



## **Policy**

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# **Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations**

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Approved by: Mr. Alain Le Roy, Under-Secretary-General, DPKO  
Effective date: 1 October 2009  
Contact: Chief, Integrated Training Service - Policy, Evaluation and Training  
Division, DPKO  
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## **DPKO/DFS POLICY ON SUPPORT TO MILITARY AND POLICE PRE-DEPLOYMENT TRAINING FOR UN PEACEKEEPING OPERATIONS**

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### **A. PURPOSE**

1. This policy outlines how the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) provides guidance and assistance to Member States and associated peacekeeping training institutions (PKTIs) conducting UN peacekeeping pre-deployment training for military and police personnel (individuals and/or formed units) deploying to a DPKO-led peacekeeping operation.

2. In General Assembly resolution 49/37 (1995), Member States recognized their responsibility for the training of personnel for UN peacekeeping operations and requested the Secretary-General to develop training materials and establish a range of measures to assist Member States in this regard<sup>1</sup>. Accordingly, and as outlined in this policy, DPKO/DFS will provide UN peacekeeping training standards, supporting materials and, as necessary and on request from Member States, directly assist Member States to design, implement, and improve UN peacekeeping programmes so that military and police personnel are appropriately prepared for DPKO-led peacekeeping operations. This includes uniformed personnel receiving instruction in, and gaining a satisfactory level of understanding of, UN values and conduct standards during pre-deployment training (PDT) conducted by Member States and associated PKTIs.

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### **B. SCOPE**

3. PDT is the first of three sequential phases in peacekeeping training and is followed by 'induction training' and 'ongoing training'. This policy only applies to PDT conducted for military and police by Member States and associated PKTIs. The policy is intended to guide the interaction between the Integrated Training Service and any other DPKO/DFS offices that may provide assistance or support to Member States on the implementation of UN Peacekeeping PDT Standards for military and police personnel. The policy also sets out mechanisms by which Member States can request support for their PDT.

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<sup>1</sup> General Assembly resolution 49/37 of 9 February 1995, paragraphs 47 to 55.

4. This policy should be applied in conjunction with the DPKO/DFS Policy on Training for All Peacekeeping Personnel and the DPKO/DFS Standard Operating Procedures (SOPs) on: Training Recognition, Mobile Training Support Teams (MTST) and Training of Trainers.

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### **C. RATIONALE**

5. The findings of the DPKO/DFS Strategic Peacekeeping Training Needs Assessment conducted in 2008 indicated that current UN peacekeeping training materials required review and improvement to better meet the needs of Member States and that Member States should have improved access to information and training support on operational and other mission-specific challenges. The Strategic Peacekeeping Training Needs Assessment and the UN Peacekeeping Training Strategy adopted by the E-SMT in May 2008 recommended that DPKO/DFS strengthen their capacity to set training standards, to develop policies and guidance and to enable the sharing of knowledge and 'best practices' for UN peacekeeping training. This policy and the related SOPs on Training Recognition, Mobile Training Support Teams and Training of Trainers fulfill the requirement to develop clear guidance on the provision of improved training support and clear training standards to Member States.

6. In updating peacekeeping training standards, DPKO/DFS encourage Member States and associated PKTI to adopt recognized international best practice in training and apply adult learning principles wherever feasible in the conduct of UN PDT, including the conduct of syndicate-based case studies and brainstorming sessions, as well as the conduct of practical exercises.

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### **D. POLICY**

7. DPKO/DFS shall support the provision of peacekeeping PDT conducted by Member States and associated PKTIs with a range of measures including: establishing UN peacekeeping PDT standards, training materials and learning tools; providing assistance with the development of PDT plans and curricula; providing training-of-trainers support; facilitating UN peacekeeping information, knowledge sharing and bilateral partnerships between PKTIs; and, providing training recognition for eligible military and police peacekeeping PDT courses. The manner in which these measures are implemented is described in detail on the UN Peacekeeping Resource Hub website (<http://peacekeepingresourcehub.unlb.org>) and in supporting Standard Operating Procedures (SOPs).<sup>2</sup> The range of measures that DPKO/DFS shall provide to assist Member States and associated PKTI is summarized below:

#### **D.1 UN Peacekeeping Training Guidance and Standards**

8. The Integrated Training Service within the Policy, Evaluation and Training Division in the Department of Peacekeeping Operations (ITS/DPET/DPKO) has primary for ensuring that Member States receive clear guidance on how to fulfill the PDT requirements for UN peacekeeping. The main mechanism by which guidance on training is communicated to Member States is through the issuance of UN Peacekeeping PDT Standards.<sup>3</sup> UN

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<sup>2</sup> DPKO/DFS does not charge a fee for the provision of these services. If cost sharing arrangements are required between DPKO/DFS and Member States for a particular initiative, the process and/or timing for decisions on such arrangements are explained in the relevant SOP.

<sup>3</sup> For DPKO/DFS training entities, ITS also provides guidance through the development of relevant policies, guidelines, SOPs and manuals in accordance with the DPKO/DFS guidance framework. Since this does not

Peacekeeping Training Standards are based on approved UN and DPKO/DFS policies and are aligned to the prevailing UN operational priorities, while minimizing any potential duplication between the training provided in pre-deployment and induction or during an assignment.

9. UN Peacekeeping PDT Standards consist of an authoritative document, approved by the Chief of the Integrated Training Service, outlining:
- a) Objective of training
  - b) Target audience
  - c) Course specifications
  - d) Supplementary training materials which fulfill the course specifications (specifically Core Pre-deployment Training Materials (CPTM) and relevant Specialized Training Materials (STMs)).

10. 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. All UN peacekeeping personnel are required to complete PDT, in accordance with the relevant UN peacekeeping PDT standards, prior to their deployment to a DPKO-led peacekeeping operation.

11. The UN Peacekeeping PDT Standards for each category of personnel (e.g. individual UN police officers, Formed Police Units (FPU), military experts on mission and military Staff Officers) will be posted on the Peacekeeping Resource Hub website as soon as they are approved, along with the relevant training materials (e.g. Core Pre-deployment Training Materials (CPTM) and Specialized Training Materials (STM)). New or updated UN Peacekeeping Pre-deployment Training Standards will also be communicated Member States and the General Assembly's Special Committee on Peacekeeping Operations<sup>4</sup>.

## **D.2 The Provision of Mission-Specific Information and Training Guidance**

12. In addition to the UN Peacekeeping Pre-deployment Training Standards, ITS/DPET shall provide mission specific information and training guidance to Member States and associated PKTI on the UN Peacekeeping Resource Hub website.

13. Mission-specific information will be contained in Pre-deployment Information Packages (PIP) that will be produced for each mission through collaboration between Headquarters and field. The mission-specific PIP will include useful information on the host country and mission information such as the mandate, mission structure, the composition of the UN Country Team (UNCT), conflict dynamics, and culture. The focal points for the production of the mission specific PIPs will be the ITS/DPET in Headquarters and the Integrated Mission Training Centre (IMTC) or mission training focal point in the field. ITS/DPET and the field will ensure that mission specific PIPs are reviewed on an annual basis and updated as necessary.

14. Where DPKO-led peacekeeping operations have issued military and police training directives (as outlined in the [draft] Policy on Training for all Peacekeeping Personnel), ITS/DPET shall collaborate with IMTCs or mission training focal points in the field to make these available to Member States and associated PKTIs to assist in the design of mission-specific PDT programmes. These military and police training directives, along with the PIPs,

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apply to Member States, the UN Peacekeeping Pre-deployment Training Standards are the main vehicle for communicating guidance on training issues to national and international peacekeeping training institutions.

<sup>4</sup> Within the UN Secretariat this special committee of Member States is known as the 'C34'.

will be made available to peacekeeping training institutions in the “Member Login” section of the UN Peacekeeping Resource Hub website.

### **D.3 The Provision of Operational Training Guidance**

15. ITS/DPET is responsible for communicating training guidance on operational issues to Member States. Such operational training guidance can be conveyed, as appropriate, through the establishment of operational training standards, via the mission-specific military and police training directives, or through ad hoc technical advice provided by ITS/DPET and Mobile Training Support Teams (MTSTs) in collaboration with Operational Advisory Teams from the Office of Military Affairs (OMA) and/or Police Division (PD). Operational guidance and advice is provided to Member States by OMA and PD, and where that guidance needs to be accompanied by training, ITS shall provide operational training guidance.

16. Operational training guidance is provided as part of ITS/DPET’s training support to Member States, once troops or police personnel have been committed to a DPKO-led peacekeeping operation. During discussions between the United Nations and Member States about possible contributions of military or police to a specific UN peacekeeping operation, mission-specific operational advice and information on training requirements is provided directly to the New York based Permanent Missions to the UN by Office of Military Affairs (OMA) and the Police Division in the Office of Rule of Law and Security Institutions (PD/OROLSI). This advice and guidance is a component of the UN Headquarters-level interaction leading to a Member State’s decision to commit troops or police to a specific DPKO-led peacekeeping operation.

### **D.4 Official UN Training Recognition**

17. Member States that contribute military and police personnel are required to comply with UN Peacekeeping PDT Standards regardless of whether they have received official UN Training Recognition for their military and/or police PDT courses. Official Training Recognition is available to Member States that desire UN confirmation that a particular pre-deployment training course adheres to the relevant UN Peacekeeping PDT Standard.

18. A Member State or associated PKTIs may request official UN Training Recognition of their military and police peacekeeping PDT courses. UN Training Recognition follows set procedures and determines whether a PDT is consistent with UN Peacekeeping PDT Standards (including CPTM and applicable STM). Official UN Training Recognition is applicable to peacekeeping PDT courses only, and is not provided for official endorsement of a PKTI as an institution or for individual peacekeeping trainers. The details of the requesting procedure and nature of assistance available are outlined in the *DPKO/DFS SOP on Training Recognition*, which may be downloaded from the UN Peacekeeping Resource Hub website.

### **D.5 Deployment of Mobile Training Support Teams**

19. Mobile Training Support Teams<sup>5</sup> are a mechanism by which DPKO/DFS can provide on-site assistance to a specific peacekeeping training institution in order to address the specific pre-deployment training need of an individual Troop or Police Contributing Country (TCC/PCC).

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<sup>5</sup> The Mobile Training Support Teams are an institutional mechanism which shall be made available to TCCs and PCCs to assist them in fulfilling their pre-deployment training obligations. MTSTs are not an assessment tool, nor do they provide delivery of training (pre-deployment or remedial), and they are therefore different than Selection Assistance Teams (SAT) or Mobile Training Teams (MTTs) for FPU that have been deployed by PD/OROLSI in 2009.

20. If Member States or associated PKTIs require specific technical training support to design, develop, implement, evaluate or review their UN Peacekeeping PDT programme, they may request such in situ assistance from DPKO/DFS. The details of the requesting procedure and nature of assistance are available in the *DPKO/DFS SOP on Mobile Training Support Teams (MTST)*, which may be downloaded from the UN Peacekeeping Resource Hub website. ITS/DPET may also offer a Member State and associated PKTIs the assistance of a Mobile Training Support Team when a specific technical training support issue is identified by DPKO/DFS that is considered to warrant expert assistance. Regardless of how the specific technical training support need is identified, ITS/DPET will seek to respond, which may include the assembly and deployment of a team of experts with relevant skills to deliver assistance. A MTST will not directly deliver training.

#### **D.6 Training of Trainers**

21. ITS/DPET shall also seek to assist Member States and associated PKTIs to effectively implement UN Peacekeeping PDT standards by conducting, within its capacities, 'Training of Trainers' for national and PKTI peacekeeping training staff. The purpose of 'Training of Trainers' activities is to ensure widespread and effective dissemination of new or updated UN Peacekeeping PDT standards, or to support new military or police contributing Member States to ensure that national PDT programmes are consistent with UN Peacekeeping PDT Standards. Wherever possible, ITS/DPET will seek to conduct Training of Trainers in the most effective and cost-efficient manner by targeting peacekeeping training staff within regions or sub-regions. One or more Member States may request ITS/DPET to host Training of Trainers for several member States and associated PKTIs. The *DPKO/DFS SOP on Training of Trainers* provides the details on how Member States can request this support from ITS/DPET. This SOP can be downloaded from the UN Peacekeeping Resource Hub website.

#### **D.7 The Promotion of Partnerships in UN Peacekeeping Training**

22. ITS/DPET shall, where its capacity allows, facilitate interaction and cooperation with, and between, Member States and associated PKTIs for the purpose of enhancing PDT programmes and strengthening institutional capacities. DPKO/DFS strongly encourage Member States to assist each other to deliver UN peacekeeping PDT in accordance with current training standards.

23. DPKO/DFS greatly value the assistance and initiative of international, regional, national and non-governmental peacekeeping training institutes in developing specialized training courses for on-going training of serving UN peacekeeping personnel or on specialized pre-deployment training topics above and beyond minimum UN Peacekeeping Pre-deployment Training Standards. Such courses provide important additional opportunities for training of UN peacekeeping personnel which cannot be fulfilled by existing DPKO/DFS training resources. DPKO/DFS therefore seek to foster these partnerships as a means of supplementing the limited resources available for the development of specialized peacekeeping training materials and courses.

24. As appropriate, ITS/DPET shall formally acknowledge the contribution of additional specialized courses, in coordination with the relevant substantive or specialist office in DPKO/DFS or the UN Secretariat. Peacekeeping training institutions interested in more information about the process shall send an email to [peacekeeping-training@un.org](mailto:peacekeeping-training@un.org) with a copy of the course curriculum, information on the UN offices involved in the development or delivery of the course and details on the numbers of personnel who have completed the course and served in UN peacekeeping operations.

#### **D.8 Information and Knowledge Sharing on UN Peacekeeping Training**

25. ITS/DPET shall ensure regular and timely information and knowledge sharing with Member States and peacekeeping training institutions. ITS/DPET shall also facilitate knowledge sharing between PKTIs. The mechanisms for information and knowledge sharing by ITS/DPET are the UN Peacekeeping Resource Hub website, the generic UN Peacekeeping Training e-mail account, and a virtual Community of Practice (CoP) for PKTIs.

UN Peacekeeping Resource Hub Website - <http://peacekeepingresourcehub.unlb.org>

26. The Division of Policy, Evaluation and Training has launched the Peacekeeping Resource Hub (<http://peacekeepingresourcehub.unlb.org>) to make guidance, lessons learned and training materials available to the peacekeeping community.<sup>6</sup> ITS/DPET shall maintain and regularly update and maintain the pages related to training with the aim of ensuring that all current UN Peacekeeping Training Standards and related training materials and guidance are accessible to Member States and PKTIs in a timely manner. PKTIs shall also have access to mission-specific information and relevant DPKO/DFS guidance documents in a restricted area of the Peacekeeping Resource Hub. Access to the restricted area will be given via passwords to all peacekeeping training institutions which train personnel deploying to UN peacekeeping operations. (PKTIs can request a password by filling out the password request form on the Member Login page at <http://peacekeepingresourcehub.unlb.org>).

UN Peacekeeping Training E-Mail Account - [peacekeeping-training@un.org](mailto:peacekeeping-training@un.org)

27. Member States and associated PKTIs may contact ITS/DPET directly through a UN peacekeeping e-mail account at [peacekeeping-training@un.org](mailto:peacekeeping-training@un.org). Queries, questions, observations or comments may be submitted to ITS/DPET on any subject related to UN peacekeeping training matters and associated UN support systems and materials.

UN Peacekeeping Training – Community of Practice (CoP)

28. ITS/DPET shall establish<sup>7</sup> the UN peacekeeping training Community of Practice to be an interactive on-line forum allowing its members to exchange information, hold discussions, seek solutions to specific training challenges and offer observations and comments on any training-related peacekeeping issues. The membership of the CoP is comprised of PKTIs that are providing training to personnel deploying to UN peacekeeping operations. The COP is actively facilitated and monitored by ITS/DPET to ensure information remains accurate and relevant to current UN peacekeeping training.

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## **E. TERMS AND DEFINITIONS**

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<sup>6</sup> Documents and materials will be posted on the Peacekeeping Resource Hub in the language in which they are published. Where a document exists in multiple languages, these will all be made available on the website. Resources permitting, ITS will also endeavor to provide translations of priority training materials or guidance in both working languages of the United Nations.

<sup>7</sup> The Community of Practice will only be established after the launch of the Peacekeeping Resource Hub website and is unlikely to be fully operational until the second half of 2009. Information on the status of the CoP and procedures for requesting a membership will be posted on the Peacekeeping Resource Hub.

29. **Peacekeeping Training Institution (PKTI):** National, regional or international training centre 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.
30. **Pre-Deployment Training (PDT):** Generic, specialized and, where appropriate, 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.
31. **Induction Training:** Training that is delivered to DPKO/DFS headquarters staff upon arrival at United Nations headquarters in New York or mission-specific training that is delivered in a DPKO-led mission. This may include generic and specialized training, including training for military police and civilian personnel.
32. **Ongoing Training:** Any training or learning activity for peacekeeping personnel (military, police or civilian) undertaken during their assignment at Headquarters or in the field subsequent to induction training.
33. **UN Peacekeeping Pre-deployment Training Standards:** An authoritative document outlining the objective 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.
34. **Core Pre-Deployment Training Materials (CPTM):** The range of training materials related to the UN peacekeeping topics and issues that constitutes the required core pre-deployment knowledge for all UN peacekeeping personnel (military, police and civilian). The CPTM replaced the UN DPKO Standardized Generic Training Modules (SGTM).
35. **Specialized Training Materials (STM):** Training materials related to a specific function or employment category in a DPKO-led peacekeeping operation that constitute the required specialized pre-deployment knowledge for that function or employment category.
36. **Pre-deployment Information Packages (PIPs):** Information packages prepared by each mission, in collaboration with ITS, for distribution to all peacekeeping personnel (military, police and civilian) prior to their deployment to that particular mission. The PIP provides basic information on the mission mandate and structure, composition of the UNCT, conflict dynamics and political background, local history and culture, health and safety issues etc.
37. **Operational training guidance:** Guidance provided by ITS on methods and best practices on the design, delivery and evaluation of training on operational issues. When providing operational training guidance, ITS works with TCCs and PCCs to integrate the operational advice provided by OMA and PD into pre-deployment training programmes.
38. **Military and police training directives:** As outlined in the [draft] Policy on Peacekeeping Training for All Personnel, Heads of Military and Police Component are required to issue annual training directives on what training is required for military and police personnel during their deployment, and which may include information on mission-specific pre-deployment training requirements.

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## F. REFERENCES

### 39. Normative or Superior References

UN General Assembly Resolution 49/37, dated 9 February 1995  
UN Peacekeeping Training Strategy, May 2008  
DPKO/DFS Strategic Peacekeeping Training Needs Assessment Report, October 2008

### 40. Related guidance material

DPKO/DFS SOP on Training Recognition (2009)  
DPKO/DFS SOP on Mobile Training Support Teams - MTST (2009)  
DPKO/DFS SOP on Training of Trainers - ToT (2009)

(Draft) Policy on Training for All Peacekeeping Personnel

### 41. Other

Find UN peacekeeping policies and other guidance on the UN Peacekeeping Resource Hub website at: <http://peacekeepingresourcehub.unlb.org>

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## G. MONITORING AND COMPLIANCE

42. Chief of the Integrated Training Service - Policy, Evaluation and Training Division, DPKO is responsible for monitoring the implementation and adherence to this policy.

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## H. CONTACT

43. The Chief of the Integrated Training Service, Policy, Evaluation and Training Division, DPKO.  
Email: [peacekeeping-training@un.org](mailto:peacekeeping-training@un.org) or fax (+1) 212 963 9061.

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## I. HISTORY

44. This policy supersedes the Training Strategy for UN Peacekeeping Operations 2006-2008.

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SIGNED:

  
Mr. Alain Le Roy  
Under-Secretary-General  
DPKO

DATE: 28/09/09