession of blue cards they are to advise SHIRBRIG Legal Officer. Furthermore, if nations have imposed restrictions on the ROE the Contingent Commander is to advise the COMSHIRBRIG in writing as soon as possible after arriving in the mission area.

304.6 FORCE PROTECTED UN INSTALLATIONS, AREAS OR GOODS

UN installations, areas or goods designated by the SRSG as Force Protected are detailed at Annex B (example only; to follow for mission).

304.7 ROE RELEASE AUTHORITY MATRIX

Annex C details the ROE release authority matrix for use by SHIRBRIG.

304.8 ROE CHANGE RECOMMENDATIONS

ROE change recommendations are to be submitted in writing to COMSHIRBRIG. They shall **not** be implemented until approved by the authority of the Under Secretary General for Peacekeeping Operations.

305 LIAISON

305.1 GENERAL

Liaison is an essential element of a mission.

It provides a structured link between SHIRBRIG and parties for the negotiation of mutual problems and the defusing of tension. This SOP only gives guidance on military liaison, which may include contacts with local civilian authorities.

Considering the specific nature of an UN-mission, liaison with military and local authorities is vital for a successful operation. Before moving into the area, liaison should be established with local forces and authorities. Very often other UN organisations (i.e. UNMO, UNHCR) will already be in the area when SHIRBRIG arrives. Depending on the situation a large number of humanitarian relief organisations, Governmental Organisations (GOs) and Non Governmental Organisations (NGOs), will also be in the area shortly after or even before SHIRBRIG. Co-ordination with these organisations is very important for the success of the operation.

The overall aim is to create confidence and good relations consistent with the Mission Plan and COMSHIRBRIG directives. In order to increase the day-to-day contacts and solve problems on all levels, COMSHIRBRIG intends to delegate liaison activities to the units. All (military) liaison activities will be centrally co-ordinated.

305.2 LIAISON TEAM HQ/SHIRBRIG.

In order to increase the day-to-day contacts and solve problems on all levels, COMSHIRBRIG intends to delegate liaison activities to the units and branches within the Brigade. All military liaison activities in SHIRBRIG will be centrally co-ordinated by the Liaison Team/HQ/SHIRBRIG.

a. High level (Brigade level).

In order to centrally co-ordinate all military liaison activities and to support the other branches and sub-units with liaison activities in SHIRBRIG, a liaison team is created within the HQ/SHIRBRIG.

The Liaison team will be responsible for:

- liaisons with all local military authorities within the AOR,
- creating a proposal for the liaison organisation, including liaison on unit level,
- establishing the approved organisation,
- executing liaison on Brigade level and supporting the units if necessary,
- co-ordination of liaisons on unit level,
- co-operation with other branches within HQ/SHIRBRIG,
- supporting all branches in accordance with their special requirements,
- support COMSHIRBRIG to set up a Joint Military Commission.

Each branch will be responsible for liaison within own organisation with special attention to the following responsibilities:

- G2: will be key point for all relevant information achieved during liaison activities and will develop an information collection plan continuously;
- G3: will be key point for tasking;
- G3/Air: Liaison with local airports etc. concerning airspace control;
- G4: Liaison with UN Field Service and NSEs through the BLG co-ordinator;
- G5: All liaison concerning CIMIC, including local police and UNCIVPOL;
- G6: Liaison with local communication authorities.

b. Low level (Bat./Comp. level).

All sub-units of SHIRBRIG with an AOR, should allocate English speaking liaison teams to SHIRBRIG HQ and to other important civilian and military units.

The liaison teams should be deployed with proper equipment to fulfil its tasks.

305.3 GROUND RULES FOR LIAISON

Amongst other tasks such as incident investigations, inspections and patrolling, the primary task is the provision of continuous liaison to the (opposing) parties' military headquarters. The Commander has to design a structure to suit the liaison needs of his command. This must include:

- a. Who is authorised to liaise,
- b. Who they are authorised to liaise with, and
- c. What type of information should not be passed or accepted.

305.4 STRUCTURE

Liaison to be successful must take place at all levels; tasks to and deployment of SHIRBRIG LO Teams will depend on the mission.

The matrix describes a typical division of the levels of responsibilities:

<i>LEVEL OF RESPONSIBILITY</i>		
SHIRBRIG/UN	MILITARY FACTIONS	CIVIL AUTHORITY

<i>THEATRE LEVEL</i>		
FORCE COMMANDER	CORPS COMMANDER JOINT MILITARY COMMISSION	NATIONAL POLITICAL
<i>BRIGADE LEVEL</i>		
COMSHIRBRIG	DIVISION COMMANDER SUBORDINATE JMC	REGIONAL POLITICAL REGIONAL CIVIL
<i>UNIT LEVEL</i>		
CO UNIT	BRIGADE COMMANDER	LOCAL CIVIL LEVEL

306 OPERATIONAL ACTIVITY

306.1 GENERAL

This section covers the performance of operational duties in the Area of Operational Responsibility (AOR)

306.2 POSITIONS AND OBSERVATION POSTS

Personnel can be deployed in:

- Positions (pos);
 - Observation posts (OP);
 - Temporary pos/OP; and
 - (UNMO team sites).
- a. Position. A pos is a tactically sited location permanently manned by military members of SHIRBRIG from where they carry out various operational tasks such as checkpoints, roadblocks, observation, and patrols. A position is normally manned by armed troops.
 - b. Observation Post. An OP is a permanently manned location from where units/soldiers carry out observation and surveillance. In locating OPs one may often have to sacrifice good tactical positioning for good observation. An OP can be occupied by armed troops or unarmed observers (UNMOs). It is not current practice to man OPs with a mixture of armed troops and unarmed observers.
 - c. Temporary Pos/OPs. These are manned as required on a temporary basis for a limited period of time for an observation or control task. They are not administratively self-contained.
 - d. Pos/OPs should have:
 - Line and radio communications to next higher HQ.
 - Personal protection (helmets, body armour, shelters if available) for all personnel.
 - Specific written orders.
 - Specified minimum strength.

306.3 CHECKPOINTS/ROADBLOCKS/SEARCHES

Personnel can be deployed in:

- Checkpoints (CPs)
 - Mobile checkpoints (MCPs)
 - Roadblocks (closed CP/MCP)
- a. Checkpoints. A CP is a manned point used as means of controlling movement and checking vehicles and pedestrians, in order to enforce control measures,

orders and regulations. CPs are deployed permanently at fixed locations often adjoined to a pos. CPs are deployed on roads or major tracks normally at cross-roads, junctions or at the entrance to a controlled area. All CPs should have a method of slowing traffic (ramps or “zigzag” device) and a search bay for more thorough searches. The CP can be closed and converted to a roadblock when movement is forbidden. CPs sometimes vary in the degree of search they are required to carry out (e.g. all vehicles, only pedestrians or random proportion of vehicles).

CPs should have:

- Line and radio communications to next higher HQ.
 - Personal protection (helmets, body armour, shelters if available) for all personnel
 - Specific written orders
 - Specified minimum strength
- b. Mobile checkpoints. A MCP should consist of at least one vehicle or APC with additional personnel. Local commanders will establish MCPs for short periods of time. MCPS should be established at varying times and for irregular periods of time as dictated by the local situation. In choosing the location and establishing the MCP the following criteria should be considered:
- (1) Co-operation with de-mining/EOD teams.
 - (2) Communication with higher HQ must be established.
 - (3) Tactical considerations must be taken into account when siting the MCP.
For example:
 - (a) The MCP must not be visible to approaching vehicles. Proper use of terrain features is required to ensure that approaching vehicles do not avoid the MCP.
 - (b) Dependent on the local situation other troops/vehicles could be sited to provide support to the MCP as required.
 - (c) Air surveillance could also be used to operate in conjunction with the MCP, to provide advance warning of approaching vehicles.
- c. Searches. On occasion, it may be necessary to carry out searches of personnel and/or vehicles. Specific orders concerning the objective(s) of a search and where and when to conduct a search will be issued. Searches are always a sensitive undertaking and problems can be avoided by:
- (1) Avoid damages,
 - (2) Carrying out the search with due courtesy,
 - (3) Inform local authorities.
 - (4) Conducting body searches on women is a very sensitive issue. If possible women should be searched by another woman or with metal detectors.

306.4 PATROLLING

Patrolling is one of the key factors in SHIRBRIG operations.

- a. General: When planning and executing patrols, special caution must be taken due to the mine threat. Before departure, all patrols must be briefed on the mine threat along the planned route. The duration and tasks of each patrol must be carefully evaluated. To be fully effective, the patrols need complete freedom of movement and of observation.
- b. Aim: Patrols can be conducted to:

- (1) To conduct tasks as ordered by the Local Commander.
- (2) To maintain presence in the AOR.
- (3) To investigate incidents and/or collect information
- c. Types: There are three types of patrols:
 - (1) Vehicle patrol.
 - (2) Foot patrol.
 - (3) Aerial patrol.
- d. Principles:
 - (1) Strength – The minimum strength for ground patrols will be two persons for foot patrols and two vehicles for vehicle patrols (two vehicles may not always be possible for UNMO operations).
 - (2) Security – Security measures must cover the mine threat, route planning, liaison/interpreters, medical evacuation plan, equipment levels, “no go” areas, where necessary high visibility to ensure recognition by the parties and special procedures/patrol restrictions.
 - (3) Debrief – Immediate verbal debriefs of the patrol leader followed by submission of a written report.
 - (4) Communications with higher HQ must be established.

306.5 CROSSING PROCEDURES (LAND ACCESS ROUTES) (if/when established)

- a. General: Land Access Routes may be used for movement through the front lines of opposing forces to facilitate movement within the AOR. Once SHIRBRIG forces have deployed it is expected that the opposing forces will withdraw to new positions outside a buffer zone. Once this occurs, land access routes may be replaced by CPs manned by opposing forces at either side to control movement through their respective positions. The procedures outlined below for crossing through land access routes and possible CPs may then be changed.
- b. Responsibilities: It is the responsibility of the Unit Commander to maintain liaison with Local Forces with respect to land access routes and associated CPs manned by Local Forces. The Unit Commander must remain sensitive to concerns of Local Forces regarding access routes/CPs while at the same time ensuring freedom of movement for SHIRBRIG Forces. Each land access route/CP will have SHIRBRIG Forces on both sides responsible for maintaining liaison with Local Forces CPs. These Crossing Control Points (CCPs) may be an UNMO Team Site, position or OP as designated by the Unit Commander.
- c. Civilians and military personnel i.e. visitors or SHIRBRIG personnel are to be passed from one CCP to the corresponding CCP by radio when crossing through land access routes. (Note; Non-SHIRBRIG personnel are not yet authorised to use the land access route).
- d. Communications must be established with Local Force CPs prior to crossing.
- e. Local Forces will accept only valid UN ID cards.
- f. There will be no night crossings except in case of emergency.
- g. Procedures: The commander of the crossing party must inform the responsible CCP on his/her side of the front at least six hours in advance of the desired crossing time. The Unit Commander may alter this degree of notice if required to suit the local situation. The commander of the crossing party must provide the responsible CCP with the following information:
 - (1) Crossing place/land access route to be used.
 - (2) Estimated time of crossing.

- (3) Number of vehicles to cross.
- (4) Number of personnel to cross.
- h. The CCP will provide this same information by fax or radio to the CCP on the other side of the Access Route.
- i. Both CCPs will then inform their respective Local Forces of the crossing and inform the commander of the crossing party if there are any problems associated with the crossing.
- j. When escorts are used (visitors or SHIRBRIG personnel unfamiliar with the land access route) an escort patrol consisting of one car and two to three personnel will escort the crossing force through the Local Force CP. One to two personnel will remain with the escort vehicle and one person will remain at the Local Force CP. Before crossing the escort will confirm that:
 - (1) Communications have been established,
 - (2) Local Forces have fire control procedures in place,
 - (3) Vehicle drivers have been informed of the rules for the crossing with respect to:
 - (a) Vehicle spacing,
 - (b) Speed,
 - (c) Actions to be taken in the event of a vehicle problem, and
 - (d) That no photography is allowed.
- k. When the crossing is finished and the crossing party is handed over to the escort patrol at the second Local Force CP, the first escort will return.
- l. Emergency Crossing: Normal procedures will be followed but on an emergency timetable. Night crossings will be allowed. For night crossings vehicles will use white light and SHIRBRIG forces will provide road lights.

306.6 HAND-OVER/SPECIAL MEETINGS

- a. Unit Commanders should be prepared to conduct hand-over/special meetings that may be required to organise and manage the transfer of personnel, goods and other items from one side to the other, and sometimes to arrange special meetings between the parties. Such operations require a good and simple plan, cleared in advance with both sides, and liaison and passage of information throughout.
- b. The following planning procedures should be considered:
 - (1) Information – who/what is involved; when/where is the transfer to take place and how is the transfer to take place.
 - (2) Agreement on communications.
 - (3) Establishment of liaison facilities.
 - (4) Security measures.

306.7 JOINT MILITARY COMMISSIONS.

a. General.

A Joint Military Commission (JMC) is the forum for contact and co-ordination of the peacekeeping operation between relevant military and civilian authorities at all levels within the area of responsibility. A JMC is conducted from the very early stages of the peacekeeping mission, and to a large degree, the JMC sets the conditions for the transition from conflict to peace between the former warring factions. The Joint Military Commission will deal with the co-operation and co-ordination between the parties Forces and the Peacekeeping Forces. In addition the

Commanders of the local Forces must be able to meet COMSHIRBRIG whenever there is a need to discuss principal problems and to maintain good relations between the Parties Forces and SHIRBRIG. (See SOP 392). All battalions should be prepared to set up JMC within their AOR.

b. Responsibilities.

Force Commander is responsible for the agreement on and establishing a JMC in the Mission Area. COMSHIRBRIG is responsible for the JMC-meetings in SHIRBRIGS AOR. The Liaison team supports COMSHIRBRIG in the process of establishing a JMC.

c. Meetings at JMC.

Meetings in the JMC takes place on a regular basis, but can be called whenever there is a need for them at the request of any of the involved parties. Meetings will be held on neutral ground and are prepared by the liaison officers team.

The JMC represents a potential decisive tool in the hands of the Commander, but this tool needs extensive planning and preparation before it can be executed. First of all: When one or all of the parties do not meet the existing peace agreement, and the attitudes of the parties still are dense and inflamed - avoid bringing them together until the "ground is better prepared".

Time is also needed to prepare the meeting, so that the desired aim of the meeting is clear, and all possible aspects of the negotiation with the parties are assessed.

An Aide-memoir for planning and executing meetings in the JMC is shown in Annex M.

306.8 **SECURITY AND CONTROL OF A BUFFER ZONE** (if/when established)

- a. **General:** SHIRBRIG will maintain fixed, standing, mobile and airborne patrols throughout the buffer zone. CIMIC will act as the focal point with the local civil authorities and members of humanitarian, diplomatic and international communities. Joint investigation teams will be used to investigate allegations by the parties concerned, as well as to emphasise impartiality.
- b. SHIRBRIG shall conduct challenge inspections inside the buffer zone.
- c. Local administration, with its Police and Militia organs, shall exercise sovereign law enforcement powers to ensure public order and security.
- d. Militia and Police shall be identified and armed in accordance with given rules.
- e. Weapons and ammunition not allowed in the buffer zone shall be confiscated and turned over to the local police.
- f. Depending on the agreement, Militia and Police section and crew served weapons and ammunition are to be stockpiled, inventorised, and secured at specific locations identified to SHIRBRIG in advance of their arrival. Those sites will be subject to confirmation and inspection.
- g. There are to be no militia checkpoints within the buffer zone.
- h. No live firing exercises are to be conducted inside the buffer zone
- i. Disagreements between militia/Police and SHIRBRIG, arising within the buffer zone, should be resolved through the normal established channels.

3069.9 **OPERATIONAL INVESTIGATIONS**

- a. **General:** the orders to launch an investigation will be originated by SHIRBRIG HQ. The orders are based on directives given by COMSHIRBRIG, and will be conducted by a minimum of two officers of different nationality.
- b. **Tasks:** the investigation team has the following tasks:

- (1) Find out all facts related to the alleged violation/incident.
- (2) Refer all established facts to a named source of information.
- (3) Try to resolve the situation on the spot in co-operation with the involved party.
- (4) A formal post investigation report is to be submitted immediately.

306.10 ALERT STATES, USE OF RESERVES AND SHIRBRIG PERSONNEL OUTFIT

- a. Only COMSHIRBRIG and Unit Commanders can change the alert states in their AOR. Unit commanders are to inform COMSHIRBRIG IMMEDIATELY of any changes.
- b. Only COMSHIRBRIG and Unit Commanders can commit their respective reserve forces. Deployment of reserves should be to reinforce a point of confrontation where a problem on the ground has exceeded the capability of the local unit. A fast deployment will often defuse a situation and persuade the initiators of the action to back down and/or negotiate. Almost always it will be more important for the protagonists to see the reserve deployed than for the reserve to manoeuvre in a covert tactical fashion. Reconnaissance of likely deployment areas and frequent exercises must be carried out.
- c. See Annex D for the SHIRBRIG Alert States.
- d. See Annex E for the SHIRBRIG Personnel Outfit.

306.11 BREACHES OF AN AGREEMENT

Breaches of the agreement are to be reported immediately in the format of the Special Incident Report (SINCREP, see Annex K)

307 FORCE PROTECTION

307.1 GENERAL

The security of UN Military and civilian personnel is a major concern of UNNY, the Troop Contributing Nations, COMSHIRBRIG, and every commander in the field.

307.2 MINES & UNEXPLODED ORDNANCE (UXO)

In addition to the residual threats from previous conflicts and the recent conflict, land mines and unexploded land ordnance (UXO) pose a significant threat throughout the conflict area. This threat is primarily but not limited to the "no-man's land" that runs between the trenches along the confrontation lines. Dense minefields containing a mix of AT and AP mines, laid more or less in "conventional" patterns, contaminate these areas. Additionally, unmarked and possibly unrecorded nuisance minefields and point targets can be expected outside of the trench lines throughout the area of conflict. De-mining is the primary responsibility of the parties. The extent of the problem however, may be beyond the current mine action capability of each country. For additional information also read SOP380.

307.3 MARKING and PROTECTION of UN LOCATIONS.

All positions/OPs must be well delineated, distinctly marked and provide protection for the occupants.

- a. They should be surrounded by a protective wall (earth mound, rock construction wall, sandbags, T-Walls etc.). Outside the perimeter wall should be extensive barbed wire entanglement and the entrance should be "zigzagged". Barbed wire and concertina wire has to be marked with white engineer tape to prevent accidents. **No mines are to be used for protection of UN positions/OPs.**
- b. They should be painted white with "UN" markings in black or blue. The pos/OP number should also be prominently displayed. These markings should be visible from the air.
- c. The UN flag should be flown prominently at all times and should be well lit at night.
- d. They should incorporate a shelter capable of withstanding the type of fire, which is likely in the area. Each shelter should be well stocked with sufficient water and pack rations to allow personnel to survive at least three (3) days. Proper stock rotation should take place.
- e. The construction of shelters will depend on:
 - How immediate a threat is perceived to UN personnel.
 - The resources available.
- f. Where resources are not immediately available to achieve the standard laid down in the above mentioned, the positions most likely to be involved in observing and reporting a major outbreak of hostilities should have first priority, followed by positions in the likely area of fighting, followed by other positions.

307.4 FIRE FIGHTING.

All units are responsible for fire fighting in their base camps, positions etc. and should develop a fire fighting plan, covering:

- General regulations for fire fighting.
- Maps indicating flammable materials, main switches, sensitive goods, ammunition storage.
- Maps indicating fire fighting equipment and other fire fighting means.

307.5 TRAVELLING AND MOVEMENT

- a. SHIRBRIG Drivers of vehicles or commanders of 1 or more vehicles travelling outside Unit AORs will report to the JOC indicating number of vehicles and personnel, destination, and route (if applicable). At least every hour and upon arrival radio contact should be sought with the JOC again.
- b. SHIRBRIG Drivers of vehicles or commanders of 1 or more vehicles travelling within unit boundaries are to contact the responsible Unit Operations Centre.
- c. Air Ops will inform units about over flights of their unit AO one (1) day in advance.

307.6 HIJACK

Should a hijacking take place, special drills should be observed:

- a. An initial hijack message from the vehicle under threat or UN installation observing the incident, should provide the following information to the unit or JOC (or applicable): position, who (number of persons, descriptions, weapons), how (vehicles involved), other details (i.e. direction taken after).
- b. A hijack alert to all stations will then be issued and result in the following action: closing of checkpoints to create road blocks, alerting mobile reserve, other

available mobile troops, tailing the vehicle where possible, and liaison with local authorities and others in a position to help.

308 TRAINING

308.1 AIM

Training and education for Peacekeeping (PK) operations is a national responsibility. This SOP is an attempt to standardise the minimum training objectives for training and education within a SHIRBRIG mission, not to prescribe the specific curriculum of the training.

Given the frequency of rotation, training and supervision of newly arrived units is very important, in order to achieve an acceptable degree of standardisation.

308.2 PEACEKEEPING TRAINING and EDUCATION in GENERAL

SHIRBRIG Training standards give guidance for individual and unit training. The training of contingents at home prior to deployment as part of a PKO is a national responsibility and should be completed before the units depart. Once deployed, troops will have little time to devote to training. Nevertheless, certain training will be required for personnel while deployed in the area of operations. This may include:

- a. Range practices and weapons testing.
- b. Mine awareness.
- c. Rules of Engagement
- d. First aid.
- e. Fire fighting.
- f. Familiarisation training for newly arrived units/personnel.
- g. Specialised training not possible in home country.
- h. Exercises with emphasis on field training.
- i. Training aimed at standardisation of procedures.
- j. Refresher in battle procedures/drills.

308.3 TRAINING RESPONSIBILITY

Training is a unit responsibility but will be monitored and assistance will be provided if necessary from HQ SHIRBRIG Operations Branch.

308.4 TRAINING COORDINATION MEETING

Co-ordination meetings between units and HQ SHIRBRIG to facilitate training requirements of the units and the use of firing locations will tentatively be held monthly. Special training requirements from UN DPKO will be met issuing specific orders/programs for the units. Staff from the training cell will monitor unit training where practical and if deemed necessary.

308.5 RANGE PRACTICES AND WEAPONS TRAINING

The conduct of range practices in order to maintain basic marksmanship skills is encouraged. Units are to abide by the following:

- a. Ranges; Currently SHIRBRIG HQ is not aware of any fixed range in the mission area. Units are encouraged to co-ordinate with local military or civilian authorities for use of, and establishment of field ranges. Should costs be involved which units/nations are not prepared to fund themselves, details should be provided to the

SHIRBRIG HQ. No use of the field range is to occur without prior funding authority or local Authorities authorisations.

b. Range Safety.

The SOPs lay down the minimum safety regulations required by SHIRBRIG. It should be mentioned that these are meant to supplement national regulations. A Training officer from HQ SHIRBRIG must approve ranges. During practices the following will be put in effect:

(1) Prior to practices.

- Inform locals.
- Clear ranges of mines, stray animals, etc.
- Send out patrol to clear danger zone.
- Put out warning signs and sentries.
- Appoint any Range Safety Officer (RSO).

(2) During Firing.

- Medical cover (orderly and ambulance).
- Radio link from firing point to Unit HQ and RSO.
- Control unauthorised entry to range area.

(3) After Firing

- Destroy blinds or unexploded rounds.
- Inform locals of the general area of blinds not found.
- Where applicable, burn all balance charges.

308.6 MINE AWARENESS TRAINING

The units are expected to have a basic mine awareness training before arriving to the mission area. However, according to the actual mine hazard and hazard of UXO in the mission area, HQ SHIRBRIG requires a high degree of mine skills. The HQ expects units to ensure all personnel participate in one formal period of instruction a month pertaining to mine awareness training (threat, detection, recognition, marking and reporting).

308.7 RULES OF ENGAGEMENT (ROE) TRAINING

Training in the application of ROE is the responsibility of commanders at all levels. ROE training sessions are to be conducted on a regular basis and as a minimum, once a month. New arriving SHIRBRIG military personnel, including individual replacements or reinforcements, should have training in the application of ROE.

308.8 FIRST AID

HQ SHIRBRIG requires a high degree of first aid knowledge. The units are responsible for training personnel in basic first aid, health awareness, hostage intervention and personal medical protection including anti-stress education and preventive medicine techniques. Units are responsible for providing all personnel with sufficient knowledge of all routines to call for a medical evacuation.

308.9 FIRE FIGHTING

In order to protect the units against damage from fire, the units shall establish a fire brigade. The fire brigade should be of considerable strength and trained to fight any

normal occurring fire in the unit, with minimal risk of damage to the personnel and materiel.

308.10 FAMILIARISATION TRAINING

Some background briefings will be done at home prior to operations but these can be supplemented after arrival. This training can include briefings about the host countries to encompass local history, geography, political environment, demography, culture and uses. In SHIRBRIG this will be done through briefings held at HQ SHIRBRIG for newly arrived personnel. Units should conduct familiarisation training at sub-unit level. (In the case of UN Military Observers this training should be done as part of check-in procedure.)

308.11 SPECIALISED TRAINING.

Specialised training on equipment not available at home may be necessary for some contingents. Such training may be:

- a. Ground radar.
- b. Armoured personnel carriers.
- c. Night vision equipment.
- d. Radio procedures
- e. Nuclear Biological and Chemical Warfare (NBCW).

308.12 EXERCISES AND COMPETITION

Exercises may be necessary either for certain elements or in certain operations. HQ SHIRBRIG and Unit Commanders are encouraged to organise competitions open for individuals and/or teams. Competitions could be included in training aimed at increasing efficiency.

- a. Exercises.
 - (1) Ground familiarisation exercises for designated reserve forces, based on areas of possible deployment.
 - (2) Evacuation exercise based on scenarios of renewal of hostilities or non-renewal of mandate.
 - (3) MEDEVAC exercise. The aim is to provide all personnel with sufficient knowledge of all routines to call for a medical evacuation.
 - (4) Tactical exercise to rehearse operational plan, where possible.
- b. Competition.
 - (1) Military skills.
 - (2) Shooting.
 - (3) Skilled driving.
 - (4) Runs/ marches.

309 COMBAT ENGINEERING

309.1 GENERAL.

The purpose of this SOP is to provide guidance for Combat Engineering operations in SHIRBRIG. It outlines the basic procedures that are to be followed by all combat engineer units in the brigade.

(All Construction engineering will be covered in SHIRBRIG SOP 400).

309.2 CONCEPT OF COMBAT ENGINEERING.

The SHIRBRIG G3/Engineer officer and the Combat Engineer Unit(s) must work in close co-operation to accomplish the mission.

The Combat engineer task deriving from the OPS-order and unit requests for combat engineer assistance as well as requests from other UN agencies will be prioritised and co-ordinated by the SHIRBRIG G3/Engineer officer. As Engineer resources are always limited, units should first carry out tasks they can fulfil with own personnel before requesting engineer assistance. Engineer meetings will tentatively be held weekly.

309.3 SCOPE OF COMBAT ENGINEERING.

The scope of Combat engineering is de-mining and mine awareness, explosive and ordnance disposal (EOD), mine clearing obstacles, demolition; a number of tasks demand special equipment and training (fire fighting, NBC, etc.).

309.4 ENGINEER INFORMATION.

Engineer Information concerning safe roads, obstacles and barriers as well as information concerning mines and ammunition used in an area are vital for SHIRBRIG operations and force protection.

It is therefore SHIRBRIG's intention to provide SHIRBRIG units the following information as soon as it is available:

- a. Mine Recognition Manual (to be distributed upon deployment)
- b. Crater Analysis Manual (to be distributed upon deployment)
- c. Mine Awareness Pocket Aide Memoirs (to be distributed upon deployment)
- d. Map overlay or map showing mined areas (to follow; will be part of OPORDER)
- e. Map overlay or map showing cleared MSR, BDE routes and unit routes (to follow; will be part of OPORDER)

SHIRBRIG will update and compile available information frequently.

309.5 ENGINEER OPERATIONS.**a. Surmounting of Barriers.**

Any area not cleared from mines must be handled as a minefield.

All located minefields are to be fenced off and marked with signs with text "MINES" in English and the local language in accordance with UN De-mining Standards. Cleared lanes are to be marked in accordance with Annex J (Lane Marking)

The conflict parties have the full responsibility for de-mining within the SHIRBRIG AOR. Mine clearing of an area demands the co-operation of the parties forces and is agreed in meetings in the Joint Military Commission (JMC).

All mine-clearing operations conducted by parties forces in SHIRBRIG AOR must be approved by SHIRBRIG HQ and observed/monitored by a SHIRBRIG engineer.

If mines/UXO pose a life threat to SHIRBRIG units in the area, or if the area is vital for the peacekeeping activities, SHIRBRIG units are to clear mines or destroy the UXO.

Mechanised mine clearing shall always be followed up by manual mine clearing by engineers.

A cleared mine field in SHIRBRIG AOR is to be approved by SHIRBRIG engineers before the area can be released for use by SHIRBRIG units.

Minefield must be cleared to HUMANITARIAN STANDARDS (99,6 % cleared).

b. Restriction of implementation of barriers.

(1) Principles:

Barriers will be mainly used to limit access to SHIRBRIG compounds and AOR. Where necessary the execution will depend exclusively on the situation in the mission area and the development of the situation. Further rules for the implementation and execution of barriers will be given in following operation orders.

(2) Mines:

MINES ARE NOT TO BE USED.

(3) Barbed Wire.

Barbed wire and concertina wire has to be marked with white tape to prevent accidents.

c. Barrier numbering system.

(1) General:

In order to control barriers and to have a complete overview of barriers, it is essential that every Barrier Restricted Area (BRA) and single object is given a unique designator, called an obstacle number. Once a BRA or a single object has given an obstacle number it will keep this number. Also minefields made by the parties forces are given an obstacle number.

(2) Composition of an obstacle number:

The number consists of three letters and three numbers. The letters indicate the unit AOR. The numbers are the obstacle serial number given by the unit. Ex: DAN123 = Danish Battalion, obstacle no. 123.

d. Reports.

Combat engineer units are to submit the following reports to SHIRBRIG HQ:

- (1) When not under operational control of a SHIRBRIG sub-unit, Combat Engineer units report to SHIRBRIG in accordance with subject 311 of this SOP (Operational Reporting).
- (2) When under Operational control of a sub-unit, engineer input is given for that unit's daily SITREP to SHIRBRIG.
- (3) Weekly updated overlay showing cleared roads and areas.
- (4) Minefield Discovery/Removal Report (Annex I, ASAP after discovery/removal).

309.6 MISCELLANEOUS ENGINEER TASKS.

a. Mine awareness training

The units are expected to have a basic mine awareness training before arriving to the mission area: However, according to actual mine hazard and hazard of UXO in the mission area, the SHIRBRIG HQ requires a high degree of mine skills. The SHIRBRIG HQ expects units to ensure all personnel participate in one formal period of instruction per month pertaining to mine awareness training (threat, detection, recognition, marking and reporting).

b. NBC-tasks:

(1) Nuclear:

Precautions: Units shall bring equipment for all personnel to the mission area. Further precautions will be ordered if necessary. Decontamination

Sites and Plans: All units shall have plans concerning evacuation and decontamination in case of accidents with radioactive material.

(2) **Biological:**

Precautions: Units shall bring equipment for hygiene precautions for all personnel to the mission area. All personnel must be vaccinated according to biological threats in the area.

Hygiene and medical measures: All units shall have plans concerning decontamination, disinfecting and treatment in case of biological accidents or diseases.

(3) **Chemical:**

Precautions: Units shall bring protective equipment for all personnel to the mission area. Further precautions will be ordered if necessary.

Decontamination Sites and Plans: All units shall have plans concerning evacuation and decontamination in case of accidents with chemicals.

310 AIR OPERATIONS

310.1 GENERAL.

In general the use of helicopters will be to support the SHIRBRIG mission. In the SHIRBRIG AOR, the primary use of helicopters is for CASEVAC, MEDEVAC and SAR. The aviation assets are a limited resource, but will be available 24 hours a day. SHIRBRIG helicopter operations are normally conducted within a complex and perhaps hostile environment. The SHIRBRIG AOR airspace is expected to be controlled by a civil authority. Other local military use of the airspace will under normal circumstances not be recognised by UN.

310.2 AIM.

The purpose of this SOP is primarily to provide guidance for helicopter operation in SHIRBRIG AOR. It will outline the basic procedures that are to be followed by the SHIRBRIG units to facilitate safe, effective and efficient control and co-ordination of air movements as necessary. Due to the fact that SHIRBRIG area of operation is unknown, this SOP will only be a basic skeleton with highlights. This SOP will be augmented and up-dated by the SHIRBRIG air element whenever necessary.

310.3 HELICOPTER DISPOSITION.

To be issued on deployment.

310.4 HELICOPTER LIAISON OFFICER (HLO).

Each military aviation unit will have a HLO present in G-3.

310.5 AIRSPACE MANAGEMENT WITHIN THE AOR.

a. Controlling Authorities:

Airspace management within the SHIRBRIG AOR is unpredictable. A sovereign state regardless of infrastructure retains the right of responsibility for the management and control of its entire airspace. However, an international organisation could be the controlling authority for airspace from surface to unlimited level at the mandate of UN in a peace support operation.

b. Airspace Control Means:

- (1) Airspace Control Order.
N/A unless controlled by an international organisation supporting the SHIRBRIG operation. However, SHIRBRIG should have the means and procedures to risk assess the daily air picture within area of operations.
- (2) Helicopter Routes/Corridors.
Maximum freedom of movement in the air is always desired. However, the warring factions (WF) possible low-level air defence capability represents a risk to SHIRBRIG helicopter operations. In order to minimise this risk, the necessary routes and corridors will be negotiated and set up. Procedures for informing the relevant FWF authorities of the intended helicopter activity will be announced as agreed.
- (3) Danger Areas.
Will be notified for SHIRBRIG helicopter activity. Information is collected from own units, local authorities, WF and/or through allied partners. Will be established around a live firing range.
- (4) Restricted Operations Zones.
Will normally be established around an air-mobile exercise area.

310.6 CONTROL AND CO-ORDINATION OF HELICOPTER OPERATIONS.

- a. SHIRBRIG G3 SO/ALO.
SHIRBRIG G-3 is permanently manned with three (3) SO/ALO's. Further manning of the G-3 Air section depends on the helicopter units organic to SHIRBRIG. G-3 Air is the tasking authority for all helicopters supporting units in the AOR.
- b. Flying Programmes.
The principal tool of co-ordination will be a SHIRBRIG daily flying program (flight schedule) authorised by G-3 Air. This will serve to inform all of the coming day's activity.
- c. Flight Plans.
All SHIRBRIG helicopters should conform to internationally approved principles, including flight planning. Each aviation unit may establish additional national flight planning and flight following procedures, which always needs approval by SHIRBRIG G3-Air.

310.7 HELICOPTER TASKING.

- a. General.
Requests from units for helicopter support are passed through the chain of command to BDE HQ using the Helicopter Request Message (HELQUEST). See annex K.
- b. Priority.
 - (1) CASEVAC
 - (2) MEDEVAC
 - (3) SAR
 - (4) LOGISTICS WITH PRIORITY
 - (5) PATROL, OBSERVATION AND MONITORING
 - (6) VIP SPECIAL FLIGHTS
 - (7) PASSENGERS
 - (8) ROUTINE CARGO

(9) OTHER MISSIONS

310.8 CASEVAC.

CASEVAC is evacuation of casualties from the point of casualty to a field dressing station, a field hospital or a hospital out of the area.

This SOP deals with evacuation of casualties (CASEVAC) performed by helicopter. For more details on transport of patients and medically treated casualties (MEDEVAC), see **SOP 400**.

SHIRBRIG will have minimum one helicopter on stand-by for CASEVAC. G-3 will authorise the use of helicopter

(a) CASEVAC REQUESTS.

Requests for CASEVAC shall normally follow the line of command. In case of an emergency, requests can be made directly to BDE/HQ or the Field Hospital via radio or telephone. If the request is made directly, HQ/BDE or Field Hospital must inform the affected unit.

(b) CASEVAC PROCEDURES:(2) All soldiers will carry a CASEVAC card containing:

- Procedures for calling CASEVAC
- Frequencies and Telephone numbers for CASEVAC

(2) When requesting CASEVAC it is important that you state:

- start signal with "**CASEVAC**"
- **number** of injured persons and how serious the injuries are
- **who you are** and what unit you come from
- **exact position** of the incident
- exact position of **contact point** for direction to the incident

(3) HQ/BDE or Field Hospital will confirm your CASEVAC request and inform you if it will be handled by helicopter or ambulance vehicle and give you an expected time of arrival.

(4) If a helicopter is performing the CASEVAC you must also state:

- direction of approach for the helicopter, and
- the way the site is going to be marked

For evaluation of direction of approach and landing sites for helicopters: See SOP 300 Annex L.

(5) You must notify HQ/BDE or Field Hospital:

- upon arrival of the helicopter/ambulance to the area
- time of departure of the helicopter/ambulance out of the area
- number of casualties on board

COMSHIRBRIG and Press and Information must be notified ASAP in case of casualties.

310.9 COMMUNICATIONS.

- a. ATC frequencies.
- b. CASEVAC/SAFETY frequency.

310.10 FLIGHT SAFETY.

- a. Safety regulations for helicopters.
- b. Dangerous Goods.
- c. Hazard maps.

- d. Aircraft lighting.

310.11 HELICOPTER LANDING SITES.

- a. Landing Site Dimensions: See Annex L.
- b. Obstruction angles for landing sites: See Annex L.
- c. Marking of landing sites: See Annex L.

311 OPERATIONAL REPORTING

311.1 GENERAL

Unit commanders are to provide operational reports as listed in this section. No report should be sent to inform national governments of an incident before a report has been made to HQ SHIRBRIG. HQ SHIRBRIG will then ensure UN New York is advised.

311.2 REPORTS TO HQ SHIRBRIG

The following reports have to be sent to HQ SHIRBRIG:

- a. Daily Situation Report (Daily SITREP). See Annex F.
- a. Weekly Report (WEEKREP) See Annex G.
- b. Special Incident Report (SINCREP) See Annex H.
- c. Minefield Discovery/Removal Report (MINEREP) See Annex I.

311.3 DAILY SITREP

The Daily SITREP is a report, which describes the operational and administrative situation of the reporting element over a 24-hour period. The hours of the reporting period are from 0000 - 2400 hours (LT), and the SITREP should be at the JOC/ HQ SHIRBRIG no later than 0200. Annex F gives the format for the Daily SITREP.

311.4 WEEKREP

The WEEKREP covers the passed weekly period (Sunday 1800 – Sunday 1759 hours) and should include:

- a. Summary of Operational Activity. This paragraph should cover in a short concise manner all key activities in the AOR or in the unit over the last week.
- b. Commanders Comment/assessment. This paragraph should provide in a short concise manner the overall situation in the AOR for and the overall situation within the unit. It should include significant developments or improvements in liaison and any constraints that affect the success of the Mission.
- c. Main Future Activities. This paragraph should cover upcoming activities for the following week. In order to avoid possible scheduling conflicts, it should include details of planned operations, major logistic activities and planned visits.
- d. The WEEKREP should be at the JOC/HQ SHIRBRIG no later than 2000 hours on Sunday
- e. The format for the WEEKREP is at Annex G.

311.5 SPECIAL INCIDENT REPORT

The Special Incident Report (SINCREP) covers serious or special incidents of **any** kind. This report must be timely, concise, and accurate. The main guiding principle is that HQ SHIRBRIG is in the possession of all known facts to be able to inform UNNY in as fast time as possible. It must be remembered that the news media and the parties

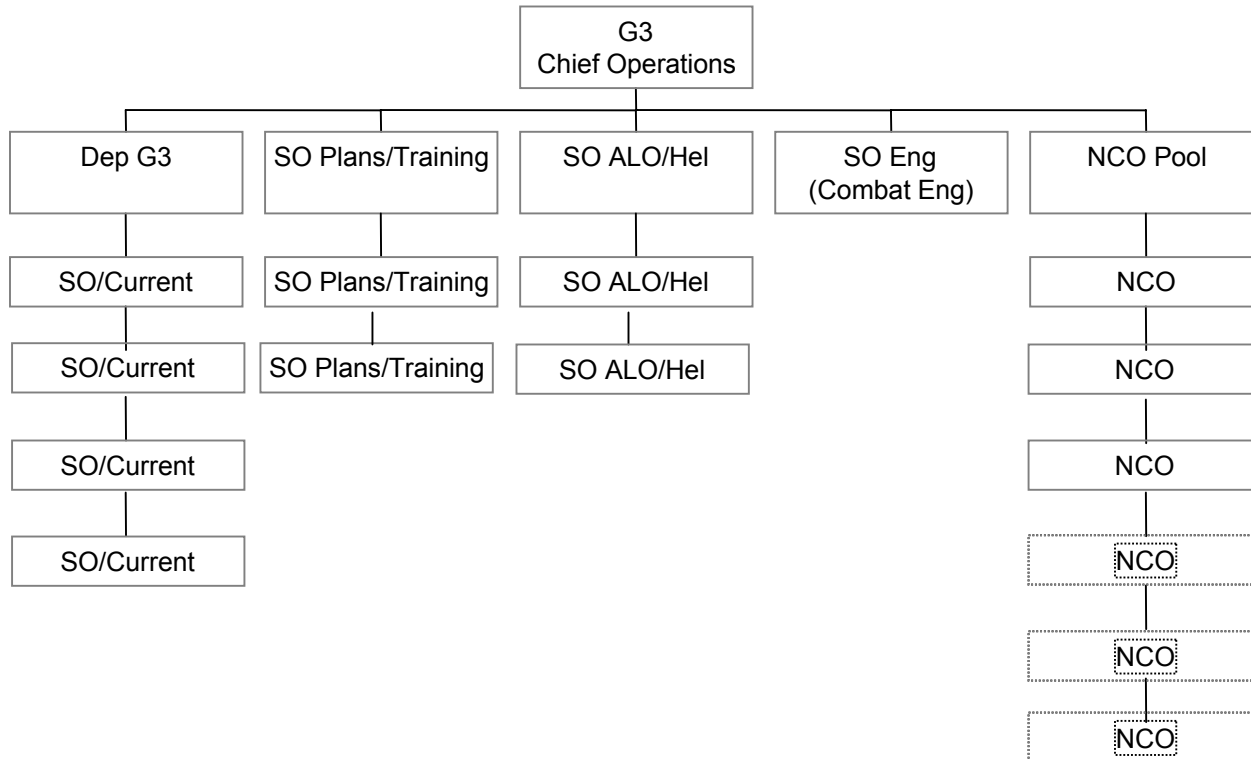
will often know about an incident virtually as soon as it happens. HQ SHIRBRIG must have similar information at the same time. It is understood reporting elements would prefer to check facts from several sources before submitting a formal report and that certain incidents may last for a considerable time. For these reasons a sequence of reports should be used as follows:

- a. Initial Report: This will report the basic facts without (full) verification and can be done by radio or telephone.
- b. Intermediate Report: This report will fill in the gaps when a situation is still ongoing but continuing and more information is available.
- c. Final report: This is the actual account of the incident from beginning to the end. It may include commanders' comment and other data considered relevant.
- d. The format for the SINCREP is at Annex H.

ANNEXES

Annex A –	HQ SHIRBRIG Operations Branch
Annex B –	Protected UN Installations, Areas, or Goods (Example)
Annex C –	ROE Release Authority Matrix
Annex D –	SHIRBRIG Alert States
Annex E –	SHIRBRIG Dress Codes
Annex F –	Daily SITREP
Annex G –	Weekly Report
Annex H –	Special Incident Report
Annex I –	Minefield Discovery/Removal Report
Annex J –	Lane Marking
Annex K –	Helicopter Request
Annex L –	Landing site dimensions
Annex M –	Aide-memoir for JMC-meetings

SHIRBRIG G3/OPERATIONS BRANCH



UNITED NATIONS

FORCE PROTECTED ITEMS (Example)

Reference: Rules of Engagement for the Military Component of the Mission.

In accordance with the reference, approval was obtained to designate UN installations, areas, or goods where the use of force, up to and including deadly force, is authorized in protecting them against a hostile act. The criteria used to develop the list requiring this level of protection is that if any of these are threatened by a hostile act, their loss could potentially result in the loss of life of UN/SHIRBRIG personnel.

Thus, in accordance with the reference the following list was designated as protected items:

1. MI-8 helicopter.
2. Chinook helicopter.
3. 222 aircraft.
4. HS-125 aircraft.
5. Ambulances.
6. Medical drugs.
7. Blood or blood plasma.
8. Anesthetic equipment.
9. Medical laboratory equipment.
10. X-ray equipment.
11. Weapons storage facilities.
12. Ammo storage facilities.
13. Crew served weapons.

ROE RELEASE AUTHORITY MATRIX								
Ser	ROE	Shirbrig	Battalion	Coy	Platoon	Group	Unrestricted	Remarks
LEVEL OF FORCE								
1.1	Use of force, up to and including deadly force, to defend oneself and other UN personnel against a hostile act or a hostile intent, is authorised.						X	Deadly force is only to be used as a last resource if all other means are insufficient.
1.2	Use of force, up to and including deadly force, to defend other international personnel against a hostile act or a hostile intent, is authorised.						X	As 1.1
1.3	Use of force, up to and including deadly force, to resist armed attempts to abduct or detain oneself and other UN personnel, is authorised.						X	As 1.1
1.4	Use of force, up to and including deadly force, to resist armed attempts to abduct or detain other international personnel, is authorised.						X	As 1.1
1.5	Use of force, up to and including deadly force, to protect United Nations installations, areas or goods designated by the SRSG in consultation with COMSHIRBRIG, against a hostile act, is authorised.						X	As 1.1 See updated list. Some nations consider this to be in violation of the rules of proportionality.
1.6	Use of force, up to and including deadly force, to defend any civilian person who is in need of protection against a hostile act or hostile intent, when competent local authorities are not in a position to render immediate assistance, is authorised. When and where possible, permission to use force should be sought from the immediate superior commander.						X	As 1.1 Some nations consider this to be in violation of the Mandate of this mission.

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1.7	Use of force, to prevent the escape of any apprehended or detained person, pending hand-over to appropriate civilian authorities, is authorised. In case of necessity to act in self-defence, use of force, up to and including deadly force, is authorised.						X	Use of force is limited to unarmed force unless force is used in self-defence.
USE OF WEAPONSSYSTEMS								
2.1	Use of explosives in order to destroy weapons, ammunition, mines and unexploded ordnance, is authorised.	X (less UXO)	X (UXO)					NO other use is authorised.
2.2	Indiscriminate pointing of weapons in the direction of any person is prohibited.						X	
2.3	Firing of weapons other than for organised training and as authorised in these ROE, is prohibited.						X	Permission for training is to be sought from COMSHIRBRIG through chain of command
2.4	Firing of warning shots is authorised.						X	Warning shots should, if the situation allows, only be fired after verbal warning has been issued.
2.5	Use of riot control equipment and agents is authorised.	X						The use of agents may, depending on the situation, be prohibited.
2.6	Use of lasers for survey, range-finding and targeting is authorised. When laser is used other than in combat, appropriate eye-safety precautions will be adhered to.					X		The use of appropriate eye-safety precautions is a command responsibility

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AUTHORITY TO CARRY WEAPONS								
3.1	Carriage of loaded personal weapons is authorised.	X						COMSHIRBRIG in issued weapons state orders gives the authority.
3.2	Overt carriage by individuals of hand-held support weapons such as machine guns, light mortars and hand held anti-tank weapons, is authorised.	X						As 3.1
3.3	Deployment and carriage of weapons on or in vehicles and aircraft, is authorised.	X						As 3.1
REACTION TO CIVIL ACTION OR UNREST								
4.1	In absence of local police authority, detention of any person who commits or threatens to commit a crime is authorised.						X	The perpetrator is to be handed over to the appropriate authorities ASAP.
4.2	Detention of individuals or groups who commit a hostile act or demonstrate a hostile intent against oneself, one's unit or UN personnel is authorised.						X	As 4.1
4.3	Detention of individuals or groups who commit a hostile act or demonstrate a hostile intent against other international personnel is authorised.						X	As 4.1
4.4	Detention of individuals or groups who commit a hostile act or demonstrate hostile intent against any civilian, or against installations and areas or goods designated by the Head of the Mission in consultation with the force commander, is authorised.						X	As 4.1
4.5	Searching of detained persons for weapons, ammunition and explosives, authorised.						X	
4.6	Disarming of armed individuals or groups, when so directed by the Force Commander, is authorised						X	

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SHIRBRIG RESTRICTED

SHIRBRIG ALERT STATUS

<u>Alert State</u>	<u>Description</u>	<u>Security Measures</u>
<u>GREEN</u>	<ol style="list-style-type: none"> Alert State Green in effect. When there is a low threat level to SHIRBRIG facilities, formations and personnel 	<ol style="list-style-type: none"> Sentries/Access control to SHIRBRIG facilities. Vehicle movement not restricted. Single vehicle movement with minimum of 2 persons allowed during daylight. In urban areas minimal 1 person allowed. During darkness outside urban areas all vehicles will travel in pairs.
<u>YELLOW</u>	<ol style="list-style-type: none"> Alert State Yellow in effect. When there is an increased or medium threat level to SHIRBRIG facilities, formations and personnel. Tension in the area. No direct threat to SHIRBRIG facilities, formations and personnel 	<ol style="list-style-type: none"> Leave / R+R reviewed for possible cancellation. Dress code increased. Personnel and vehicle movement minimized. Movement with a minimum of 2 vehicles required.
<u>RED</u>	<ol style="list-style-type: none"> Alert State Red in effect. When there is open conflict in the area. An attack against SHIRBRIG facilities, formations and personnel has occurred or there is a direct threat to SHIRBRIG facilities, formations or personnel. 	<ol style="list-style-type: none"> Leave / R+R is cancelled. Dress code increased. Only mission essential movement permitted. Movement with a minimum of 2 vehicles required.

SHIRBRIG RESTRICTED

SHIRBRIG PERSONNEL OUTFIT

Annex E
to SOP 300

Code	Area	Description
E	R&R area/outside AO.	<ol style="list-style-type: none"> 1. Personnel off duty may wear civilian attire if authorised by CO. 2. Movement of personnel can be unarmed. 3. Body armour, helmet available. 4. Personnel on duty do not wear body armour or helmet.
E	Within Unit Areas/AO	<ol style="list-style-type: none"> 1. Duty personnel have body armour and helmet available but are not required to wear 2. Duty personnel carry personal weapon. 3. Personnel off duty do not carry personal weapon.
D	All areas.	<ol style="list-style-type: none"> 1. All personnel wear military attire outside SHIRBRIG compounds/installations. 2. Personnel outside SHIRBRIG compounds carry personal weapon. 3. Duty personnel inside UN compounds on sentry/security duty to carry personal weapon. 4. Helmet, body armour must be available.
C	All areas	<ol style="list-style-type: none"> 1. Outside SHIRBRIG compounds/facilities helmet and body armour immediately available. 2. Personal weapon will be carried by both on duty and off duty personnel.
B	All areas	<ol style="list-style-type: none"> 1. Outside SHIRBRIG compounds/facilities personnel wear helmet, body armour and carry personal weapon. 2. Personnel inside SHIRBRIG compounds/facilities and on sentry/security duty to wear helmet, body armour and carry personal weapon.
A	All areas	As dress-code B but <u>all personnel</u> carry personal weapon.

SHIRBRIG UNIT DAILY SITREP
AS OF
DD0000CMMYY TO DD2400CMMYY

IMMEDIATE

TO: JOC/ HQ SHIRBRIG

INFO: Other unit HQ's

FROM: Unit

1. GENERAL ASSESSMENT (*Here the commander assesses the situation in a short concise manner*).
 - a. Overall assessments of the situation
 - b. Development in the AOR over the past 24 hours
2. OPERATIONAL ACTIVITY (*should cover the ongoing activities of the past 24 hours*).
3. LIASION WITH PARTIES (*Report if you have liaison with the parties*).
4. RESTRICTIONS ON FREEDOM OF MOVEMENTS (*All restrictions on UN Freedom of Movement to be reported*)
5. PERSONNEL AND LOGISTICS
 - a. Personnel (*rotation, diseases*)
 - b. Equipment (*major changes*)
6. MISCELLANEOUS (*This allows commander flexibility to report on any other matter which is felt not to lend to the above categorisation*).

Name
Rank
Position

IMMEDIATE

TO JOC/ HQ SHIRBRIG
INFO Other Unit HQ's

FROM "UNIT"

"UNIT NAME" WEEKLY SITREP
from DD1800CMMYY to DD1800CMMYY

1. SUMMARY OF OPERATIONAL ACTIVITY.

This paragraph should cover in a short concise manner all key activities in the AOR or in the unit over the last week.

2. COMMANDERS COMMENT/ASSESSMENT

This paragraph should provide in a short concise manner the overall situation in the AOR and the overall situation within the unit. It should include significant developments, improvements in liaison and any constraints that affect the success of the Mission.

3. MAIN FUTURE ACTIVITIES.

This paragraph should cover upcoming activities for the following week. In order to avoid possible scheduling conflicts, it should include details of planned operations, major logistic activities and planned visits.

Signature
Name
Rank
Occupation

SPECIAL INCIDENT REPORT (SINCREP)

TO: JOC /HQ SHIRBRIG

INFO: Other Unit HQ

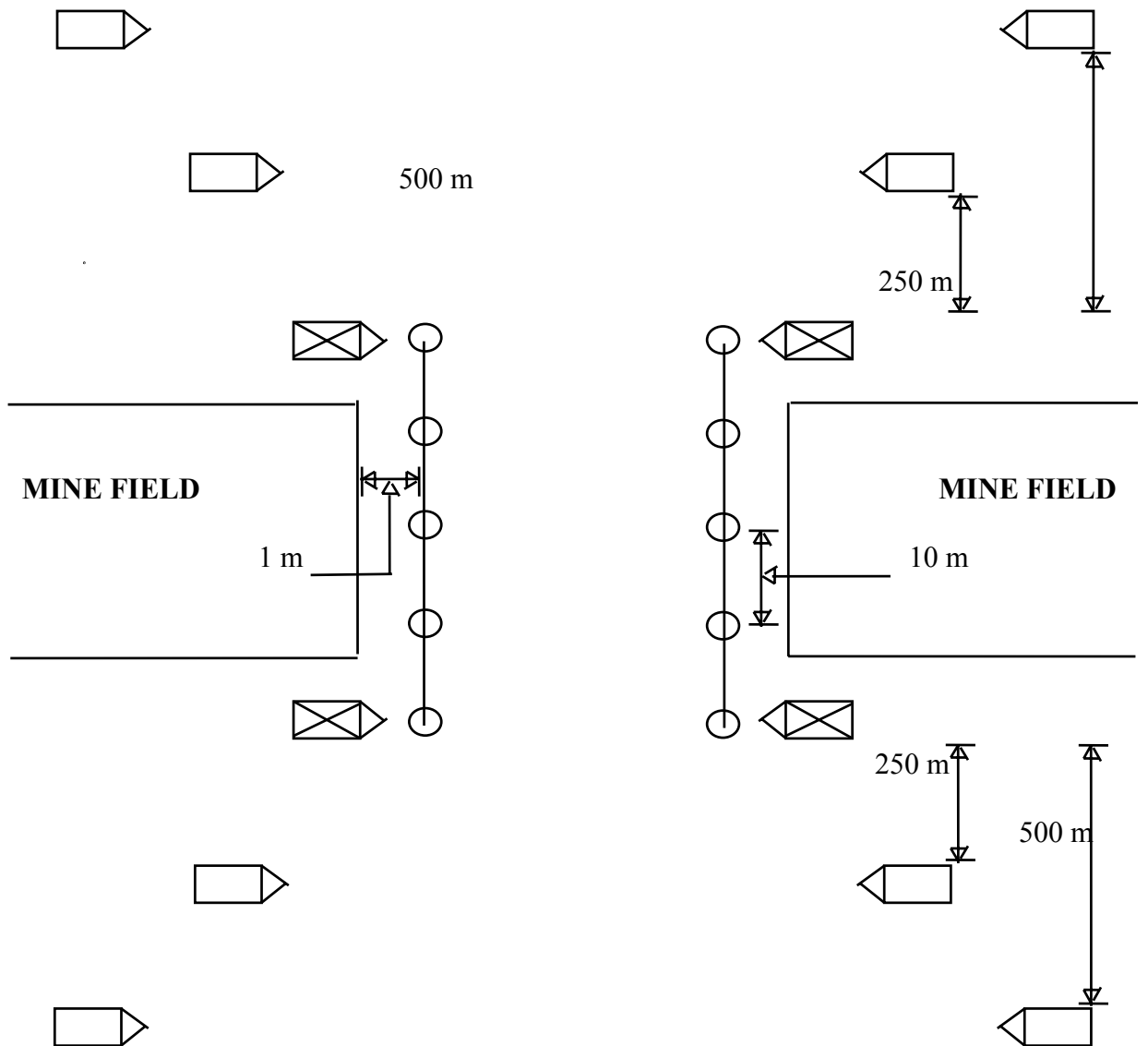
FROM: "Unit"

INITIAL/INTERMEDIATE/FINAL REPORT (Mark what is applicable)

- A. DTG **WHEN** did it happen
- B. GRID REF/LOCATION **WHERE** did it happen
- C. DESCRIPTION of INCIDENT **WHAT** happened and **WHO** was involved
- D. ACTION TAKEN **WHICH** (counter) measures have been taken
- E. ASSESMENT Only in final report: influence of the incident to the mission

Note: This report is to be used for **all** types of incidents.

LANE MARKING



LEGEND:

-  Entrance Marker
-  Long Range Marker
-  Lane marker*

* Lane Markers are green poles w/ painted red and white tips.

HELICOPTER REQUEST MESSAGE
HELQUEST

- A: QUANTITY AND TYPE OF AIRCRAFT
- B: NATURE OF TASK
- C: PICK-UP POINTS (GRID CO-ORDINATES AND NAME)
- D: DESTINATION (GRID CO-ORDINATES AND NAME)
- E: DTG AT PICK-UP POINT
- F: NOT LATER THAN AT PICK-UP POINT
- G: ESTIMATED DURATION OF TASK (HOURS AND MINUTES)
- H: PASSENGERS (NUMBER-TITLES)
- I: FREIGHT (WEIGHT IN KG AND DESCRIPTION)
- J: CALL-SIGN AND FRQ AT PICK-UP POINT
- K: CALL-SIGN AND FRQ AT DESTINATION
- L: BRIEFING (CALL-SIGN AND FRQ)
- M: DEBRIEFING (CALL-SIGN AND FRQ)
- N: MIL INFO UP-DATE AND PREFERRED ROUTES
- O: ANY INSTRUCTIONS NOT COVERED IN A-N

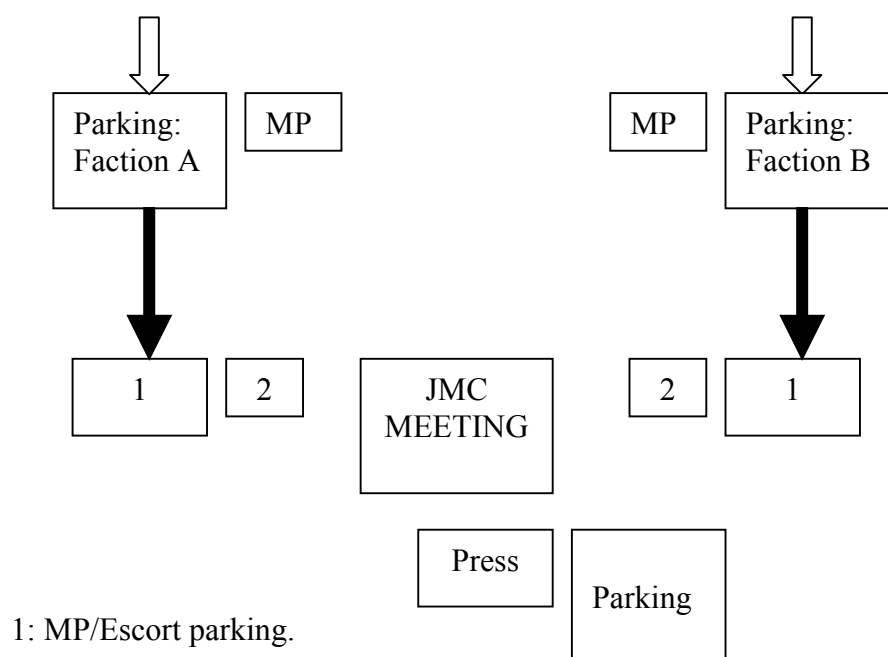
HELICOPTER LANDING SITES: SIZE, APPROACH ANGLES AND MARKING

To be developed in co-operation with SHIRBRIG Helicopter Bn and SO/ALO/G3

Aide-memoir for JMC-meetings.

1. PREPARING FOR A JMC MEETING:

- Co-ordinate all JMC-work in the staff.
- Identify the heads of the delegations to be invited.
- Select a suitable place for the meeting.
- Develop a lay-out and a seating-plan for the meeting.
- Prepare invitations to all participants.
- Issue a formal invitation to all parties.
- Declare temporary immunity to all participants.
- Do not address potentially sensitive subjects in advance.
- Keep all higher and adjacent HQ's informed.
- Install a communication net.
- Identify personnel for protocol, security and interpreting.
- Organise waiting areas for body-guards close to the meeting area.
- Meet the participants at different meeting points.
- Prepare for identification and use escort officers.
- Ensure body-check.
- Transport from meeting points to JMC site in your vehicles and under your protection.
- Avoid waiting time.
- The Site for the meeting could look like this:

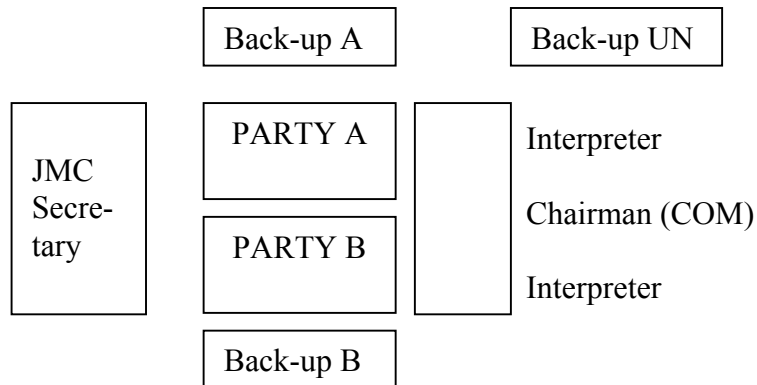


1: MP/Escort parking.

2: Search areas.

2. CONDUCTING A JMC MEETING:

- The lay-out of the meeting tent could be like this:



- Welcome and introduction, where you address the topics, the aim of the negotiation and the formal procedure.
- Ask all the parties to declare that they intend to comply with the peace agreement.
- Identify the heads of the delegations and their authority to take decisions.
- Follow "normal" conference procedures.
- If any delegation leaves the meeting, end the meeting immediately.
- Put every agreement down in writing and have all agreements signed before the participants leave the meeting.
- Provide copies of all results of the negotiations and distribute before ending the meeting.
- Arrange for future meetings in the JMC or arrange to maintain contact.
- Departure arrangement similar to arrival procedures.
- Produce minutes of meeting.

3. AFTER THE JMC MEETING:

- Debrief all staff and interpreters.
- Distribute and publicize immediately the results of the negotiations.
- Report and inform higher and adjacent HQ.

4. THE DO'S AND DON'TS OF JMC'S:

- Avoid actions which might be perceived as favouring one of the parties.
- All staff members should be capable of facilitating a JMC.
- Always have appropriate experts at meetings.
- Speak with "one voice".

- When using interpreters, rehearsals are critical.
- Know the desired outcome of every meeting.
- Prioritise your interests on all issues and know the interests of all other parties.
- Identify easy issues for agreement.
- Anticipate how to deal with "surprise" issues.
- Anticipate how to handle "deal-breakers".
- Anticipate how to diffuse tension.
- Be cautious about giving any guarantees.
- Work easy issues first.
- Do not focus on what is said, find out why it is said.
- Always use a process observer, the same every time.
- Do not marginalise someone else's interests.
- Never end a meeting without meticulously agreeing on what was agreed upon before the parties depart.
- Last order business should be the agreement on when to hold the next meeting.

RESTRICTED MILITARY SYMBOL AID-MEMOIRE

Unit Role Indicators

Infantry	Mech Inf	Recce	Armd	Armd Recce	Arty	Mech Arty	Airborne	Air Def	Anti-Armd	Engr
Welfare	Medical	Mil Police	Hospital	Air Asslt	Sigs	Elec War	CSS	Admin	Tpt	Ord
Supply	AD Msl	QM	Postal	Pay	Maint	Pers Svcs	Repl Hold	Psy Ops	Motorized	Labour
Mtn Troops	Naval	NBC	Air Def Arty	AT Rocket	Single Rkt	Multi Rkt	Fix Wing	Rot Wing	Air Mobile	Composite
Amphibious	Mil Intel	Cntr Int	Chaplain							

Battle Positions and Strong Points

name Bttl Posn (occupied)	(p)name Bttl Posn (prepared)	name Bttl Posn (planned)
name Friendly Strong Pnt	ENY Enemy Strong Pnt	Obs Post
Combat OP	Obs Post (occupied)	Fwd Obs Psn
Sensor/ Listening OP	NBC OP	

Unit Size
Battle Group
Quantity of Equipment

Date Time Group	Role Indicator	Reinforced/Detached Unconfirmed/Suspected
Equipment	Mobility (unit)	Free Text Combat Capability
Unique Designation	Mobility (equip)	Higher Formation
	Type of HQ	

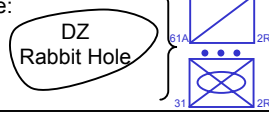
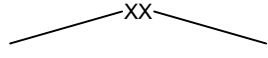


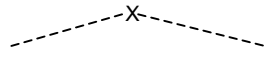

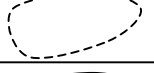
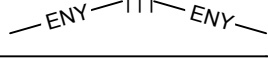
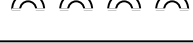
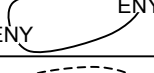
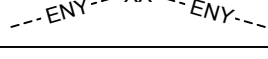



Unit Sizes

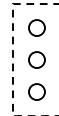


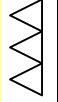
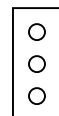










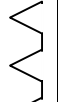


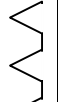


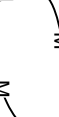

∅	Team/Crew
·	Squad/Det
∴	Section
∵	Platoon
	Company
	Battalion
	Regiment
X	Brigade
XX	Division
XXX	Corps
XXXX	Army
XXXXX	Army Group
XXXXXX	Region

Obstacles (green)	Unknown (yellow)	Belligerent (red)	Friendly (blue)	Unit / Equip / Equip / Equip / Equip

RESTRICTED MILITARY SYMBOL AID-MEMOIRE

Task Graphics

Boundaries	Unit/ Sub-Unit Bndry	FLOT	Areas	
				Areas may be defined: DZ (name)- Drop Zone EZ (name)- Extraction Zone LZ (name)- Landing Zone PZ (name)- Pickup Zone EA (name)- Engagement AA (name)- Assembly Area ie: 
Friendly Present				
Friendly Planned or On order				
Enemy Known				
Enemy Suspected or Templated				
Notes	<i>Unit symbol is indicative of larger unit on either side of boundary line.</i>	<i>Area fwd of troops</i>  <i>Troops</i>		

Minefields	Mines	Antitank Obstacles	Antitank Obstacles
Planned 	Antipers Mine 	TwoD Eny 	
Completed 	Antitank Mine 	Antitank Ditch Under Const Complete 	
AP Minefield 	AT Mine w/ Anti-handling 	Antitank Ditch Reinf w/ AT Mines 	
AT Minefield 	AT Mine (directional "claymore") 	Antitank Obstacles (Fixed) (Mov) (Prefab) 	
Scatterable Mines 	Unspecified Mine 	Antitank Wall 	
Scatterable w/ Self Dest DTG 	Mine Cluster 		
Mined Area 	Wide Area Mines 		

RESTRICTED MILITARY SYMBOL AID-MEMOIRE

Arson/ Fire	Artillery/ Arty Fire	Assn/Murder Execution	Bomb/Bombing (hostile)	Bomb/Bombing (unknown)	Booby Trap	Drive-by Shooting	Indir. Fire (unspecified)	Mortar/ Mortar Fire	Rocket/ Rkt Fire	Sniping	
Poisoning	Ambush	Ammunition Cache	Rotary Wing	Hostile/Insurgent (Mtrz Inf)	Hostile/Insurgent (Infantry)	Recce/ Surveillance	Sig/Rad Stn	Supply Cache	Black List Location	Grey List Location	
White List Location	Roadblock complete	Roadblock under const	Patrolling	Recruiting (willing)	Recruiting (coerced)	MASS (hostile)	MASS (unknown)	MASS (Friendly)	Mine Laying	Spy	
Psychological Operations (PSYOP) (TV & Rad)(Wrtn-hostl)	Psychological Operations (PSYOP) (TV & Rad)(Wrtn-unkn)	Propaganda (Written)	Propaganda (House)	Foraging/ Searching	Food Distribution	Med Treat Facility	Black List Location	Extortion			
Hijacking (vehicle)	Hijacking (airplane)	Hijacking (boat)	Kidnapping	Arrest	Drug Ops	Refugees (friendly)	Refugees (neutral)	Safe House (hostile)	Graffiti	Known Insurgent Veh	
		Drug Vehicle	Vandalism/ Rape/Loot/Ransack/ Plunder/Sack	Safe House (friendly)	Internal Security Force						

NUCLEAR SYMBOLS		AXIS OF ADVANCE	
Nuclear Deton Gnd Zero		Friendly Gnd Axis of Supp Attack	
Ery Nuclear Det Gnd Zero (Fallout Prod)		Friendly Gnd Axis of Order	
Planned Nuclear Det Gnd Zero w/ Posn		Friendly Air Attack	
Ground Zero		Friendly Attack Helo	
MSL Detect Point		Enemy Confirmed	
Impact Point		Enemy Templated	
Predicted Impact Point		Point of Interest	
		Limited Access Area	