

JOINT LOGISTICS MANAGEMENT FOR PEACE
KEEPING CONTINGENTS TO UNITED NATIONS

**A Dissertation Submitted to the Punjab University, Chandigarh for the Award of
Master of Philosophy in Social Sciences, in Partial Fulfillment of the Requirement for the
Advance Professional Programme in Public Administration (APPPA)**

BY

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CERTIFICATE

I have the pleasure to certify that **Air Commodore Rajesh Bhandari** has pursued his research work and prepared the present dissertation titled "**Joint Logistics Management for Indian Peacekeeping Contingents to United Nations**" under my guidance and supervision. The same is result of research done by him and to best of my knowledge; no part of the same has been part of any monograph, dissertation or book earlier. This is being submitted to the Punjab University, Chandigarh, for the purpose of Master of Philosophy in Social Sciences in partial fulfillment of the requirement for the Advanced Professional Programme in Public Administration (APPPA) of Indian Institute of Public Administration (IIPA), New Delhi.

I recommend that the dissertation of **Air Commodore Rajesh Bhandari** is worthy of consideration for the award of M. Phil degree of the Punjab University, Chandigarh.

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LIST OF ABBREVIATIONS

ACAS - Assistant Chief of Air Staff

ADG - Additional Director General

ASC - Army Supply Corps

ASMACS - ASC Store Monitoring and Control System

AOM - Air Officer-in-Charge Maintenance

APPPA - Advance Professional Program on Public Administration

APC - Armoured personnel carrier

ASEAN - Association of South-East Asian Nations

BSF - Border Security Force

CAG - Comptroller and Auditor General of India

CBRN - Chemical, Biological, Radiological and Nuclear (materials or weapons)

CDL - Chief of Defence Logistics

CDS - Chief of Defence Staff

CENTCOM - US Central Command

CICP- Computerized Inventory Control Program

CINCSOUTH - Commander-in-Chief South (NATO)

CIS - Commonwealth of Independent States

COAS - Chief of the Army Staff

COE - Contingent Own Equipment

COM - Chief of Materials

CONLUS - Continent United States Logistics Organization

COSC - Chiefs of Staff Committee

LIST OF ABBREVIATIONS (CONT'D)

CSD - Canteen Stores Department(CSD)

DCOAS - Deputy Chief of the Army Staff

DGAFMS - Director General of the Armed Forces Medical Services

DGMO - Directorate General of Military Operational

DGOL&SM - Directorate General Operational Logistics & Strategic Movement

DGQA - Director General of Quality Assurance

DLA - Defense Logistics Agency

DLO - Defence Logistics Organization

DMA Department of Military Affairs

DLA - Dry Lease Arrangement

DPKO - Department of Peace-keeping Operations (UN)

DPSUs - Defence Public Sector Undertakings

DRDO - Defence Research and Development Organization

FICCI Federation of Indian Chambers of Commerce and Industry

FOL - Fuel Oil Lubricants

GOI - Government of India

HDMC - Higher Defence Management Course

ILMS - Integrated Logistics Management System

ILS - Integrated Logistic Support

IMMOLS - Integrated Materials Management on Line System

ISEPC - Inter Services Equipment Policy Committee

JCOs - Junior Commissioned Officers

JLC - Joint Logistics Command

LIST OF ABBREVIATIONS (CONT'D)

JLM - Joint Logistics Management

JLNs - Joint Logistics Nodes

JAPC - Joint Administration Planning Committee

IDS - Integrated Defence Staff

IPA - International Peace Academy

MES - Military Engineering Service

MGS - Master General Sustenance

MIS - Management of Information System

MoD - Ministry of Defence

MONUC UN - Observer Force in the Democratic Republic of Congo

MOU - Memorandum of Understanding

NATO - North Atlantic Treaty Organization

NDC - National Defence College

NDC - National Development Council*

NGO - Non-governmental organization

OFs - Ordnance Factories

ONUC - UN Operation in the Congo

OOAC - Out of Area Contingencies

OOTW - Operations other than war

OP - Observation post

OSA - Over Sea Agreement

PBL - Performance Base Logistics

PDD - Presidential Decision Directive PE Peace enforcement PK Peacekeeping

LIST OF ABBREVIATIONS (CONT'D)

QMG - Quarter Master General

QRF - Quick Reaction Force

SDR - Strategic Defence Review

TASCOM - Theatre Army Support Command

TCC - Troop Contributor Country

TLF - Though Life Finance

UAV - Unmanned Aerial Vehicles

UN - United Nations

UNPKM - United Nations Peacekeeping Missions

UNPKO's - United Nations Peacekeeping Operations

UNDP - United Nations Development Programme

VCOAS - Vice Chief of the Army Staff

SDS - Strategic Deployment Stock

WLA - Wet Lease Arrangement

WWW - World Wide Web

ABSTRACT

1. India was one of the founding members of the United Nations, signing the UN Charter in Washington on 01 January 1942. India has sent its Peacekeeping Contingents whenever asked by the United Nations, to safeguard world peace and security. Presently, India is the second largest troop contributor country with 5,548 personnel deployed in 10 out of 16 active UN Peacekeeping Missions. All contributing countries get reimbursement from United Nations, which is based on the assumption that individual personnel are equipped to a minimum standard, although the actual requirement may vary from one mission to another. The government frequently puts pressure on national defence forces to focus on saving of money and ensure full reimbursements from these Missions.

2. Since independence, India has deployed many Peacekeeping contingents in United Nation Missions. However, the logistics resources of these contingents were separate and due to that Indian government had reimbursement losses from time to time. This has created demand for more efficient logistics systems. For providing accounting in Peacekeeping Missions, the Contingent Own Equipment (COE) system was adopted for financially reimbursed in 1996 by the United Nations. This COE Manual provides a brief overview of the set up and maintenance process of a Peacekeeping Mission. To ensure all contributing countries come with the required capability in a UN Mission, there are two main options for the provision of major equipment and their support. They are mainly Wet Lease and Dry Lease. Under wet lease arrangements, a contingent deploys its own equipment (COE) and is responsible for its maintenance and support, where in Dry Lease the responsibility of maintenance and support is with UN. The contributing countries prefer wet lease arrangement as they receive reimbursement at the higher rate. India has deployed its all major equipment

and related minor equipment in the various contingents under Wet Lease basis. The Inspection of these equipments is carried out in frequent intervals by the UN teams. However, on recent Audit Reports, the Indian Defence Forces were not able to maintain 100% items serviceable in contingent and it resulted in lesser reimbursement to the extent of several crores rupees loss to Indian Government.

3. The objective of this research has been to examine nature of logistics problems being faced by the Indian Peacekeeping Contingents in United Nations, study logistics structures of defence forces of other countries, identify the issues in present separate Logistics Management System and recommend measures to implement a system to ensure full reimbursement from United Nations. Presently, Logistics Management of the Indian Peacekeeping Contingents is different for all the three services, which is not cost effective. For example, there have been many Indian Army, Air Force Units Contingents have been deployed in a same area at same time for UN Mission. However, they are using different type of vehicles, DG Sets and other equipment; due to this the maintenance cost becomes very high and loss to the exchequer.

4. After going through various papers/ articles and previous dissertations, it shows that there are limited studies that have been carried out earlier on this theme. There are few dissertations conducted in 2014 on topic similar to this subject but most of them discussed only audit objections in UN, but none of them discussed on Jointness of Logistic and its impact on the reimbursement. In view of the vastness of the subject and the significant logistics problems faced on the deployment of Peacekeeping Contingents, the scope of the research has been narrowed to form a Joint Logistics Management of Indian Defence Contingent to deploy a highly efficient, effective and Operational Peacekeeping Contingents in UN Missions in future.

5. The basic approach of the research was conducted by Quantitative approach. The responses to a questionnaire and other research methods were used to quantify perceptions and opinions. Data was collected both from primary and secondary sources. The questionnaires were prepared and sent to the persons experienced in handling of Deployment on UN Missions. Interactions were carried out with concerned officers. The secondary source includes papers, articles, reports, books etc. The data was analyzed and presented to draw conclusions. The literature study covered all perspectives of United Nations and Logistics Management from period 1948 till date. Due to limitations of time, the sample size consists of 99 respondents. The Research Design is Descriptive and Explorative in nature.

6. The Data Analysis and Hypothesis testing under various heads were carried out by using Statistics Package for Social Sciences (SPSS) in order to ascertain the veracity and accuracy of the collected data as also to test the hypothesis proposed. After analyzing the Primary and Secondary data, this study has recommended that Indian Peacekeeping Missions to the UN should have Joint Logistics Management for the deployment its Peacekeeping Contingents. It also proves that the cost effective standards solutions for integrated logistics systems have been put to test many times during United Nation Operations and they have proved effective in reducing wastage and unnecessary spares holdings. There are vast areas of commonality existing in the logistics support systems within the armed services and if it gets integrated it would be definitely results in more cost effectiveness. It is the need of the hour that we should join our logistics resources and make a Joint Logistics Management for United Nations Peacekeeping Missions.