

United Nations
Department of Peacekeeping Operations
Department of Field Support
Integrated Training Service



Integrated Training Service Standard Operating Procedure

Mobile Training Teams

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Effective date: 1 October 2015
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Review date: 1 October 2018

STANDARD OPERATING PROCEDURE FOR MOBILE TRAINING TEAMS (MTT)

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A. PURPOSE

1. This Integrated Training Service (ITS) standard operating procedure (SOP) provides standardized instructions for initiating, assembling, deploying and evaluating Mobile Training Teams (MTTs) to Member States and associated peacekeeping training institutions (PKTI) in order to provide direct support to their military and/or police UN peacekeeping pre-deployment training (PDT) programmes.
 2. The purpose of this SOP is to establish a mechanism by which Department of Peacekeeping Operations and Department of Field Support (DPKO/DFS) can provide targeted assistance in the form of a Mobile Training Team to address specific technical or operational pre-deployment training needs of an individual Troop or Police Contributing Country (TCC/PCC). MTTs may also be deployed to address time-critical and specific training and capability development needs during different life cycles of a mission, including in preparation for re-hatting uniformed personnel to serve as UN peacekeepers.
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B. SCOPE

3. The Integrated Training Service of the Policy, Evaluation and Training Division (ITS/DPKO-DFS) has the lead responsibility within DPKO and DFS for responding to requests for specific technical or operational peacekeeping training support, as well as coordinating an appropriate response utilizing, as necessary, expertise and advice from both within and outside UN headquarters, UN peacekeeping operations in the field, UN agencies, funds and programmes, and the MTT Roster. ITS/DPKO-DFS also has the lead responsibility

when a need to provide specific technical peacekeeping training support to a field mission, a Member State, a group of Member States or associated PKTIs is either identified by DPKO/DFS or requested by the Member State or the mission.

4. This SOP shall apply to MTTs initiated by ITS/DPKO-DFS with support as appropriate from the Office of Military Affairs (OMA) and the Police Division (PD) and other DPKO/DFS offices to address requests for specific technical or operational peacekeeping training support for military and police UN peacekeeping PDT programmes. This SOP shall also apply to relevant DPKO/DFS or mission personnel, or staff of the UN Secretariat, agencies, funds or programmes with relevant subject matter and training expertise related to the UN Peacekeeping Pre-deployment Training Standards, who may be requested to participate in a Mobile Training Team.

C. RATIONALE

5. The context for the provision of technical peacekeeping training support through the establishment and short-term deployment of an MTT is explained in the DPKO/DFS Policy on Military and Police Pre-Deployment Training for Peacekeeping Operations (2009).
6. In providing support to Member States carrying out pre-deployment training, DPKO/DFS shall seek to encourage the application of adult learning, mentoring, advising and capacity-building principles and problem solving approaches. DPKO/DFS shall also encourage Member States and associated PKTIs to share training materials, knowledge and practices in order to facilitate the identification and adoption of best practices in peacekeeping training.

D. PROCEDURES

7. A Mobile Training Team is defined as an on-site technical assistance team, comprised of UN and non-UN peacekeeping training experts, led by ITS/DPKO-DFS and deployed under specific terms of reference (ToR) for a limited period of time to address specific pre-deployment training and capability development needs. The Team Leader shall be an ITS staff member/trainer or ITS-designated trainer who has the overall responsibility for the delivery of outputs and services specified in the ToR, team supervision, performance evaluation, follow up and reporting.
8. Strengthening the capacity and professionalism of the Mobile Training Teams shall be a deliberate and continuous effort of the ITS/DPKO-DFS. After-action team performance reports are to be analyzed and used for continuous improvement. UN trainers and seconded officers/trainers to the ITS who serve as members of MTTs are encouraged to share experiences and lessons-learned regularly and/or at the end of their assignment. All new trainers, including new seconded officers of ITS/DPKO-DFS shall complete training of trainers on Core Pre-Deployment Training Materials (CPTMs), presentation skills and other training as deemed necessary either formally or informally within the first three months of their assignment to refresh and align their technical skills and methodology to the UN standards.
9. Non-UN peacekeeping training experts shall be selected preferably from the MTT Roster and deployed under a legal status of Experts on Mission (EoM), see paragraph 27. The MTT Roster is a tool to ensure that a pool of qualified peacekeeping training experts, who have been recently trained by ITS, can be requested to deploy. Selection criteria for the

MTT Roster, procedures for quality control and maintaining of the roster, and different types of ToT are specified in the 2015 ITS SOP on “Training of Trainers”.

10. MTTs can conduct “training of trainers” (ToT) to disseminate new or updated UN peacekeeping PDT standards. ToTs can be organized at the regional or sub-regional level allowing participation of multiple Member States and PKTIs, or for a single Member State. Upon attending ToT courses, peacekeeping training institutions are expected to apply the new training materials and standards in their pre-deployment training and obtain a Training Recognition Certificate within one year. Procedures on issuing training recognition certificates are specified in the 2012 ITS SOP on “Planning for Training Recognition”.
11. Depending on the identified need, an MTT shall be deployed to a Member State or a mission for a limited duration with agreed-upon Terms of Reference (ToR) in order to provide operational training guidance or technical advice on designing, developing, implementing, evaluating or reviewing UN peacekeeping PDT courses and programmes. The minimum standards for the design, delivery and evaluation of individual training programmes, with a particular focus on training evaluation, are specified in the 2014 DPKO/DFS Guidelines on “Design, Delivery and Evaluation of Training (Training Cycle). Examples of peacekeeping training and capability development needs which can be addressed through an MTT include:
 - Curriculum development in accordance with UN PDT standards and technical advice on ensuring consistency with the standards, including the use of Core Pre-deployment Training Materials and/or Specialized Training Materials
 - Training of Trainers to disseminate PDT standards
 - Technical advice on designing training and capability needs assessments and developing solutions to address identified training gaps; advice on building institutional capacity and human resources as it relates to strengthening pre-deployment training, including capacity of peacekeeping trainers and training coordinators.
12. The process for deploying a Mobile Training Team shall follow a logical sequence:
 - Step 1: Initiating
 - Step 2: Assembling
 - Step 3: Deploying
 - Step 4: Reporting and Evaluation

Step One: Initiating a Mobile Training Team

13. A Mobile Training Team can be requested by:
 - a. Member States and/or associated PKTIs
 - b. Field missions with specific training, capability development and re-hatting needs
 - c. DPKO and/or DFS upon identifying peacekeeping training priorities, gaps, emerging needs and/or establishing new partnerships, etc.
14. When defining a response to a peacekeeping training request of a Member State (whether identified by the Member States or DPKO/DFS), ITS will consider a range of training tools and services outlined in the Policy on Support to Military and Police Pre-deployment Training for UN Peacekeeping Operations (2009). The decision to establish and deploy an MTT will be made in close consultation with the Office of Military Affairs and/or the Police

Division, relevant substantive experts, and the Member State, and shall be based on consideration of overall DPKO/DFS priorities.

15. The following impact assessment may be necessary for the decision-making regarding an MTT deployment:
 - The likely impact on the regional and international peacekeeping training partnerships and ensuring a balanced support in terms of peacekeeping training
 - The likely impact on the capability development and operational readiness of uniformed peacekeepers
 - The likely impact on the rapid deployment of uniformed peacekeepers from new, emerging and current troop and police contributing countries
 - The likely impact on the success of UN peacekeeping operations and delivery of mandated tasks

a) MTT request from a Member State

16. If an MTT is requested by a Member State or associated PKTI, such a request must be submitted to ITS/DPKO-DFS in writing in either English or French in the format provided in the Annex 2 “Request for Technical Training Support (MTT Deployment)”. The request shall be addressed to the Under-Secretary-General for Peacekeeping Operations in a ‘Note Verbale’ through a Member State’s Permanent Mission to the UN in New York. This request must be submitted at least three months before any preferred dates for technical or operational training support to allow time for consideration, administrative arrangements including diplomatic agreements and for establishing the team of specialists. ITS shall establish and maintain a database of all requests for technical training support from Member States and associated PKTIs.
17. Upon receipt of a request from a Member State, ITS/DPKO-DFS shall, as outlined in paragraph 15 and 16, determine whether the deployment of an MTT is feasible and the most appropriate response to the identified peacekeeping training need taking into consideration of DPKO/DFS priorities. Such a response will generally be provided to the requesting Member State within four weeks of the submission of the request.
18. If ITS/DPKO-DFS determines that the deployment of an MTT is feasible, the Chief of ITS shall formally notify the Member State accordingly in writing, specifying:
 - a. Acceptance of the request and any additional information required from the Member State or PKTI to assemble the MTT and define its Terms of Reference,
 - b. An indicative timeframe and Roll-out Plan defining all necessary steps from approving the ToR and/or Exchange of Letters (EoL) to assembling and deploying the MTT.
19. The Chief of ITS shall also inform the requesting Member State in writing if a decision has been made not to deploy an MTT. Such a notification shall include advice and recommendations on alternative services or tools such as ToT support, written guidance, bilateral support from other organizations, partnership options, etc., which the Member State may use to address its peacekeeping training need.

b) MTT requests from field missions

20. A field mission may request an MTT for specific technical assistance to support

peacekeeping training for its uniformed personnel. A particular need may arise related to re-hatting from a non-UN mission to a UN-led field mission. Initial training needs and capability assessments are to be undertaken to determine the full range of re-hatting/reconfiguration needs and the contingent's capabilities and shortfalls. Based on a quick assessment, ITS/DPKO-DFS shall propose a ToR and seek agreement from the Head of Mission and/or Contingent Commander of the receiving mission.

c) MTT offer by DPKO/DFS

21. If a need to provide specific technical or operational peacekeeping training support to a field mission, Member State, a group of Member States or associated PKTIs is identified by DPKO/DFS then ITS will consult with the partners concerned. This consultation will seek to ascertain whether deployment of an MTT is considered useful by the receiving partner/s and gather supplementary information. If ITS/DPKO-DFS and the partners agree that deployment of an MTT is feasible and addresses an agreed-upon peacekeeping training need, the Chief ITS will formally notify the mission or the Permanent Mission of the relevant Member State in writing as described in paragraph 19, including a draft Terms of Reference.

Step Two: Assembling a Mobile Training Team

22. After receiving the additional information requested from the Member State or associated PKTI, ITS/DPKO-DFS will then develop a Terms of Reference for the MTT outlining the objectives, scope, duration and expected outcomes of the technical support to be provided. The MTT Terms of Reference shall specify:
 - i. Background and Objectives
 - ii. Scope, Limitations and Methodology
 - iii. Duration and Timeline
 - iv. Expected Outcomes and Responsibilities
 - v. Reporting and Follow-up
23. An Exchange of Letters (EoL) is a formal written agreement between the United Nations and a Member State with a view to establish and deploy a Mobile Training Team outlining terms, conditions and responsibilities for each partner including cost-sharing and logistic arrangements necessary for the successful deployment and functioning of an MTT. It also cites the Convention on the Privileges and Immunities of the United Nations as it relates to, among others, visas and entry permits for trainers, resource persons, participants, etc.
24. The Terms of Reference and Exchange of Letters are a DPKO/DFS requirement to facilitate the necessary administrative support, including diplomatic clearances for MTT members. The draft ToR and EoL shall be consulted with the requesting partner and/or Member State prior to approval by DPKO/DFS. A request to adjust or otherwise modify any terms and conditions specified in the final agreements will necessitate further consultations and subsequent agreement among all partners involved.
25. The composition of an MTT shall be decided on a case-by-case basis and tailored to the TOR. Unless otherwise agreed within DPKO/DFS, ITS shall lead the Mobile Training Team. Members of an MTT will be drawn both from within and outside the UN system as needed. This may include DPKO/DFS personnel, IMTC or other mission personnel, staff of the UN Secretariat, agencies funds or programmes, and Member States' trainers with

relevant subject matter or training expertise.

26. Member States' trainers shall normally be selected from the MTT Roster which has mechanisms to ensure the quality and up-to-date knowledge and skills of the trainers rostered. Selected Member States' trainers shall be deployed as a part of MTT under the legal status of "Experts on Mission" (EoM) as specified in "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission"¹.
27. As per the Regulations, EoM are experts and officials other than Secretariat officials and staff performing assignments for the Organization. These experts shall be accorded privileges and immunities necessary to enable them to carry out their missions for the United Nations and their responsibilities are not national but exclusively international. Officials and experts on mission shall hold the highest standards of efficiency, competence and integrity. The Regulations further specify EoM's conduct, accountability, safety and security issues. Each trainer selected to be part of the MTT shall make a written declaration as specified in Part II, Regulation 1 "Status" of the Regulations and receive a copy of the Regulations.
28. No fee or other forms of remunerations are payable to EoM. However, their travel expenses, including per diem for the duration of the travel will be borne by the United Nations. EoM shall be solely responsible for arranging, at own or employer's expense, life, health and other forms of insurance considered appropriate to cover the assignment period.
29. All EoM selected to be a member of the MTT, ITS/DPKO-DFS shall sign on "Agreement for Experts on Mission" (Annex 4) and an individual work plan outlining the tasks, duties, roles and responsibilities of the assignment.

Step Three: Deploying a Mobile Training Team

30. ITS/DPKO-DFS is responsible for deploying the MTT. In general an MTT deployment will not exceed two weeks. The MTT leader will communicate progress to Chief of ITS on a regular basis in the manner and frequency agreed upon, and is responsible for ensuring that the terms of reference are implemented.
31. Throughout the MTT deployment, the team leader shall seek to convene regular briefings to the senior management of the "receiving" training institute and/or partners to provide an update on the MTT activities, their findings and any specific recommendations being considered. The team leader may present an outline of the Final Report and intended recommendations. The purpose of these consultations and briefings is to ensure the involvement of all parties and ownership of the process by the partners thus increasing the likelihood that the recommendations will be implemented.

¹ ST/SGB/2002/9 "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission"

Step Four: Reporting and Evaluation of a Mobile Training Team

32. The MTT leader is responsible for preparing the final report of the MTT mission. The report will be consulted with relevant DPKO and DFS offices and approved by the Chief of ITS within four weeks of the conclusion of the MTT activity. The Chief ITS may determine the need to provide additional advice, information or recommendations to this report to ensure UN organizational or other cross-cutting issues are addressed, and this separate input shall be clearly indicated as such in the report. Once approved, the report shall be issued to the mission, Member State or associated PKTI concerned. The final report shall include, as a minimum, the following:
- a) The approved MTT Terms of Reference, including the summary of the team composition and specialist roles
 - b) The specific and/or additional issues identified by the team during the deployment that influenced the identified training support need
 - c) The actions conducted by the team to address the need
 - d) The dates and the nature of the MTT briefings conducted for the clients (partners, training staff and/or senior management) during its deployment
 - e) The outcome of the MTT activity and specific recommendations to address the identified need, challenges and gaps
 - f) Other recommendations not directly related to the identified training support need but considered useful for enhancing the PDT course management and facilitation
 - g) Peacekeeping training best practices to be documented and shared
 - h) Additional information collected during the visit to be included in the ITS database on UN peacekeeping training as appropriate.
33. The MTT leader shall submit a report on the performance of MTT members, including a recommendation on whether they should be considered for future MTTs.

TERMS AND DEFINITIONS

Mobile Training Team (MTT): An on-site technical assistance team, comprised of UN and non-UN peacekeeping training experts, led by ITS/DPKO-DFS and deployed under specific terms of reference for a limited period of time to address specific pre-deployment training and capability development needs.

Peacekeeping Training Institution (PKTI): National, regional or international training center or institution (such as a staff college) providing training to military and/or police personnel in preparation for service in a DPKO-led peacekeeping operation.

Pre-Deployment Training (PDT): Generic, specialized and mission-specific peacekeeping training that is based on United Nations standards and takes place prior to deployment to a DPKO-led mission. This training is delivered by Member States to military and police personnel/units in their home country and by the Integrated Training Service (ITS) for civilian personnel.

UN Peacekeeping PDT Standards: An authoritative document outlining the objectives of training, target audience, course specifications, and supplementary training materials which fulfill the course specifications (specifically Core Pre-deployment Training Materials (CPTM) and relevant Specialized Training Materials (STMs)). UN Peacekeeping PDT Standards have the objective of preparing particular categories of personnel to effectively carry out their duties in a DPKO-led peacekeeping operation in accordance with UN policies and guidance.

F. REFERENCES

Normative or Superior References

UN General Assembly Resolution 49/37, dated 9 February 1995

DPKO/DFS Policy on Military and Police Pre-Deployment Training for Peacekeeping Operations (2009)

Related Policies

DPKO/DFS SOP on Training of Trainers (2009)

G. MONITORING AND COMPLIANCE

Monitoring of the implementation and adherence to this SOP is to be undertaken by the Chief of the Integrated Training Service.

H. CONTACT

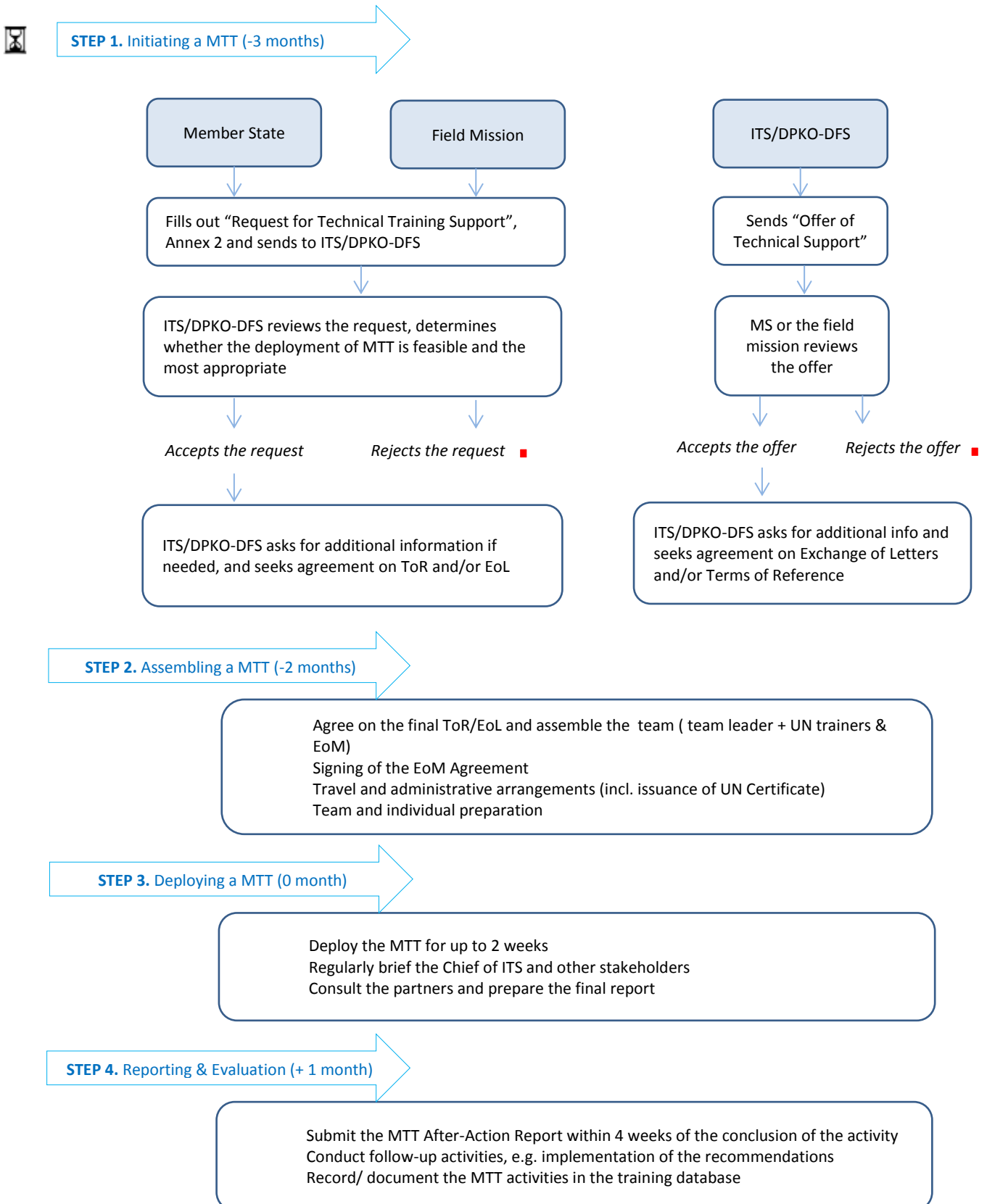
Chief Integrated Training Service; Policy, Evaluation and Training Division, email: peacekeeping-training@un.org

I. HISTORY

This is a revision of an approved SOP (October 2009) to meet internal ITS needs.

Annex 1. Outline

“OUTLINE OF INITIATING, ASSEMBLING, DEPLOYING AND EVALUATING MOBILE TRAINING TEAMS”



REQUEST FOR (OFFER OF) TECHNICAL TRAINING SUPPORT - MTT Deployment

1. Details of the requesting Organization and contact persons

Please include the following:

- a. *Full official title of the Organization delivering the PDT course and its contact details*
- b. *Name of the contact person/s, official title and contact details*

2. Description of the PDT programme or course

Please answer the following:

- a. *Official programme or course title*
- b. *Course objectives and target audience*
- c. *Maximum number of participants per course*
- d. *Course duration (the number of actual class/session days)*
- e. *Frequency a year (how often will this course be delivered?)*
- f. *Course language*

(Please note: A copy of the full course curriculum and specifications can be attached)

3. Description of the specific technical training support need

Please provide a description of the specific training or capacity development needs and/or issues for which you are seeking technical assistance or support from DPKO/DFS. Any additional supporting and background documents, e.g. findings of training needs assessment, performance review, emerging needs, etc. can be attached here.

4. Preferred dates for a technical training support visit

- a. *Preferred dates: (please note: this request must be submitted at least three months before the preferred date to allow time for consideration, establishing the team of specialists and arranging travel.)*
- b. *Alternative dates*

Please include an explanation for preferring these dates (for example, whether the preferred dates are linked to the period the PDT course will be conducted, or when critical training staff are available.)

5. Expected outcomes from the technical training support visit

What are the expected outcomes from this technical support visit? Please provide your assessments of how this technical training support visit positively impacts your mission's/institution's/country's contribution to current or planned/anticipated UN peacekeeping operations.

6. Description of previous visits from UN peacekeeping training specialists:

Please answer the following:

- a. Has your mission/institution/country previously been assisted or advised through a visit from UN peacekeeping training specialists (Mobile Training Team, Operational Advisory Visit or other specialist advisory teams)?*
- b. If Yes:*
 - Describe the specialist team(s) that provided the on-site advice or assistance.*
 - Provide the date(s) of previous visit(s).*
 - Describe the identified need that the previous visit(s) sought to address and an explanation on the outcome. In particular, did the previous visit(s) address the need and if not, why not?*

TERMS OF REFERENCE FOR MOBILE TRAINING TEAM

I. Background and Objectives

Insert a brief narrative here on peacekeeping training priorities and how this particular MTT will assist the “receiving partner” to reach the likely impact as outlined in the paragraph 16 of the SOP. State the objectives of the MTT deployment as clearly as possible. These objectives should be referred and answered to during the reporting and follow-up phase, upon completing the work of the mobile training team.

II. Scope, Limitations and Methodology

The MTT will address issues related to ... However, the team will not address

- List of tailor-made support services, tools and measures to be offered / suggested
- Methodology of the technical support to be provided, e.g. organizational and task analysis, qualitative and/or quantitative analysis, etc.
- Composition and skill sets of the MTT members, brief description of their roles and responsibilities

III. Duration and timeline of activities

- MTT deployment date: ...
- Timeframe for each activity (e.g. phase 1, 2., week 1 & 2...): ...
- Any requirements for preliminary or preparatory measures (e.g. access to all materials and training records and databases, presence of key trainers and resource persons for consultations, observation of a PDT, etc.)

IV. Expected Outcomes and Responsibilities

- Expected Outcome 1: ...
- Expected Outcome 2: ...

Responsibilities:

1. Mobile Training Support Team of ITS/DPKO-DFS, an on-site technical support group consisting of Members, will be responsible for the following tasks:
 - a. ...
 - b. ...
2. Receiving Mission/Training Institute/Country will be responsible for the following tasks:
 - a. ...
 - b. ...

V. Reporting and Follow-up

- Requirements and timeline for reporting and final evaluations
- List of suggested follow-up actions/ recommendations for all partners

AGREEMENT FOR EXPERTS ON MISSION

1. A Mobile Training Team is defined as a team of UN and non-UN peacekeeping training experts deployed under specific terms of references for a limited period of time to address specific pre-deployment training and capability development needs. This agreement pertains to non-UN staff only.

2. This Agreement is entered between the Integrated Training Service, DPKO/DFS and
.....
(name, job title, organization and country), hereafter referred to as “Expert on Mission” (EoM) to be part of the Mobile Training Team.

3. The EoM shall not be regarded, for any purposes, as being either a “staff member” or an “official” of the United Nations. No fee or remuneration is payable.

4. **Agreed Tasks:**
 - 4.1 ...
 - 4.2 ...

5. **Duration of Agreement:** *(up to 2 weeks)*

6. **Work Location:** The Expert on Mission shall perform the work assignment at the following location/s: The UN will bear the travel costs, including per diem.

7. **Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission**
 - Declaration: “I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me by the United Nations, to discharge these functions and regulate my conduct with the interests of the United Nations only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization.”

 - Standards of Conduct: The EoM shall comply with the standards of conduct set forth in the Secretary-General’s Bulletin, ST/SGB/2003/19 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse”.

- Insurance: The EoM shall be solely responsible for arranging, at own or employer's expense, life, health and other forms of insurance as may be considered appropriate to cover the assignment period.
- Health Certificate: The EoM is required to submit a statement of good health before engaging in any travel connected to the performance of the agreement.
- Title rights and confidential nature of information: The UN shall be entitled to all intellectual property including but not limited to products, processes, documents or materials which the EoM has developed for the UN under the Agreement.

8. **SIGNATURE:** By signing below, I, the Expert on Mission, acknowledge that I have read and accept the above-mentioned terms of this Agreement.

..... (date)