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Department of Peacekeeping Operations
Department of Field Support
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Standard Operating Procedure

Mobile Training Support Teams

Approved by: Mr. Alain Le Roy, Under-Secretary-General, DPKO
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Contact: Chief, Integrated Training Service, Policy, Evaluation and Training Division, DPKO
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DPKO/DFS STANDARD OPERATING PROCEDURE FOR MOBILE TRAINING SUPPORT TEAMS

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A. PURPOSE

1. This standard operating procedure (SOP) provides transparent and standardized instructions for initiating, organizing and deploying Mobile Training Support Teams (MTST) 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 a Mobile Training Support Team, and this SOP, is to establish a mechanism by which DPKO/DFS can provide in situ assistance to address the specific technical or operational pre-deployment training needs of an individual Troop or Police Contributing Country (TCC/PCC).

B. SCOPE

3. This SOP shall apply to the Integrated Training Service (ITS) and, as appropriate, the Office of Military Affairs (OMA) and the Police Division (PD) and other DPKO/DFS offices, which may be involved in the process of considering 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 Support Team.

4. The SOP also provides information for use by Member States and associated PKTIs that may be requesting or receiving Mobile Training Support Teams.

C. RATIONALE
5. The context for the provision of technical peacekeeping training support through the establishment and short term deployment of a MTST is explained in the DPKO/DFS Policy on Military and Police Pre-Deployment Training for Peacekeeping Operations (2009).

6. The provision of technical support through a MTST continues and builds upon the previous DPKO practice of deploying ‘training advisory teams’ to assist Member States with PDT courses and programmes. The Mobile Training Support Teams concept has replaced the UN Training Advisory Team (UNTAT) approach. Whereas the previous practice was designed to provide a wide range of training assistance measures including training delivery, the MTST provides support that is focused on the provision of operational training guidance or technical advice on designing, developing, implementing, evaluating or reviewing UN peacekeeping PDT courses and programmes.

7. In providing support to Member States carrying out pre-deployment training, DPKO/DFS shall seek to encourage the application of adult learning principles and problem-solving approaches. DPKO/DFS shall also encourage Member States and associated PKTI to share training materials and knowledge in order to facilitate the identification and adoption of best practice in peacekeeping training.

D. PROCEDURES

8. The purpose of a MTST is to address specific technical or operational peacekeeping training needs of an individual Member State contributing and preparing military or police personnel for UN peacekeeping operations. Depending on the identified need, an MTST shall be deployed to a Member State for a limited and pre-determined duration in order to provide operational training guidance or technical advice on designing, developing, implementing, evaluating or reviewing UN peacekeeping PDT courses and programmes. Examples of peacekeeping training needs which can be addressed through an MTST include:
   - Provision of operational training guidance (see Terms and Definitions);
   - Curriculum development in accordance with UN Peacekeeping Pre-deployment Training Standards;
   - Technical advice on designing training needs assessments and developing solutions to address identified training gaps; and,
   - Technical advice on ensuring consistency with UN Peacekeeping Pre-deployment Training Standards, including the use of Core Pre-deployment Training Materials and/or Specialized Training Materials.

9. A MTST shall not be provided to a Member State or associated PKTI to deliver training of personnel preparing to deploy to a UN peacekeeping operation, but rather to provide advice, assistance, and, as appropriate, training to the staff of a peacekeeping training institution. A MTST shall not deploy to a UN peacekeeping operation in the field but may draw upon expertise from the field to address a technical or mission-specific training issue in a pre-deployment training programme carried out by a Member State.

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1 The Mobile Training Support Teams are an institutional mechanism which shall be made available to TCCs and PCCs to assist in 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 FPUs that have been deployed by PD/OROLSI in 2009.

2 As outlined in the [draft] SOP on Rapid Deployment Training Teams (RDTT), ITS/DPET may provide such teams to support field training needs during the start-up phase of a mission.
10. The Integrated Training Service in the Policy, Evaluation and Training Division (ITS/DPET) 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 within UN headquarters, UN peacekeeping operations in the field and from UN agencies, funds and programmes. ITS/DPET also has the lead responsibility when a need to provide specific technical peacekeeping training support to a Member State, a group of Member States or associated PKTI is either identified by DPKO/DFS or requested by the Member State.

11. When defining a response to a peacekeeping training need of a Member State (whether identified by the Member States or DPKO/DFS), ITS/DPET will consider the 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 a MTST to address a peacekeeping training 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 and the following criteria:

- The likely impact that assistance to the PDT programme or course will have on current and near future UN peacekeeping operations and priorities;
- The likely availability of specialist training advisers on the dates proposed to address the need identified in the request;
- Ensuring an appropriate regional balance with regard to providing training support; and,
- Ensuring an appropriate balance of effort for military and police PDT with regard to providing training support.

12. The process for seeking technical training support for PDT involves the following four steps:

- **Step One**: Initiation of a Mobile Training Support Team for technical or operational training support
- **Step Two**: Assembling the MTST
- **Step Three**: Deploying the MTST
- **Step Four**: MTST report

**Step One: Initiation of a Mobile Training Support Team:**

13. A Member State may request an MTST to assist in addressing an identified technical or operational peacekeeping training need, or DPKO/DFS may offer a Member State the assistance of an MTST. Part (a) below describes the process to be followed when a Member State requests an MTST, and Part (b) below describes the process to be followed when DPKO/DFS offers a Member State the support of an MTST.

a) MTST requests from Member States

14. If a MTST is requested by a Member State or associated PKTI, such a request must be submitted to ITS/DPET in writing in either English or French in the format provided as in the Annex. 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/DPET shall establish and maintain a database of all requests for technical training support from Member States and associated PKTI.
15. Upon receipt of a request in the format provided in the Annex, ITS/DPET shall, as outlined in paragraph 10, determine whether the deployment of MTST is feasible and is the most appropriate response to the identified peacekeeping training need. Such a response will generally be provided to the requesting Member State within four weeks of the submission of the request.

16. If ITS/DPET determines that the deployment of an MTST is feasible and the appropriate response, the Chief ITS/DPET shall formally notify the Member State accordingly in writing, specifying:
   - The name and contact details of a focal point within ITS/DPET;
   - An indicative time period within which the remaining steps outlined below can be implemented;
   - An indication of when the MTST assistance might be provided; and,
   - Any additional information required from the Member State or PKTI to assemble the MTST and define its Terms of Reference.

17. The Chief ITS/DPET shall also inform the requesting Member State in writing if a decision has been made not to deploy a MTST. Such a notification shall include advice and recommendations on alternative services or tools (such as ToT support, written guidance, bilateral support from other organizations etc.), which the Member State may use to address its peacekeeping training need.

b) Offer of MTST support from DPKO/DFS

18. If a need to provide specific technical or operational peacekeeping training support to a Member State, a group of Member States or associated PKTI is identified within DPKO/DFS then ITS/DPET will consult with the Member State(s) or associated PKTI concerned. This consultation will seek to ascertain whether deployment of a MTST is considered useful by the Member State and gather the information outlined in the Annex. If ITS/DPET and the Member State agree that deployment of a MTST is feasible and addresses an agreed upon peacekeeping training need, the Chief ITS/DPET will formally notify the Permanent Mission of the relevant Member State(s) in writing as described in paragraph 16.

19. Step Two: Assembling the MTST: After receiving the additional information requested from the Member State or associated PKTI, ITS/DPET will then develop the initial draft of the "Terms of Reference" for the MTST that will clearly define:
   a) Identified peacekeeping training need and precise support services to be provided by the MTST, as agreed with the requesting organization/Member State;
   b) Name and contact details of the focal point within the receiving organization/Member State;
   c) Name and contact details of the focal point within ITS/DPET;
   d) Specialist skill sets required to address this need, as determined by ITS/DPET. The names and parent organization/unit of the specialists, will be listed if they can be confirmed at this stage, otherwise the number of MTST members will be provided;
   e) Planned dates of the MTST deployment;
   f) Requirement for any preliminary or preparatory action or reporting;
   g) Requirement for final reporting; and,
   h) Administrative support arrangements (where interpretation or translation services may be required this should be specified) including funding support.

Specialists will be identified and selected based on their expertise in the specific subject matter needed to address the identified training support need as well as their availability to participate.
20. The Terms of Reference are a DPKO/DFS requirement to facilitate the necessary administrative support, including diplomatic clearances for MTST members. The draft Terms of Reference shall be consulted with the requesting organization/Member State prior to approval by ITS/DPET. A request from the MTST, ITS/DPET or the requesting organization to adjust or otherwise modify the Terms of Reference after these are approved within DPKO can only occur following consultation and agreement among these three partners.

21. The decision on funding arrangements shall be finalized during consultation between ITS/DPET and the requesting organization. Costs for any interpretation services shall be borne by the Member State or associated PKTI.

22. The composition of a MTST shall be decided on a case-by-case basis and tailored to the TORs of the MTST. In general and whenever possible, ITS/DPET shall lead the Mobile Training Support Team. Wherever possible, members of a MTST will be drawn from within the UN system. This may include DPKO/DFS personnel, IMTC or other mission personnel, staff of the UN Secretariat, agencies funds or programmes with relevant subject matter or training expertise. External specialists will only be considered in exceptional circumstances and with the consent of the Member State concerned.

Step Three: Deployment of the MTST:

23. ITS/DPET is responsible for deploying the MTST in accordance with the approved Terms of Reference. In general a MTST deployment will not exceed two weeks. The MTST leader will communicate progress to DPKO/DFS on a regular basis in the manner and frequency agreed with the Chief of ITS/DPET.

24. Throughout the MTST deployment the team leader shall seek to convene regular briefings to the senior management of the organization conducting the PDT training to provide an update on the MTST activities, their findings and any specific recommendations being considered. However, the findings and recommendations of the MTST will not be finalized until reviewed and approved by the Chief ITS/DPET (see paragraph 23). At the conclusion of the MTST deployment, the complete MTST should conduct a comprehensive briefing to relevant training staff and senior management and present an outline of the final report and their intended recommendations. Interaction on relevant specialist subject matter issues with the relevant member of the MTST shall be encouraged. The intention is that the Member State or associated PKTI should not learn of new information, analysis or recommendations in the final written report and should be given the opportunity to fully discuss all relevant issues with team specialists before the MTST activity concludes.

Step Four: The MTST report:

25. A final report shall be written, consulted with relevant DPKO/DFS offices and approved by Chief ITS/DPET within four weeks of the conclusion of the MTST activity. The Chief ITS/DPET 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 immediately be issued to the Member State or associated PKTI concerned. The final report shall include, as a minimum, the following:

a) The approved ‘Terms of Reference’;

b) A summary of the MTST composition and specialist role, if not already included in the Terms of Reference;

c) The actions conducted by the MTST to further assess and address the identified training support need;
d) The specific issues identified by the MTST that influenced or caused the identified training support need;

e) The dates and the nature of the MTST briefings conducted for training staff and/or senior management during its deployment;

f) The outcome of the MTST activity and specific recommendations to address the identified training support need;

g) Other recommendations not directly related to the identified training support need but considered useful for enhancing the PDT course or programme;

h) Identification of any PDT area that would be useful to share with other peacekeeping trainers as part of knowledge sharing and adoption of peacekeeping training best practice; and,

i) Additional information collected during the visit to be included in the ITS database on UN peacekeeping training as appropriate.

E. TERMS AND DEFINITIONS

26. 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.

27. UN Peacekeeping PDT 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.

28. 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.

29. 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.

F. REFERENCES

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

   DPKO/DFS SOP on Training Recognition (2009)
   DPKO/DFS SOP on Training of Trainers (2009)
32. Other
DPKO/DFS Peacekeeping resource website: http://peacekeepingresourcehub.unlb.org

G. MONITORING AND COMPLIANCE

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

H. CONTACT

34. Chief Integrated Training Service, Policy, Evaluation and Training Division: telephone (+1) 212 963 1986, fax (+1) 917 367 8268, email address: peacekeeping-training@un.org

I. HISTORY

35. This is a new SOP. No amendments have been made.

SIGNED:

[Signature]

Mr. Alain Le Roy
Under-Secretary-General
DPKO

DATE: 28/09/09
Annex to DPKO/DFS SOP: Mobile Training Support Teams

FORMAT: REQUEST FOR TECHNICAL TRAINING SUPPORT

1. Provide details of requesting organization:

Please include the following:
   a. Full official title of the organization delivering the PDT course
   b. Postal and residential addresses
   c. Organizations' official website (if established)

2. Provide details of the contact person within the organization:

Please include the following:
   a. Official title/appointment and the full name
   b. Telephone number – please include international dialing code
   c. Fax number – please include international dialing code
   d. Email address

3. Provide a description of the PDT programme or course:

Please answer the following:
   a. What is the official programme or course title?
   b. What is its objective?
   c. Who is target audience (by nationality and category as applicable) ?
   d. What is the planned maximum number of students or participants per course?
   e. What is the course duration (the number of actual class/session days) ?
   f. How often will this course be delivered in a period of 12 months?
   g. What is the language used in delivery of the course?

(Please note: A copy of the full course curriculum and specifications are not required at this stage but may be requested later by ITS/DPET.)

4. Provide a description of the specific technical training support need

Please provide an explanation of the specific training issue for which you are seeking technical assistance or support from DPKO/DFS. Where applicable, also include an explanation on why the UN peacekeeping training resources available at http://peacekeepingresourcehub.unilb.org do not satisfy this identified need for support.

5. Preferred dates for a technical training support visit (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.)

Please list the preferred dates, if any, including alternate dates that a visit to the Member State or PKTI should occur.

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.)

6. Explanation of the impact of the PDT course on UN peacekeeping operations:
Please provide your assessment of how this PDT programme or course positively impacts current or planned/anticipated UN peacekeeping operations. This explanation would be strengthened by an indication of, or statistical report on, the number and category of previous or planned future participants on this course will serve in specific UN peacekeeping operations.

7. **Description of previous visits from UN peacekeeping training specialists:**

Please answer the following:

a. Has this PDT programme or course been previously assisted or advised through a visit from UN peacekeeping training specialists (from a MTST, training advisory team or other specialist advises)? If the answer is 'no', please do not answer the next question.

b. Please describe the specialist team(s) that provided the on-site advice or assistance.

c. Please provide the date(s) of previous visit(s).

d. Please 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?