

Member State Guidance



Introduction

Training for military and police contingents is a national responsibility. The United Nations sets mandatory requirements such as the CPTM. The UN depends on Member States to support coherent national and regional pre-deployment training.

Importance of Peacekeeping Training

In early 2017, the UN Department of Peacekeeping Operations (DPKO) and the UN Department of Field Support (DFS) support both peacekeeping and special political missions. More than 126 Member States contribute personnel. The total number of personnel:

- 84,000 Troops
- 2000 Military Observers
- 13,000 Police
- 16,000 Civilians

Peacekeeping operations must be efficient. The UN expects to deploy individuals and contingents with proper, responsible core pre-deployment training. Member States cannot afford the operational and reputational risks posed by the deployment of poorly trained personnel. If peacekeeping personnel are not well trained:

- Missions would need to be larger, to account for under-performance and in-mission training time.
- Costs would increase as would casualties, disciplinary issues and repatriations.
- Implementation of mission mandates would slow, and mission duration extend.
- Host nations could withdraw consent.

- Better prepared contingents and individuals would have to do the harder jobs, leading to overuse.
- Disconnects would grow between Troop and Police Contributing Countries (T/PCCs) and the Security Council.
- Damage to credibility would be great, affecting both the UN and the international community.

UN Peacekeeping Training – A Partnership

Peacekeeping training is an issue of scale for DPKO and DFS. The effort is great. A small team of 30 professionals in the Integrated Training Service (ITS) manage and support:

- 193 financial contributors
- capacity building on 400 mandated tasks
- more than 100 sets of training materials
- partnerships with Regional Organizations and Training Institutions

The goal of ITS: Better and more consistent training for uniformed and civilian leaders, contingents and individuals to **strengthen performance**.

The need to strengthen performance is even greater now because of the:

- Increased scale, scope and complexity of tasks in peacekeeping mandates
- Spread of operational capacities and skills among T/PCCs
- Significantly more dangerous operational environments which pose greater reputational risks
- Increased number of Member States committing to UN peacekeeping

As part of strengthening performance, it is necessary to have standards on UN peacekeeping training consistent with UN peacekeeping doctrine and the evolving context. The UN provides peacekeeping training materials, standards, and policy.

Cooperation with partners is important. Efficient delivery of training through partnerships helps match limited training resources to priority needs. The UN depends on Member States to support coherent national and regional pre-deployment training consistent with UN standards.

Core Pre-deployment Training – A National Responsibility

Training for military and police contingents is a national responsibility. This division of responsibility for pre-deployment training has been clear since 1994, when the UN General Assembly approved Resolution 49/37 (A/RES/49/37).

- Member States recognized their responsibility to provide training for personnel for UN peacekeeping operations.
- The role of the UN Secretariat is to develop training materials, and assist Member States.

As of January 2016, as part of force generation processes Member States are required to provide certification that all uniformed personnel have completed UN pre-deployment training. Pre-deployment training must be completed in accordance with UN standards and specifications, which include conduct and discipline and sexual exploitation and abuse. According to the Operational Readiness Assurance and Performance Improvement Policy, certification of military personnel covers the operational basic skills, pre-deployment training, conduct and discipline, and human rights screening. A similar process exists for FPU from September 2012 – the Standard Operating Procedure for the Assessment of Operational Capability of Formed Police Units for Service in United Nations Peacekeeping Operations – which outlines pre-deployment training, screening for conduct and discipline, as well as human rights as part of the Assessment of Operational Capability.

When Member States fully deliver on their responsibility for proper pre-deployment training, the results benefit all.

- Contingents and individuals are ready to perform to UN standards, following UN policies and procedures.
- They understand mission procedures and can quickly adapt to mission operating environments.
- Missions fulfil their mandates efficiently and successfully.
- Missions use resources for maximum results.
- Contingents and individuals operate safely and face less risk.
- Reputation risk is reduced.

Aspects of Peacekeeping Training

Phases in Peacekeeping Training

Together, the UN Secretariat and Troop and Police Contributing Countries have established a model of reference for planning contributions to peacekeeping operations.

Peacekeeping training has three phases. The location and the responsible entity is different with each phase.

Pre-deployment Training

Member States provide mandatory pre-deployment training according to UN standards and specifications, in country.

Induction Training

The UN provides induction training, after deployment and upon arrival in the mission. Mission-specific induction training is mandatory for all UN peacekeeping personnel.

On-going Training

During deployment, the UN provides continuous mission-specific training, in mission.

Steps in Pre-Deployment Training

National responsibility for pre-deployment training covers four important steps.

Step 1: Technical Training

- All deploying personnel take basic technical and tactical skills training.
- All personnel meet national pre-deployment requirements.

Step 2: UN Training

- National authorities deliver mandatory pre-deployment training using:
 - Core Pre-Deployment Training (CPTM)
 - Specialised Training Materials (STMs)
 - Other relevant UN provided guidance and training materials

Step 3: Mission Specific Training

- Commanders, staff officers and key personnel complete mission specific training.
- Methods include theory classes, Command Post Exercises (CPX), Scenario Based Exercises (SBE), Map Exercises (MAPEX), Field Training Exercises (FTX) and Table Top Exercises (TTX).

Step 4: Integration Training

- Military and police contingents take part in Field Training Exercises (FTX), based on mission specific modules.
- During this step, Commanders and national authorities evaluate operational readiness of national contributions.
- This step is crucial. Sometimes UN mission commanders first meet their troops at the mission airport. They rely on contributing Member States to follow mandatory UN requirements to train and prepare personnel.

Pre-deployment Training Requirements

During preparation, national authorities must establish pre-deployment training requirements for each new deployment and rotation.

Planners prepare training plans and programmes based on three areas.

From the United Nations

DPKO-DFS detail core pre-deployment training curricula, in the CPTM and STMs

From the mission

Missions identify operational and tactical requirements.

From national self-evaluation

National military and police self-evaluate current capacity.

United Nations Mandatory Pre-deployment Training Requirements

The United Nations Secretariat sets mandatory requirements. The UN requires individuals and units to cover:

1. Core Pre-Deployment Training (CPTM)
2. Specialised Training Materials (STMs) that correspond to their roles
3. Other UN mandatory training

The CPTM is universal. It contains the minimum content for all peacekeeping personnel (military, civilian and police) before deployment. This includes training on conduct and discipline and sexual exploitation and abuse. CPTM applies to all roles, categories and levels.

The STMs are role and function-specific. They prepare individuals and units for most of the roles they will perform in a peacekeeping operation.

There is also UN mandatory training applicable to all UN personnel. Using UN provided guidance and training materials, such mandatory training includes human rights, conduct and discipline, sexual exploitation and abuse, and gender equality.

CPTM

- all UN peacekeeping personnel
- military, police, civilian

Current STMs

- Infantry Battalion Manual (INF BATT)
- Staff Officers (SO)
- United Nations Military Observers (UNMO)
- Military Advisers (MILAD LO)
- United Nations Police (UNPOL)
- Formed Police Units (FPU)
- Civil-Military Coordination (CIMIC)
- Protection of Civilians Operational Level (POC OL)
- Protection of Civilians Operational Level (POC TL)
- Integrated Protection of Civilians Training (IPOC) – for UN Military
- Child Protection (CP) – for UN Military
- Child Protection (CP) – for UNPOL
- Conflict Related Sexual Violence (CRSV)
- Gender Toolkit – for UNPOL
- Investigating and Preventing Sexual and Gender based Violence (SGBV) – for UNPOL

Upcoming STMs

STM for UN Military Unit Manuals (UNMUMs)

- Aviation
- Engineering
- Force Headquarters (FHQ) Support
- Logistics
- Maritime
- Military Police (MP)
- Reconnaissance (Recce)
- Riverine
- Signals
- Special Forces
- Transport

STM for UNPOL Strategic Guidance Framework (SGF)

- Capacity-building and development
- Command
- Operations
- Administration

Other UN Mandatory Training

- Prevention of Sexual Exploitation and Abuse by UN Personnel
- Basic Security in the Field – Staff Safety, Health and Welfare Training
- Advanced Security in the Field
- Prevention of Workplace Harassment, Sexual Harassment, and Abuse of Authority in the Workplace
- HIV/AIDS in the Workplace Orientation Programme
- Ethics and Integrity at the United Nations
- Information Security Awareness Foundational
- United Nations Human Rights Responsibilities
- I Know Gender

Determining Mission-specific Operational and Tactical Requirements

The Security Council establishes a mission mandate in a resolution. National authorities determine operational and tactical requirements through mission analysis.

They consider special consideration to specific requirements of mandated mission tasks.

Mandates direct military and police units to carry out tasks in two possible ways.

1. In a **leading** role, e.g. a safe and secure environment, protection of civilians (POC) against physical violence;
2. In an enabling or **support** role, e.g. supporting humanitarian actions, the political process or technical peacekeeping tasks, such as Disarmament Demobilization and Reintegration of Ex-Combatants (DDR), Security Sector Reform (SSR), Rule of Law (ROL).

The UN asks national authorities to focus analysis on:

- Mission Concept of Operations (CONOPS)
- Operational Environment
- Rules of Engagement (ROE) or Directive on the Use of Force (DUF)
- Material to be operated
- Memorandum of Understanding (MOU)
- Current situation in the mission at time of deployment

National Self-evaluation

National military and police self-evaluate current capacity. This involves two steps:

1. Assess levels of professional, technical and tactical knowledge and skills of new deployments or rotations;
2. Measure these against committed capabilities.

National planners are then ready to design technical training to bridge the two, preparing pre-deployment plans and programmes, costs and timing.

UN Support to Member States

ITS and the Member States Support Team

The UN depends on Member States to deliver coherent national and regional pre-deployment training, so that military and police personnel are ready to perform to UN standard, following UN policies and procedures.

The Integrated Training Service of DPKO and DFS (ITS) supports Member States in the delivery of coherent national and regional pre-deployment training according to UN standards. ITS provides training materials, standards, and policy. ITS also supports Member States in training delivery through Mobile Training Teams (MTTs) and the Training-Of-Trainers (TOTs).

There is a dedicated Member States Support Team within ITS.

Within DPKO and DFS, ITS, the Office of Military Affairs (OMA) and the Police Division (PD) work jointly on training initiatives to support Member States.

MTTs and TOTs

Member States are required to provide certification that all uniformed personnel have completed UN pre-deployment training. MTTs provide targeted support to Troop and Police Contributing Countries (T/PCCs) in meeting the pre-deployment certification requirement.

ITS deploys MTTs to national and regional Peacekeeping Training Institutions (PKTIs) to enhance the capacity of Member States in the delivery of pre-deployment training.

TOTs are also regularly conducted for the instructors of Member States on the CPTM and STMs.

AAVs

As part of force generation processes, ITS collaborates with the Strategic Force Generation and Capability Planning Cell to assist Member States in meeting the training requirements for operational readiness.

Assessment and Advisory Visits (AAVs) are instrumental in gauging training capacity needs. On this basis MTTs are deployed to assist T/PCCs in meeting training requirements needed for operational readiness.

Training-Of-Trainers Centre

In 2017, the pilot Training-of-Trainers (TOT) Centre was established in Entebbe, Uganda. It provides consistent and quality peacekeeping training support to Member States, as well as DPKO and DFS missions.

The pilot TOT Centre contributes to enhancing the training capabilities of T/PCCs to deliver peacekeeping training in accordance with UN.

The pilot TOT Centre:

- Enhances the skills of instructors to deliver the training needed to operate in a peacekeeping mission
- Builds a core body of instructors who can address gaps in pre-deployment training (both UN and mission-specific)

UN National Planners Course

The UN National Planners Course provides the skills needed to plan, prepare, train, deploy, support, sustain and rotate uniformed personnel.

Reference Materials

Below are materials which are a) referenced in this document, and b) required reading for preparations:

- Charter of the United Nations
- United Nations Peacekeeping Operations Principles and Guidelines (also known as the Capstone Doctrine)
- General Assembly Resolution 49/37 (1994) on the Comprehensive review of the whole question of peacekeeping operations in all their aspects (A/RES/49/37)
- DPKO/DFS Policy on Training for all United Nations Peacekeeping Personnel, 2010
- DPKO/DFS Policy on Operational Readiness Assurance and Performance Improvement, 2016
- DPKO/DFS Standard Operating Procedure for the Assessment of Operational Capability of Formed Police Units for Service in United Nations Peacekeeping Operations, 2012

Additional Resources

UN Information

The website for UN peacekeeping training is the Peacekeeping Resource Hub:
<http://research.un.org/en/peacekeeping-community/Training>
 All training materials are posted on the training page of the Peacekeeping Resource Hub for easy access by Member States.

The website for UN peacekeeping: <http://www.un.org/en/peacekeeping/>

Original Security Council Resolutions on peacekeeping mission mandates:
<http://www.un.org/en/sc/documents/resolutions/>
 (You must know the start year, country and resolution reference details for the mission you wish to search for. For this information, identify the name of the mission using the following links:
<http://www.un.org/en/peacekeeping/operations/current.shtml>;
<http://www.un.org/en/peacekeeping/operations/past.shtml>)

UN Documents

UN documents can be found on: <http://www.un.org/en/documents/index.html>
 (Search by document symbol, e.g. A/63/100)

DPKO and DFS Guidance

The repository for all official DPKO and DFS guidance is the Policy and Practice Database: ppdb.un.org (only accessible from the UN network). Official peacekeeping guidance documents are also accessible through the Peacekeeping Resource Hub: <http://research.un.org/en/peacekeeping-community>

Additional Training Resources

For general information on training or Peacekeeping Communities of Practice, please send an email to peacekeeping-training@un.org

For additional information or support, please contact the Member States Support Team of the Integrated Training Service (ITS) in New York.

The United Nations System Staff College (UNSSC) provides access to e-learning for UN peacekeeping training:

<http://portals.unssc.org/course/index.php?categoryid=24>

The United Nations Institute for Training and Research (UNITAR) has developed a number of online-based learning and educational resources to address the specific needs of personnel deployed as part of UN peace operations:

<https://unitar.org/ptp/>