

FRANCE

CREATION OF AN OPERATIONAL ENGAGEMENT FACTOR

1. ISSUE PAPER THEME: Major Equipment

2. SUMMARY

The calculation of the reimbursements given by the United Nations for major equipment includes mission factors, which essentially are environmental ones. An increase of the operational activities experienced by units on the ground is not reflected in these factors. Creating an operational engagement factor would allow for the valorisation of the units experiencing such an increase, without disadvantaging the others.

3. BACKGROUND

The COE Manual (Chapter 2-VIII) defines the mission factors as follows:

“Mission factors are intended to compensate [contributing countries] for specific conditions prevailing in the area of responsibility that cause unusual wear and tear, shorter life of equipment, increased maintenance costs and/or risk of damage to and loss of the equipment. They include an environmental constraint factor, an intensive operational use factor and a hostile action or forced abandonment factor”.

Chapter 7 gives more information on the content of each factor in the following annexes:

- Annex A “*environmental constraints*”: terrain profile, climatic conditions, road conditions;
- Annex B “*intensive operational use*”: size of the area of responsibility, length of supply chains, infrastructure;
- Annex C “*hostile action or forced abandonment*”: criminal activities, potential for hostile engagement of United Nations forces by identified factions or combatants participating in the peace process (or non-identified, or not participating in the peace process), location of uncontrolled or unmapped mine fields.

These factors essentially are passive environmental ones. They reflect only partially the genuine level of engagement of each contingent on the ground. Yet, each troop contributing country should receive a legitimate financial compensation when contingents are under specific operational constraints, whether they are circumstantial or structural.

An operational engagement factor should therefore be created. Points allocated to each of these elements would be calculated on the basis of the objective assessment carried out by the Force Commander, taking into account each contingent’s missions and capacities. It would result in the establishment of an additional add-on factor.

The financial impact of this measure could be low, assuming that the operational engagement’s evaluation of every contingent would be the subject of a global harmonisation and a periodic review. Contingents under

higher operational constraints would receive a financial bonus.

4. DETAILED PROPOSAL

The COE Manual could be modified as follows:

- Chapter 2-VIII:

“(d) an operational engagement factor to be applied on reimbursement rates for major equipment.”

- Chapter 7 - General:

“(d) an operational engagement factor that shall not exceed 5 per cent of wet or dry lease rates. This rate would be calculated on the basis of the objective assessment carried out by the Force Commander, taking into account the missions assigned to each contingent. It would result in an add-on factor, aiming at adding value to the units that have experienced changes in the missions assigned to them, or an enlargement of their area of operations. The objective is not to apply negative rates to units that would have experienced a decrease in the number of missions assigned to them, or in the size of their area of operations. The idea behind this factor is to support the units faced with a surge in their missions.”

- Chapter 7 – Annex D:

Creation of a new annex

“Decision sheet to calculate the operational engagement factor

Evaluator (Force Commander)	Area of operations	Day/month/year

I. General

1. The purpose of this decision sheet is to assist the evaluator in determining the operational engagement factor. Its objective is the valorisation of units experiencing an increase in the number of missions assigned to them, a substantial change in their tasks, or an increase of their area of operations' size.
2. The decision sheet is to be inspected by the survey team visiting the area. Upon return of the survey mission, the survey team issues an opinion on the decision sheet. The latter is then submitted to the Military Adviser and the Under-Secretary-General for Operational Support, for review and approval.

II. Details

3. Following conditions that potentially imply an increased pressure on the force need to be analysed:

A. The contingents' capacity to adapt

4. The consequences of the contingents' adaptation and flexibility capacities, as well as their ability to reorganize their area of deployment need to be taken into account. The evaluation criteria include the following items: (Q1) reorganization of the contingents' camps and/or areas of operation; (Q2) extension of the distances covered by a contingent; (Q3) increase in the number of a contingent's missions exceeding 24 hours

outside its camps.

5. The indicator is the following:

Key Performance Indicator 1 (KPI 1): Contingents' adaptation capacity
Q1: reorganization of a contingent's camps and/or area of operation
Q2: Extension of the distances covered by a contingent
Q3: increase in the number of a contingent's missions exceeding 24 hours outside its camps

6. The criteria to describe a contingent's ability to reorganize are the following:

(Q1) reorganization of a contingent's camps and/or area of operation.

Q1: reorganization of a contingent's camps and/or area of operation	Points (B)	Points allocated
No reorganization	0	
1 unit per year	1	
2 units per year	2	
3 units per year	3	
Total points (maximum 3 points)		

(Q2) Extension of the distances covered by a contingent

Q2: Increase in the distances covered by a unit	Points (B)	Points allocated
Normal (less than 10%)	0	
Moderate (from 10 to 40%)	1	
Substantial (from 40 to 70%)	2	
Extreme (more than 70%)	3	
Total points (maximum 3 points)		

(Q3) increase in the number of a contingent's missions exceeding 24 hours outside its camps

Q3: increase in the number of a contingent's missions exceeding 24 hours outside its camps	Points (B)	Points allocated
Normal (less than 10%)	0	
Moderate (from 10 to 40%)	1	
Substantial (from 40 to 70%)	2	
Extreme (more than 70%)	3	
Total points (maximum 3 points)		

B. Surge in the assignment of operational missions

7. An increase in the number of operational missions assigned has to be highlighted. The indicator is the following:

Key Performance Indicator 2 (KPI 2) : surge in the assignment of operational missions
Q4: increase in the number of operational activities
Q5: increase in the number of patrols (day/night)
Q6: increase in the number of escort activities
Q7: increase in the number of checkpoints
Q8: other activities

8. The evaluation criteria include following items: (Q4) increase in the number of operational activities; (Q5) increase in the number of patrols (day/night); (Q6) increase in the number of escort activities; (Q7) increase in the number of checkpoints ; (Q8) other activities

(Q4): increase in the number of operational activities

Q4: increase in the number of operational activities	Points (B)	Points allocated
Normal (increase by less than 10%)	0	
Moderate (from 10 to 30%)	1	
Substantial (from 30 to 60%)	2	
Extreme (more than 60%)	3	
Total points (maximum 3 points)		

Q5: increase in the number of patrols (day/night)

Q5: increase in the number of patrols (day/night)	Points (B)	Points allocated
Normal (increase by less than 10%)	0	
Moderate (from 10 to 30%)	1	
Substantial (from 30 to 60%)	2	
Extreme (more than 60%)	3	
Total points (maximum 3 points)		

Q6: increase in the number of escort activities

Q6: increase in the number of escort activities	Points (B)	Points allocated
Normal (increase by less than 10%)	0	
Moderate (from 10 to 30%)	1	
Substantial (from 30 to 60%)	2	
Extreme (more than 60%)	3	
Total points (maximum 3 points)		

Q7: increase in the number of checkpoints

Q7: increase in the number of checkpoints	Points (B)	Points allocated
Normal (increase by less than 10%)	0	
Moderate (from 10 to 30%)	1	
Substantial (from 30 to 60%)	2	
Extreme (more than 60%)	3	
Total points (maximum 3 points)		

Q8: other activities

Q8: other activities	Points (B)	Points allocated
Normal (increase by less than 10%)	0	
Moderate (from 10 to 30%)	1	
Substantial (from 30 to 60%)	2	

Extreme (more than 60%)	3	
Total points (maximum 3 points)		

III. Summary

Factors	Points allocated	Weighting factor	Points retained (C)=(A)*(B)
KPI 1: contingent's adaptation capacity (maximum 9 points)		1	
KPI 2 : increase in the operational missions assigned (maximum 3 points)		2	
Total points			
Operational engagement factor (total of points retained/33*5)			

9. The operational engagement factor is equal to the points total divided by 33 (maximum sum of allocated points, with weighting factor) and multiplied by 5. The resulting factor is to be rounded-up to one decimal place.”

- Chapter 7 – Annex D

This annex becomes Annex E, in order to insert the annex on the operational engagement factor.