



Policy

Training for all United Nations Peacekeeping Personnel

Approved by: Alain Le Roy, USG DPKO and Susana Malcorra, USG DFS
Effective date: 1 May 2010
Contact: Chief, Integrated Training Service, DPET
Review date: 1 May 2012

DPKO/DFS POLICY ON

TRAINING FOR ALL UNITED NATIONS PEACEKEEPING PERSONNEL

CONTENTS:

- A. Purpose**
- B. Scope**
- C. Rationale**
- D. Policy**
 - D.1 Definition of peacekeeping training**
 - D.2 Guiding principles**
 - D.3 Overview of UN peacekeeping training**
 - D.4 Roles and responsibilities in UN peacekeeping training**
 - D.5 Procedures for managing UN peacekeeping training**
 - D.6 Standard-setting and evaluation in UN peacekeeping training**
- E. Terms and definitions**
- F. References**
- G. Monitoring and compliance**
- H. Contact**
- I. History**

ANNEXURES:

Annex 1 – Overview of key roles and responsibilities for the identification of training needs, development of training standards and training delivery.

Annex 2 – Terms of Reference of the DPKO-DFS Working Group

Annex 3 - Terms of Reference for the DPKO/DFS Training Focal Points Network and Headquarters Training Focal Points

Annex 4 – Outline of the process for the development of a Mission Training Plan

Annex 5 – Template for UN Peacekeeping Training Standards

A. PURPOSE

1. The objectives of this policy are:
 - To define what constitutes training for United Nations peacekeeping,
 - To outline the roles, responsibilities, and inter-relationships of the different entities involved in UN peacekeeping training,

- To outline how the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) fulfill their responsibilities with regard to decentralized learning or training programmes for UN staff members as required by the Secretary-General's Bulletin on Learning and Development (ST/SGB/2009/9)¹,
- To outline the process by which UN peacekeeping training is identified, prioritized and leads to the development, budgeting, delivery and evaluation of training to meet strategic and mission-level needs, and
- To outline the process by which UN peacekeeping training standards are developed and monitored.

B. SCOPE

2. This Policy is applicable to all military, police, and civilian personnel in DPKO and DFS and in DPKO Operations and DFS support components in field offices or other missions (henceforth referred to collectively as field operations). It applies directly to the work of the Integrated Training Service (ITS) and Training Coordination Officers and Focal Points at Headquarters, and to Heads of Mission, Heads of Component, and Integrated Mission Training Centres (IMTCs) or Mission Training Focal Points² in missions. This policy also may be applied on a case-by-case basis to DPA-led missions, resources permitting and subject to agreement with DPA. In such cases, the Integrated Training Service (ITS) will ensure effective coordination with DPA.

3. This Policy covers all phases of peacekeeping training: pre-deployment, induction, and ongoing (Refer to section E "Terms and Definitions"). Pre-deployment training of uniformed personnel, for which Member States have primary responsibility under General Assembly resolution 49/37, is covered in more detail in separate policy documents (see paragraph 5).

4. This Policy, which is overarching in nature, will be supplemented by additional guidance documents including:

- The Guidelines on Design, Delivery and Evaluation of Training (the "training cycle"), which set the procedures and quality management standards for the design, delivery, and evaluation of all peacekeeping training carried out by DPKO, DFS, or field operations;
- Additional guidance on the management of Integrated Mission Training Centres (IMTCs) and rapidly deployable training teams for the support of start-up missions or surge requirements.

5. Specific guidance on pre-deployment training for military and police personnel deploying to UN peacekeeping operations are already set out in:

¹ The UN Secretariat Learning and Development Policy applies to all personnel on UN contracts (e.g. civilian staff, and military and police contracted by the UN at headquarters or in the field) regardless of their location or the budget arrangements under which their posts are financed.

² Throughout this document, the term Training Focal Point applies to Headquarters Training Focal Points, or full-time Training Coordination Officers who may be placed in specific DPKO/DFS offices, and the term IMTC applies both to established Integrated Mission Training Centres as well as to Mission Training Focal Points for those missions without IMTCs.

- Policy on Support to Military and Police Pre-deployment Training for UN Peacekeeping Operations,
 - SOP on Training of Trainers,
 - SOP on Mobile Training Support Teams, and
 - SOP on Training Recognition.
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C. RATIONALE

6. DPKO/DFS and the Office of Human Resource Management (OHRM) have produced several strategic training reviews in recent years, all of which reported on the need to apply training to enhance mandate implementation or job performance, and to ensure that training priorities are more coherently defined, linked to the efficient allocation of resources and evaluated for impact. These concepts also appear in the Secretary-General's bulletins on Learning and Development (ST/SGB/2009/9) and on the Learning Advisory Board (ST/SGB/2009/8).

7. The 2008 Strategic Peacekeeping Training Needs Assessment confirmed the need for peacekeeping training to be more relevant to functions and tasks being carried out in the field. In July 2009, DPKO/DFS released a non-paper "A New Partnership Agenda: Charting a New Horizon for UN Peacekeeping" which further identified the need for a more comprehensive and holistic "capability-driven" approach to UN peacekeeping. This approach promotes a more comprehensive overview of the components of peacekeeping capacity, going beyond equipment, supplies and other materiel to ensure these are matched with the requisite knowledge, skills, and attitudes to enable effective mandate implementation by peacekeeping personnel and units.

8. All UN peacekeeping training must be oriented to, and contribute toward improving mandate implementation. So as to ensure that all peacekeeping personnel have a common understanding of UN peacekeeping and are able to function in an integrated manner once deployed, the same principles and standards shall apply to both pre-deployment training delivered by Member States to military and police personnel, and to all training provided by the United Nations to peacekeeping personnel. This can only be achieved if all entities engaged in peacekeeping training, be they in Member States, at Headquarters, or in the field, function in a coherent manner that addresses agreed upon priority needs. This approach is articulated in the UN Peacekeeping Training Strategy, endorsed by DPKO/DFS in 2008. In that connection, clarity on roles and relationships with respect to identifying, prioritizing and delivering training needs, as set out below, will allow for the efficient allocation and use of limited resources in implementing a capability-driven approach to UN peacekeeping.

D. POLICY

D.1 Definition of peacekeeping training

9. Peacekeeping training is any training activity which aims to enhance mandate implementation by equipping UN military, police, or civilian personnel, both individually and collectively, with the knowledge, skills, and attitudes to enable them:

- a) To meet the evolving challenges of peacekeeping operations in accordance with DPKO/DFS principles, policies, and guidelines as well as lessons learnt from the field,
- b) To perform their specialist functions in an effective, professional, and integrated manner, and
- c) To demonstrate the core values and competencies of the United Nations.

D.2 Guiding principles

10. The following guiding principles apply to the design and conduct of UN peacekeeping training:

- a) All training must contribute directly to enhanced mandate implementation. Accordingly training requirements shall be identified by needs assessments and regularly evaluated to ensure maximum impact.³
- b) All training interventions shall be based on best practice in training methodology, applying the principles of adult learning, and be designed to ensure maximum cost-effectiveness.
- c) Coordination among training partners is required in order to ensure consistency and quality, maximize delivery capacity, benefit from comparative advantages, and avoid duplication of effort.
- d) Given the numbers, dispersion and turnover and rotation of trainees, information technology and partnerships should be leveraged to ensure timely, accessible, and efficient delivery of training.
- e) United Nations peacekeeping training shall in principle be accessible to all UN peacekeeping personnel (civilians including United Nations Volunteers (UNVs) and national staff, military personnel, and police personnel) at a minimum targeted rate of five days of training per year, regardless of their location or source of funding. Consideration shall be given to ensuring equitable access to training for personnel who may be underrepresented (in particular, locally-recruited/national staff, women, and UNVs).

D.3 Overview of UN Peacekeeping Training

11. Peacekeeping training may include:

- A) Strategic and cross-cutting individual and collective training which addresses skills, competencies or performance across major areas of UN peacekeeping and have a positive impact on its operational effectiveness and which promote the development of the capacity to meet functional and fiduciary requirements. These can broadly be summarized into four categories:
 - i) Generic cross-cutting issues in UN peacekeeping, such as communication skills, safety and security training, conduct and discipline training (including the prevention of sexual exploitation and abuse), gender, human rights, child protection, HIV/AIDs etc.;

³ For detailed guidance on the training cycle, including evaluation of training, see draft Guidelines on Design, Delivery and Evaluation of Training (training cycle).

- ii) Management and leadership training with the aim of equipping managers with the skills and competencies to lead and manage peacekeeping operations and ensure the cost-effective, responsible and accountable stewardship of resources. This includes courses, such as the Senior Mission Administrative Resource Training (SMART) Senior Leadership Program (SLP) or Senior Mission Leaders' course (SML), as well as training in integrative management systems (e.g. RBB, IMPP etc.);
 - iii) Training in support of succession management and career and learning paths for field missions that enable the development of the talent needed to meet organizational and functional requirements and is critical to building, maintaining and retaining future capacity. With a focus on mission critical functions, career and learning paths will be mapped along functional and cross- functional lines and occupational groups, thereby setting standards for a unified approach, identifying milestones for career progression and growth, and enabling succession management. Further details will be promulgated as an annex to this directive in due course;
 - iv) Mandate-specific operational training for formed military and police units and personnel and for integrated components within a mission (e.g. JOC, JMAC), and training in tasks entailing a high level of integration among mission components (e.g. protection of civilians);
- B) Job-specific and technical training for peacekeeping staff, i.e. training particular to individual substantive or administrative disciplines or functions present in peacekeeping missions. An example is training for civil affairs officers in community reconciliation techniques, or for IT personnel on the Information Technology Infrastructure Library (ITIL);
- C) Special-to-mission training needs, as identified by the Mission Leadership Team of individual field operations.

D.4 Roles and responsibilities in UN peacekeeping training

12. The planning, delivery and evaluation of United Nations peacekeeping training entails partnership between a variety of peacekeeping training actors within and outside of the United Nations. ITS/DPET plays a strategic, coordinating role among peacekeeping training actors. To ensure that training has a maximum impact on mandate implementation ITS/DPET requires the collaboration and support of DPKO/DFS offices, field operations, the Office of Human Resource Management (OHRM), training and learning sections of other relevant Secretariat departments, Member States and ultimately peacekeeping managers and staff. To facilitate effective cooperation, this section outlines the roles and responsibilities of key peacekeeping training actors. Annex 1 contains a table outlining how the main training entities coordinate in the identification of training needs, development of training standards and delivery of training.

D.4.1 Member States

13. Member States are responsible under General Assembly resolution 49/37 of 9 December 1994 for the pre-deployment training of all military and police personnel provided to UN peacekeeping operations. Training shall be provided in conformity with UN Peacekeeping Pre-deployment Training Standards. Member States and Peacekeeping Training Institutions (PKTIs) participate in the process of assessing peacekeeping training needs and the development of training standards. Further detail, including on the support provided by the Integrated Training Service (ITS) to Member States, is outlined in the Policy on Support to Military and Police Pre-deployment Training for UN Peacekeeping Operations.

D.4.2 DPKO and DFS

14. The DPKO/DFS Senior Management Team (SMT) approves the Outline of Strategic Peacekeeping Training Priorities every three years, based on the advice of the DPKO-DFS Working Group.⁴ The DPKO-DFS Working Group also translates the Strategic Priorities into guidance on the annual training budget submission to the Peacekeeping Support Account at Headquarters. (Once the UN Secretariat Learning Advisory Board establishes rules of procedure and work processes, the SMT may adjust the governance procedures to further enable DPKO/DFS and relevant stakeholders to fulfill their responsibilities on training for the Peace and Security Occupational Group Network).

15. DPKO Office of Military Affairs (OMA) and Police Division (PD) are responsible for providing technical advice and guidance, in collaboration with ITS/DPET, on mission-specific operational tasks and challenges to troop and police contributing countries.⁵

16. 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), in the case of policing issues. 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 field operation.

17. During the deployment period, 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 (see Terms and Definitions).⁶

18. DFS Field Personnel Division (FPD) is responsible for, inter alia, exercising delegated authority and accountability, within the context of the Talent Management (TM) framework, for the design, development and management of the civilian peacekeeping workforce. To the extent that this involves the establishment of career path models and their intrinsic management and occupational learning requirements for vertical and lateral mobility within each job family that is employed in peacekeeping operations, FPD commissions and carries out, with the support of ITS, management and occupational learning needs assessments as an integral part of its workforce planning and succession management activities. ITS supports FPD in developing and implementing the training elements of such activities, in accordance with learning standards set by OHRM.

19. Integrated Training Service (ITS) is a component of the Division of Policy, Evaluation, and Training (DPET) and is responsible for the direction and coordination of peacekeeping training. Specifically, the ITS is responsible for:

- a) Supporting the Department of Peacekeeping Operations, the Department of Field Support, DPKO-led operations, DFS operations as well as Member States in the training of civilian, military and police personnel;
- b) Setting training standards specific to United Nations peacekeeping and field support, in accordance with relevant system-wide training standards, verifying that such peacekeeping training standards are met, and developing peacekeeping training policies and related technical guidance;

⁴ The DPKO/DFS Working Group was established in accordance with the Senior Management Team decision of 29 May 2009 to address cross-cutting management issues affecting both Departments. For the full Terms of Reference, including composition of the Working Group, see Annex 2.

⁵ ST/SGB/2010/1 para. 7.6 (f)

⁶ Policy on Support to Military and Police Pre-deployment Training for UN Peacekeeping Operations, paras. 15-16

- c) Developing and delivering training to meet priority needs in cross-cutting areas of peacekeeping and field support;
- d) Providing technical guidance on peacekeeping and field support training issues to the Department of Peacekeeping Operations, the Department of Field Support, Integrated Mission Training Centres and Training Focal Points in DPKO-led operations, as well as Member States; and
- e) Monitoring peacekeeping and field support training activities of the Department of Peacekeeping Operations, the Department of Field Support and field operations, and managing the training budget of the Departments of Peacekeeping Operations and Field Support, to ensure that peacekeeping training standards and priorities are being met.⁷

20. ITS fulfills these responsibilities by:

- a) Leading and coordinating the procedures for managing UN peacekeeping training set out in section D.5,
- b) Maintaining training management structures and systems, including
 - The Headquarters Training Focal Points Network,
 - Development and maintenance of information and knowledge management tools, such as the Communities of Practice for UN training personnel and peacekeeping training centres, the Peacekeeping Resource Hub, the electronic training management system (e-TMS) and the Learning Management System (LMS); (see Terms and Definitions)
- c) Strategic networking among peacekeeping training actors, including the International Association of Peacekeeping Training Centres (IAPTC).

21. The Headquarters Training Focal Points Network is a forum for sharing information on the implementation of the peacekeeping training workplan across all offices in DPKO and DFS and a mechanism for collaborating with ITS in planning and implementing peacekeeping training of a job-specific or technical nature. As Secretariat of the Training Focal Points Network, ITS ensures appropriate information sharing between the Network and other fora that address training issues (such as the Capability Development Working Group, or the IMPP Sub-group on Training etc.).

22. Headquarters Training Focal Points are nominated by the head of the relevant DPKO/DFS office. Full terms of reference are at Annex 2. With the technical guidance and support of ITS,⁸ their duties include:⁹

- a) Reporting to the head of office on training activities;
- b) Leading the process for identification and implementation of job-specific and technical training activities within the relevant career path models developed by FPD in collaboration with the functional proponents, in line with the training implementation cycle

⁷ ST/SGB/2010/1 para. 5.5

⁸ ITS will provide training and technical advice to Headquarters Training Focal Points on the implementation of the training cycle (Guidelines on Design, Delivery, and Evaluation of Training) and the use of the electronic training management system (e-TMS), the learning management system (LMS), and the Community of Practice (CoP).

⁹ The OHCHR is responsible for human rights, and shall be represented in the Training Focal Points network by the OHCHR Methodology, Education and Training Unit. DSS, responsible for security, shall be represented by the DSS Training Development Section. Secretariat offices outside New York with functional proponent responsibilities will be requested to appoint a local liaison person.

as outlined in section D.5 and the Guidelines on Design, Delivery, and Evaluation of Training; and

- c) Facilitating the exchange of information on the implementation of cross-cutting training requirements and opportunities between their respective offices and ITS.

D.4.2 Peacekeeping Missions

23. Mission Senior Leadership. The Head of Mission (HOM), Head of Military Component (HoMC), Head of Police Component (HoPC), and Director of Mission Support (DMS) are responsible for identifying special-to-mission individual or collective training requirements with the support of the Chief of the Integrated Mission Training Centre (IMTC), and ensuring that a comprehensive Mission Training Plan is developed, has the appropriate resources allocated, and is implemented. The process for the development of the Mission Training Plan, which is outlined in Annex 3 in detail, is coordinated by the IMTC based on the guidance of the HoM, HoMC, HoPC and DMS. Implementation of the Mission Training Plan, including the training directives of the HoMC and HoPC, includes delivery of training programmes either:

- a) In-mission, directly by relevant military, police or civilian components or through joint arrangements coordinated by the IMTC, or;
- b) During the pre-deployment phase by providing guidance through DPKO/DFS Headquarters to Member States or directly to ITS/DPET for civilian pre-deployment training.

24. Integrated Mission Training Centre (IMTC). The primary responsibility of the IMTC is to coordinate the development and implementation of a comprehensive Mission Training Plan, on behalf of the Mission Leadership Team, which leads to improved mandate implementation (see Annex 3). This is achieved through identifying mission training needs; coordinating the planning, development, delivery, and evaluation of mission training plans and programmes (in coordination with the UNCT as appropriate); and sharing best practices with other missions and ITS/DPET. In that regard the Chief of the IMTC is the senior civilian trainer in the Mission. Reporting to the Director/Chief of Mission Support either directly or through the Chief of Administrative Services, and responsive to the Mission Chief of Staff, the Chief IMTC has a technical reporting and communication link to ITS/DPET¹⁰. Military and police personnel shall be assigned to the IMTC by respective Heads of Component to ensure, *inter alia*, that their training needs are reflected in the Mission Training Plan and implemented. The Chief IMTC shall exercise tasking authority over military and police personnel assigned to the IMTC while the Heads of the military and police components in the mission continue to exercise UN Operational Control over their respective training officers in the IMTC.

25. The Chief IMTC is responsible for:

- a) Ensuring that a Mission Training Plan addresses the special-to-mission training needs and the priority strategic and job-specific and technical training priorities transmitted from Headquarters, while minimizing duplication;

¹⁰ Technical reporting is defined as “A secondary reporting line for matters not relating to the command and control of operations or to national administrative control. It is an informational and technical advisory communication link that should in no case circumvent the primary reporting line and command/supervisory relationships, through which formal direction and tasking is issued.” (para. 14 of the 2008 DPKO/DFS Policy on Authority, Command and Control in United Nations Peacekeeping Operations).

- b) Ensuring that the Mission Training Plan is prepared in conjunction with other mission planning documents including the Mission Concept and the Results-Based Budget (RBB);
- c) Coordinating the preparation and implementation of the mission training budget in accordance with the Mission Training Plan. In that connection, resources should be allocated appropriately to ensure that training is cost-effective and has the maximum operational impact;
- d) Monitoring the implementation of the Mission Training Plan and regularly updating the Senior Management and ITS/DPET on implementation and constraints, including in relation to resourcing. Ensuring the periodic evaluation of mission-conducted training.

26. All multi-dimensional peacekeeping operations shall request the appropriate resources to establish an IMTC that reflects the size and needs of the peacekeeping mission. In those missions where the full resources of an IMTC are not yet available or not required, the mission shall establish at least one Training Officer or Mission Training Focal Point to carry out these responsibilities. In start-up missions, where the recruitment of IMTC personnel is not yet completed, the Head of Mission may request the deployment of a Rapid Deployment Training Team to assist in establishing an initial operating capacity for training and to ensure delivery of priority training needs as outlined in the draft SOP on Rapid Deployment Training Teams¹¹ and the Mission Start-up Field Guide.

D.4.4 Peacekeeping Managers and Staff Members

27. Learning and development is a responsibility shared by the Organization, its managers, and individual staff members. Managers are encouraged to provide appropriate learning and training opportunities to staff members keeping in mind, wherever possible, the minimum target of five days' training per year, in accordance with the Learning and Development Policy of the Organization (ST/SGB/2009/9). Managers are also required to discuss and agree on learning and staff development plans, as well as the allocation of time for learning and development activities, with individual civilian staff members in the context of performance management. They are further asked ensure that staff are able to use their new skills in their work. As the Talent Management system is rolled out, further guidance on the role of the manager and the staff member in defining succession management, career and learning paths related to training will be defined by Headquarters.

D.5 Procedures for managing UN peacekeeping training

28. In accordance with the guiding principles set out in section D.2, all peacekeeping training must contribute directly to enhanced mandate implementation. Training requirements shall be identified through a proper training needs assessment and be evaluated to ensure maximum impact. The procedures for managing UN peacekeeping training are broadly summarized as:

- a) Undertaking a training needs assessment
- b) Developing a Training Plan with clear priorities
- c) Requesting allocation of resources through budgetary processes, and adjusting the Training Plan to approved budgets
- d) Implementing the Training Plan

¹¹ An SOP on Rapid Deployment Training Teams, which provides additional detail beyond what is contained in the Mission Start Up Guide v.2 is currently being developed by ITS.

- e) Evaluating training activities and their impact, with the results of the evaluation feeding into the subsequent needs assessment (see Figure 1).¹²

29. The sections below provide more detail on the procedures and tasks carried out by various peacekeeping training actors to identify, plan, implement and evaluate:

- i) the strategic and cross-cutting (individual and collective) training priorities
- ii) job-specific and technical training priorities
- iii) special-to-mission training priorities.

30. There will never be sufficient resources to address all conceivable training needs of the approximately 200,000 peacekeepers expected to pass through UN peacekeeping missions and headquarters every year. The focus and priority of peacekeeping training should, therefore, be determined by agreement among relevant senior managers in Headquarters and missions as to those training needs that are within our capacity to deliver and, if addressed, will enhance mandate implementation. Training must also be accompanied by evaluation to ensure its effective delivery, cost-effectiveness and continued relevance.

D.5.1 Preparation of peacekeeping training priorities, work plans, and budgets at Headquarters.

31. As outlined in the text and process map below, Headquarters is responsible for identifying the priority peacekeeping training needs at three levels:

- Strategic and cross-cutting (individual and collective) training needs
- Job-Specific and technical training needs, and t
- Training and education needs in furtherance of succession management of field civilian staff as identified by FPD,

i) *Strategic and cross-cutting (individual and collective) peacekeeping training needs*

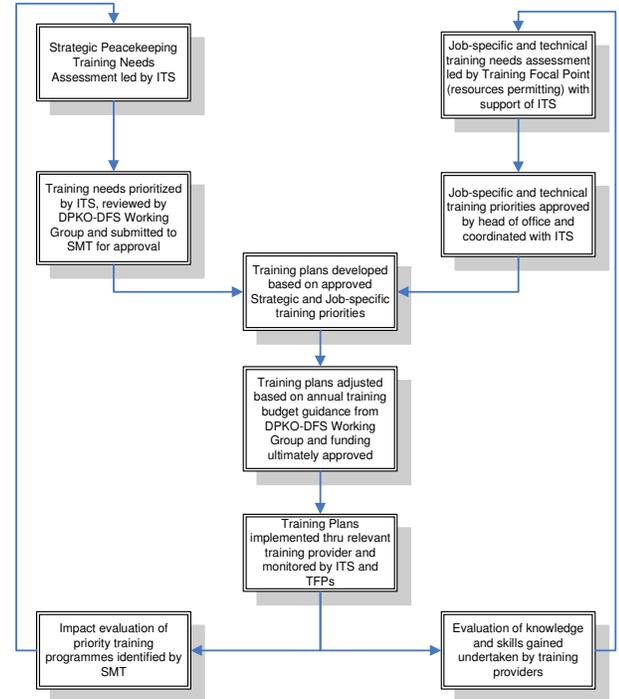
32. ITS has the lead responsibility for identifying strategic and cross-cutting peacekeeping training needs every three years. It identifies these training requirements through a Strategic Training Needs Assessment process, in which Member States, peacekeeping personnel, senior management at Headquarters and in the field, IMTCs, specialist trainers in missions, OHRM and FPD, other UN entities, and peacekeeping training institutions participate. The Needs Assessment findings are analyzed in light, *inter alia*, of relevant legislative and policy documents such as relevant reports or resolutions of UN bodies, audit and evaluation reports, strategic workforce and succession management plans, recommendations of the UN Learning Advisory Board, best practices recommendations, and mission capability gap lists maintained by DKPO/DFS.

¹² Details on evaluation are set out in the draft Guidelines on Design, Delivery and Evaluation of Peacekeeping Training (Training Cycle).

33. The needs assessment leads to, and is accompanied by, a proposed Outline of Strategic Peacekeeping Training Priorities for the next three-year period. These shall clearly identify the strategic priorities for training development, delivery and impact evaluation. The Outline of Strategic Training Priorities shall also indicate which training entities play a lead or support role in the development and delivery of identified training programmes and the anticipated funding source. Training priorities shall be linked to departmental goals and objectives and established performance standards to ensure that training improves mandate implementation.

34. The Strategic Priorities are reviewed by the DPKO-DFS Working Group and submitted to the Senior Management Team (SMT) for approval. Once approved, the Strategic Priorities guide the development of training plans by those training entities identified as having a lead or supporting role. Accordingly, the Strategic Priorities shall be transmitted to the field so that IMTCs are aware of and can fulfill their implementing responsibilities with respect to planning and budgeting for training. The Strategic Priorities are also used annually by the DPKO-DFS Working Group as a reference for the development of budget guidance for the training submission to the Peacekeeping Support Account for those training projects run out of Headquarters.

Fig. 1: Headquarters level processes for managing peacekeeping training



35. Once the training budgets have been approved, ITS, with the support of Training Focal Points, is responsible for monitoring the implementation of the Training Plan, including related expenditures, to ensure that approved training priorities, including for evaluations, are met.

ii) Job-specific and technical peacekeeping training needs

36. Job-specific and technical training needs and priorities are identified and approved by DPKO/DFS Training Focal Points in consultation with offices providing technical guidance or backstopping to a particular field component and in accordance with the relevant career path models developed by FPD in collaboration with the functional proponents. Where Secretariat offices other than DPKO/DFS are responsible for providing technical guidance to a field component, that office is responsible for identifying job-specific and technical training needs. This applies, as a minimum, to the Office of the High Commissioner for Human Rights (OHCHR),¹³ which provides technical guidance to human rights components; as well as to the Department of Safety and Security (DSS) which has primary responsibility for the executive direction and control of the UN field security management system.¹⁴

37. Where possible, Training Focal Points in individual offices should conduct a Training Needs Assessment in coordination with ITS and FPD every three years to identify and update job-specific

¹³ Memorandum of Understanding (MOU) between DPKO and OHCHR dated 21 November 2002.

¹⁴ Policy on Authority, Command and Control in UN Peacekeeping Operations, paragraph 20.2.

and technical training needs. Training priorities shall support enhanced mandate implementation. The head of the respective office shall then approve the priority training needs. Once approved, the Training Focal Point at Headquarters shall transmit the priorities to relevant field counterparts directly and to IMTCs through ITS so that they can fulfill their implementing responsibility with respect to planning and budgeting for training. Training Focal Points are responsible for monitoring the implementation of the Training Plan, in collaboration with ITS, and ensuring appropriate evaluation of knowledge and skills gained during training.

iii) Budgeting.

38. All training budget submissions, including for the Peacekeeping Support Account and extra-budgetary funding must be based on the approved strategic or job-specific and technical training priorities. At Headquarters, ITS, in collaboration with HQ Training Focal Points, is responsible for consolidating the training budget submission for the Peacekeeping Support Account in accordance with the budget guidance provided by the DPKO-DFS Working Group and the Controller and in a manner that optimizes the use of resources. In DPKO peacekeeping operations, the Chief IMTC is responsible for advising the DMS/CMS whether the training budget submission conforms to the training priorities set out in the Mission Training Plan.

39. All training interventions shall aim for maximum cost effectiveness both in design and delivery while ensuring consistent and appropriate quality. The following checklist shall be used by ITS and Training Focal Points to develop and refine their respective portions of the training budget submission:

- Is the training intervention in line with approved Training Priorities?
- Have existing training opportunities without cost implications been explored and exhausted?
- Has the training intervention been designed in accordance with existing rules and regulations, in particular on consultants?
- Is there duplication between training requests?
- Is the training location or venue appropriate?
- Have alternatives to travel for training been considered? (Specifically has the use of e-learning, communication tools, information technology and video conferencing been considered?);
- Is it possible to use in-house expertise to deliver or develop training? Or is it possible and cost-effective to develop in-house expertise through training of trainers, certification, e-learning etc.?
- If using external providers, are there opportunities to take advantage of economies of scale, in particular through the conclusion of systems contracts ?

D.5.2. Development of mission-level peacekeeping training priorities, work plans, and budgets

40. DPKO peacekeeping operations are responsible for the development and implementation of a Mission Training Plan. The aim of the Training Plan is to identify and arrange for the delivery of mission-specific individual and collective training required for effective mandate implementation. It is important to note that the approved strategic peacekeeping training priorities and the job-specific and technical training priorities from Headquarters feed into the development of the mission-level training plan. The full process pertaining to mission-level peacekeeping training is outlined in detail in Annex 3.

41. The Chief IMTC shall lead an annual training needs assessment for the mission. S/he analyzes the results and advises the mission senior leadership on the appropriate relevance and balance between the Strategic and Job-specific and technical training priorities approved at Headquarters. The senior management of the peacekeeping operation (as a minimum this shall include the Head of Mission, Head of Military Component, Head of Police Component, Director (or Chief) of Mission Support, and Mission Chief of Staff) sets the broad aims of the training strategy upon which the Mission Training Plan will be based. The Senior management Group develops training plans for their respective sections with the support and advice of the IMTC which are consolidated into the Mission Training Plan. .

42. The Mission Training Plan is the basis for the training budget submission. IMTCs, in coordination with the Director or Chief of Mission Support¹⁵, shall finalize the training budget submission in a manner than optimizes the use of resources (see checklist above) and ensures an appropriate balance between civilian (substantive and support), military, and police needs in accordance with the following criteria:

- a) General budget guidance from DPKO/DFS and the Controller;
- b) Approved mission-level peacekeeping training priorities, which will also have taken into consideration the strategic priorities approved by the SMT;
- c) Job-specific and technical training priorities as approved by the relevant Headquarters office and submitted by the head of component in the mission
- d) Management and learning activities associated with staff development and management succession must be respected as priority requirements in the development of training budgets and individual work plans. Missions should give priority to training requirements for occupational or management training events that members of its civilian workforce would need to be competitive and to effectively implement a successful succession management programme.

43. The final Mission Training Plan is shared with ITS/DPET for review. IMTCs have primary responsibility for ensuring the implementation of the Mission Training Plan and shall report periodically on its implementation to ITS. In collaboration with all training providers in the mission, IMTCs must also ensure the periodic evaluation of mission-conducted training activities in order to inform the needs assessment and prioritization process for the next training cycle.

D.6 Standard-setting and evaluation of UN Peacekeeping Training

D.6.1 Setting and monitoring of UN Peacekeeping Training Standards

44. When approved Strategic or Job-specific and technical training priorities require the development of a training programme which is delivered by multiple different providers, e.g. across missions or PKTIs, there is a need for a “UN Peacekeeping Training Standard” to ensure consistent

¹⁵ Missions may also establish budget advisory committees, including a mission training budget committee, to assist in budget preparation.

delivery to the appropriate target audience, and allow for standardized assessments and evaluation. Responsibilities for development of UN Peacekeeping Training Standards are as follows:

- a) ITS:
 - i. Has lead for the preparation of standards for strategic or cross-cutting training, including mandate-specific and operational training for military and police personnel and units, calling upon the technical assistance of relevant offices; and
 - ii. Shall collaborate with OHRM and the FPD in setting standards for training of civilian peacekeeping personnel in accordance with the Organization's goals for learning, development, and workforce planning and succession management.
- b) Headquarters Training Focal Points:
 - i. Have lead for the preparation of standards for job-specific or technical training, with the technical assistance of ITS; and
 - ii. Are responsible for determining any certification scheme that may be desired. Such standards or certification mechanisms shall be based on relevant guidance and legislative documents and made known to ITS.

45. UN Peacekeeping Training Standards are issued as a document (see template at Annex 5) approved by the Chief of the ITS and the responsible head of office. They outline the objective of training, the target audience, and the course specifications including measurable learning outcomes for each training session. The following guidelines apply in the preparation of training standards:

- a) The training objective shall set out clearly how the change in knowledge, skills and behaviour of the target audience will contribute to improved mandate implementation and/or operational capabilities. Accordingly, when defining the training objective, due attention shall be paid to relevant:
 - 1) Evaluation, lessons learnt or oversight reports,
 - 2) Capability gap assessments, and
 - 3) The results of the most recent strategic peacekeeping needs assessments and related training evaluation data collected at Headquarters and in the field.
- b) The objective of training shall be clear and measurable and allow for evaluation of training outcomes.
- c) When identifying the target audience, due consideration shall be given to the integrated participation of military, police, and civilian colleagues when this is desirable in order to meet operational requirements.
- d) Contents shall be linked to performance standards for UN peacekeeping personnel as derived from relevant guidance documents. Accordingly, contents should be based on and conform to relevant:
 - 1) UN and DPKO/DFS policies, guidance, and best practices related to UN peacekeeping, and

- 2) Security Council or General Assembly resolutions that outline training requirements for UN peacekeeping personnel, and

46. As appropriate, the UN Peacekeeping Training Standards may be supplemented by DPKO/DFS approved training materials to further guide training providers and to ensure consistent content and quality of delivery. (See DPKO/DFS Policy on Support to Military and Police Pre-deployment Training for UN Peacekeeping Operations for more detail on UN Peacekeeping Pre-deployment Training Standards. See also the supplementary Core Pre-deployment Training Materials and Specialized Training Materials).

47. UN Peacekeeping Training Standards shall be regularly updated to remain current and relevant. In addition, ITS in collaboration with the relevant office or Training Focal Point shall review the UN Peacekeeping Training Standards within three years following the approval of the Strategic Peacekeeping Training Priorities to ensure consistency between identified training needs and training delivery.

D.6.2. Training evaluation

48. Policy and procedures for the evaluation of peacekeeping training are set out in draft Guidelines on Design, Delivery and Evaluation of Peacekeeping Training (Training Cycle). The Guidelines set out a methodology for the design, delivery and evaluation of training in accordance with ISO 10015 quality management standards and the Phillips Return on Investment (ROI) evaluation methodology.

E. TERMS AND DEFINITIONS

49. **Pre-Deployment Training (PDT)** – refers to generic, specialized, and where appropriate mission-specific peacekeeping training that is based on United Nations standards and takes place prior to deployment to a field operations. This training is delivered by Member States to military and police personnel and formed units in their home country; and, at designated locations, by the Integrated Training Service (ITS) for civilian personnel.

50. **Induction Training**- refers to training that is delivered to DPKO/DFS Headquarters staff on arrival at United Nations Headquarters in New York; and to military, police, and civilian personnel on arrival in peacekeeping missions. Training in missions is intended to supplement, and must not duplicate, that provided during the pre-deployment phase.

51. **On-Going Training** – refers to any training or learning activity for military, police, or civilian peacekeeping personnel undertaken during their duty assignment, subsequent to induction , at Headquarters or in a peacekeeping mission.

52. **UN Peacekeeping Training Standards** – consist of an authoritative document outlining the objective of training, target audience, and course specifications. They may also be supplemented with related training materials which fulfills course specifications.

53. **Core Pre-deployment Training Materials(CPTM)** – consist of the range of training materials related to UN peacekeeping topics and issues that constitute the required core pre-

deployment skills, knowledge, and attitudes to be held in common by all UN peacekeeping personnel (military, police, and civilian). The CPTMs replace the former UN DPKO Standardized General Training Modules (STGMs).

54. **Specialized Training Materials (STMs)** – consist of training materials related to a specific function or employment category engaged in DPKO peacekeeping operations (e.g. military experts on mission, political affairs officers) and DFS support (e.g. movement control personnel) that constitute the pre-deployment knowledge and skills required for effective performance on mission.

55. **e-TMS** – is the Electronic Training Management System, an ITS-managed web application intended to support the management of training courses, the training cycle, and training records for DPKO, DFS and field operations. The e-TMS, *inter alia*, tracks training activities and numbers of participants; allows peacekeeping personnel to sign up for on-line courses; allows course directors to approve and schedule participation by course applicants; issues certificates of participation; and collects participant and supervisor evaluations. The e-TMS is an interim learning management and data collection mechanism developed by DPKO/DFS, and is expected in time to be subsumed into or replaced by the **Learning Management System (LMS)** currently under development by OHRM, and expected to be rolled out during 2011-2012.

56. **Mission Training Plan** – is a consolidation of the priority military, police, and civilian training requirements into a single plan upon which the mission’s training budget submission is based. Once the mission’s budget is approved, the Mission Training Plan is adjusted accordingly. The Mission Training Plan then serves as the primary document for implementing training priorities and allocating training resources throughout the fiscal year. The Mission Training Plan shall ensure that priority individual training needs of all personnel as well as the collective training needs of military, police and integrated structures or staffs are appropriately balanced in accordance with the operational needs of the mission.

57. **Military Training Directives and Police Training Directives** - are the military and police inputs into the Mission Training Plan. As outlined in Annex 3 and in the Policy on Support to Military and Police Pre-deployment Training for UN Peacekeeping Operations, Heads of military and police components are required to issue annual training directives to include mission-specific requirements for pre-deployment, induction, and ongoing training.

58. **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

Normative or Superior References

- Charter of the United Nations
- General Assembly resolution 49/37 of 9 February 1995
- Secretary-General’s Bulletin on Learning and Development Policy (ST/SGB/2009/9)

- Secretary-General's Bulletin on the United Nations Learning Advisory Board (ST/SGB/2009/8)
- DPKO "Peace Operations 2010", 30 November 2005
- DPKO/DFS "A New Partnership Agenda: Charting a New Horizon for UN Peacekeeping", July 2009
- Memorandum of Understanding between OHCHR and DPKO, 22 November 2009

Related Policies

- Policy on Support to Military and Police Pre-deployment Training for UN Peacekeeping Operations (2009)
- SOP on Training Recognition (2009)
- SOP on Training of Trainers (2009)
- SOP on Mobile Training Support Teams (2009)
- UN Peacekeeping Training Strategy 2008-2011 (approved by the E-SMT in May 2008)
- Policy on Formed Police Units in United Nations Peacekeeping Operations (2010)
- Draft Guidelines on Design, Delivery and Evaluation of Peacekeeping Training (Training Cycle)
- Draft SOP on Rapid Deployment Training Teams
- Mission Start-up Field Guide

G. MONITORING AND COMPLIANCE

59. At Headquarters level, the implementation of and adherence to this policy is monitored by the Chief ITS. At mission level, it is monitored by the Chief IMTC.

H. CONTACT

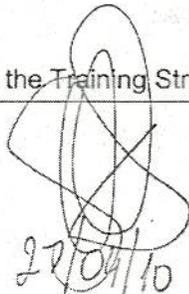
60. The Chief of the Integrated Training Service/Policy, Evaluation, and Training Division, DPKO
 Email: peacekeeping-training@un.org or FAX (+1) 212 963 9061.

I. HISTORY

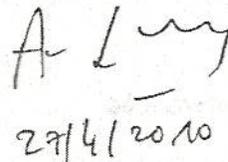
61. This policy supersedes the Training Strategy for UN Peacekeeping Operations 2006-2008.

APPROVAL SIGNATURE:

DATE OF APPROVAL:



27/04/10



27/4/2010

Annex 1. Overview of key roles and responsibilities for the identification of training needs, development of training standards and training delivery in UN peacekeeping

	Responsible for identifying needs	Responsible for developing of training standards and materials	Responsible for ensuring delivery
Generic cross-cutting	ITS (in collaboration with relevant DPKO/DFS and Secretariat offices)	ITS (in collaboration with relevant DPKO/DFS and Secretariat offices)	During PDT = Member States' PKTIs and ITS Overall coordination by ITS In-mission = IMTC with support of security, CDT, human rights, gender, Child Protection
Management and leadership training	ITS	ITS (with support of partners, including OHRM and FPD)	ITS (with support of partners)
Training that supports staff development, succession management and workforce planning	FPD and OHRM	ITS in collaboration with FPD in accordance with OHRM standards	At HQ = ITS In-mission = IMTC (with support of ITS)
Mandate specific operational needs a) for military and police units and personnel	OMA and PD with ITS support	ITS with support from OMA and PD	During PDT = PKTIs In-mission = HoMC and HoPC with IMTC support
Mandate specific operational needs b) for integrated components or tasks entailing a high level of integration among components	ITS (with support of relevant DPKO/DFS offices)	ITS	ITS with partners In-mission = IMTCs
Job-specific and technical training for civilians	HQ Training Focal Points	HQ Training Focal Points (with support from field counterparts and partners)	Overall coordination by HQ TFP In-mission = field component with support of IMTC
Special-to-mission training needs	Mission Leadership Team (MLT) with IMTC	IMTC	IMTC with support of MLT

Annex 2.

DPKO/DFS Working Group Terms of Reference

Section 1 Objective

1.1 The DPKO/DFS Working Group is established in accordance with the Senior Management Team (SMT) decision of 29 May 2009. The purpose of the DPKO/DFS Working Group is to address cross-cutting management issues affecting both Departments in order to facilitate DPKO/DFS integration, and sound management to achieve effective and efficient programme delivery in support of field operations.

1.2 The DPKO/DFS Working Group will perform its role in line with Secretariat and Departmental policy and strategic direction on management issues. It will focus on and be guided by priorities and requirements of the Departments, the Management Committee and the Steering Committee on the Implementation of Change Management Measures in the United Nations Secretariat. In so doing, it will also be guided by observations and recommendations made by the legislative and audit bodies on management issues, and other relevant guidance.

Section 2 Functions

2.1 The DPKO-DFS Working Group will perform the following functions:

- a) Develop and facilitate the accomplishment of the Departments' cross-cutting management goals and objectives, ensuring alignment with departmental and broader Secretariat goals, objectives and priorities;
- b) Address issues or develop proposed solutions for SMT/Expanded SMT consideration related to DPKO/DFS integration;¹
- c) Undertake reviews of cross-cutting management and related reform initiatives, including of shared resources, ensuring alignment with departmental management goals and objectives, prioritization, and the appropriate allocation of resources for their effective implementation;
- d) Champion cross-cutting management initiatives, such as the Business Process Improvement Initiative and strengthening benchmarks/ performance measures related to UN peacekeeping reforms, restructuring and programme delivery;
- e) Coordinate the development and maintenance of policy guidelines, directives and procedures related to management and programme management, in line with departmental and broader Secretariat standards; and,
- f) Support DPKO/DFS participation in the Management Committee and the Steering Committee on the Implementation of Change Management Measures in the United Nations Secretariat, as well as SMT/ESMT discussions and decisions on management-related issues.

¹ While respecting fully the authority and responsibility of the Office of Operations for management of the Integrated Operational Teams (IOT), issues related to IOT functioning could also be brought to the DPKO/DFS Working Group.

Section 3 Composition

3.1 The DPKO/DFS Working Group will comprise members at the Director (D-2) level from all areas of DPKO and DFS (Offices of the Under-Secretaries-General, Office of Operations, Office of Military Affairs, Office of Rule of Law and Security Institutions (ORSOLSI), and Policy, Evaluation and Training Division from DPKO; and, Field Budget and Finance Division, Field Personnel Division, Logistics Support Division, and Information and Communications Technology Division from DFS), who will represent their Offices/Divisions on management matters. Given the nature of the Working Group, the Executive Officer for DPKO/DFS will also serve as a member. Considering its internal structure, the Rule of Law elements of OROLSI may be represented at the D1/P5 level.

3.2 The DPKO/DFS Working Group will be chaired by the Chief of Staff DPKO/DFS. The Vice-Chair will be the Director, Department of Field Support. Secretariat functions for the Working Group will be provided by the Senior Programme Management Officer in the Office of the Chief of Staff.

3.3 Each member of the DPKO-DFS Working Group will appoint an alternate member at the Principal Officer level, who will serve in place of the member during his/her absence.

Section 4 Operations

4.1 The DPKO/DFS Working Group will meet as frequently as necessary, but no less than monthly.

4.2 DPKO/DFS Working Group members are expected to act and speak with delegated authority from their principal on initiatives led or coordinated by the Working Group, consulting as necessary within their chain of command.

Annex 3. Terms of Reference for the DPKO/DFS Training Focal Points Network and Headquarters Training Focal Points

Training Focal Points:

The overall responsibility of a DPKO-DFS Training Focal Point is to reinforce the skills of peacekeeping staff members in their offices and respective field components in order to strengthen the capacity of the office to meet work plan objectives. The Training Focal Point is nominated by the head of the office and is responsible for reporting to him/her on the agreed training activities.

The specific responsibilities of the DPKO/DFS Training Focal Point may include:

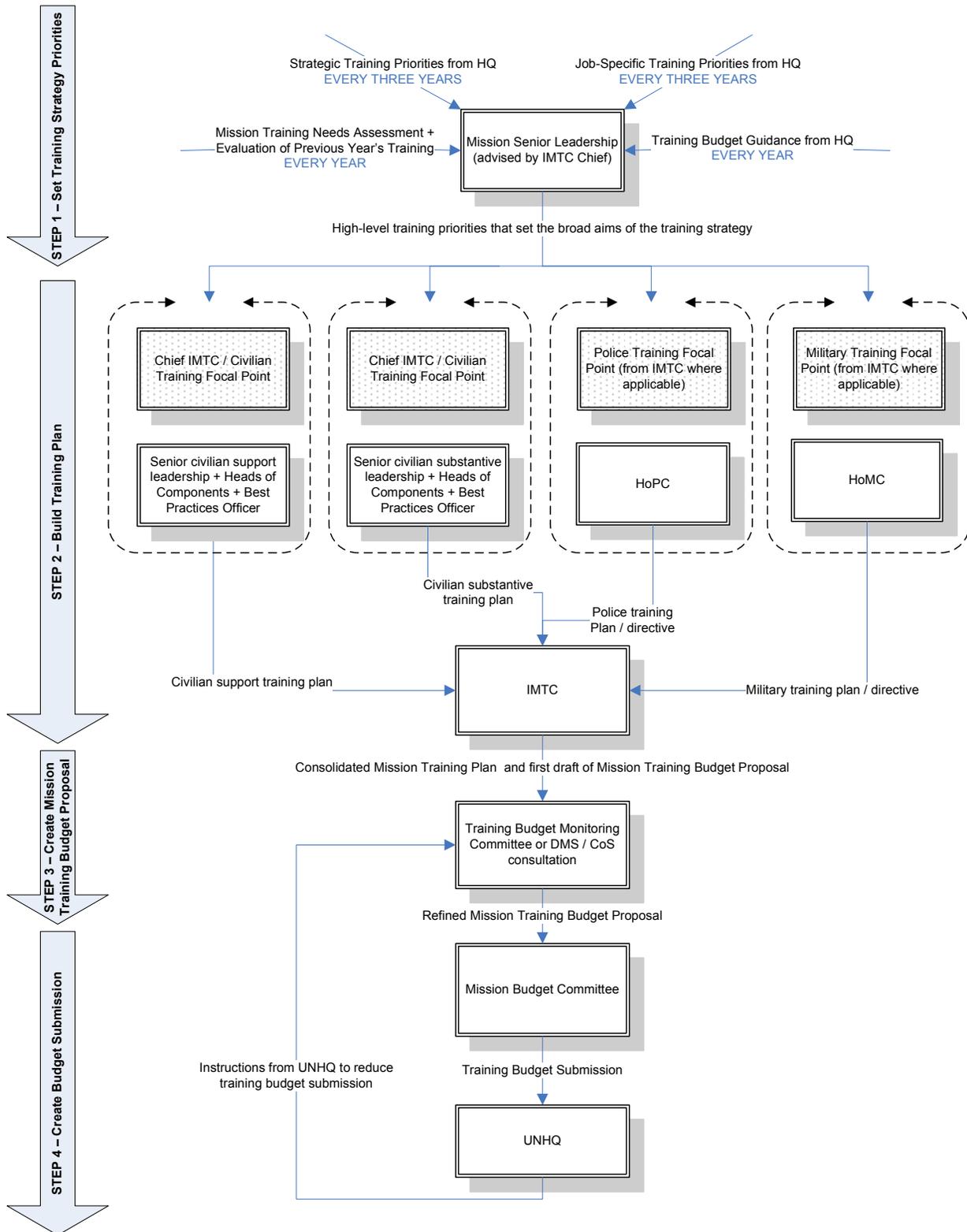
- Carrying out specialist training needs assessments and identifying priority substantive/technical as well as cross-cutting training needs;
- Developing a training workplan for the office;
- Preparing their offices annual training budget submission in accordance with the training workplan, as required;
- Disseminating information on training activities and coordinating nominations for training within their offices, including assisting in the prioritization of nominations;
- Maintaining an inventory of relevant substantive/technical training courses for their offices;
- Developing training materials on substantive/technical issues, as required;
- Implementing and coordinating training activities, as required;
- Monitoring and evaluating training activities;
- Gathering information and reporting on training-related activities;
- Sharing information on planned or ongoing training activities that could be of interest to other sections/units;
- Liaising with the Integrated Training Service on all training-related activities in the office including any changes in, or progress on, training work plans;
- Acting as a focal point on substantive/technical training for counterparts in peacekeeping operations, including by advising on relevant training opportunities that may be included in the mission's training budget submission.

Training Focal Points Network:

The DPKO/DFS Training Focal Points Network is a forum to coordinate and share information related to substantive/technical training activities within both DPKO and DFS and to liaise with the Integrated Training Service on cross-cutting training activities.

The Training Focal Points Network comprises DPKO-DFS Training Focal Points from all DPKO and DFS offices. The Training Focal Points Network will meet at least once every quarter.

Annex 4. Outline of the process for the development of a Mission Training Plan



Step 1: The Head of Mission (HoM) or Chief of Staff (CoS) in conjunction with the DMS / CMS shall determine high level training priorities for the following budget year's mission training based on the mandate and advised by the Chief of the IMTC (or Mission Training Focal Point where there is no IMTC). They should take into account four inputs when determining these priorities: any mission training needs assessment and any training evaluation conducted in the mission during the past year; the most recent cross-cutting training priorities identified by ITS at Headquarters; the training budget guidance from Headquarters, and job-specific training information (approved priorities and/or needs assessments) also from Headquarters.

Step 2: Using the high-level direction from the HoM, the IMTC collaborates with the Senior Management Group (SMG) to develop the annual Training Plans for the military component, police component, support component and civilian substantive component respectively. These are prepared by the respective military, police and civilian personnel in the IMTC in collaboration with the office of the HoMC, HoPC (including the Deputy Chief Operations (FPU)) and heads of support and substantive components respectively. IMTC personnel should provide strategic advice and support on the formulation of training interventions that will meet the needs of senior managers.

The Chief IMTC then compiles inputs that have been approved by the HoMC, HoPC, and heads of support and substantive components into a consolidated Mission Training Plan. S/he then identifies which parts of the Mission Training Plan will have a budgetary impact, and accordingly prepares the mission Training Budget which is then forwarded to the Training Budget Monitoring Committee.

Step 3: The Training Budget Monitoring Committee is a working-level group consisting of a broad set of representatives from across the mission, who are identified by the Chief IMTC and approved by the CoS and CMS/DMS. The Committee is responsible for identifying which of the training activities should remain in the Mission Training Budget Proposal if the number of proposed activities needs to be reduced due to financial constraints, etc. As alternative to the committee (particularly in small missions) the Chief IMTC can meet with the CoS and CMS/DMS, or appointed representatives of both, and this group can perform the same function as the Training Budget Monitoring Committee.

Where the number of proposed training activities needs to be reduced, priority shall be given to those in line with the high-level priorities highlighted in Step 1 and those which are the strategically and/or operationally critical and the most cost-effective and sustainable. The Chief IMTC is then responsible for refining the Mission Training Budget Proposal.

Step 4: Once the Mission Training Budget Proposal is complete, it is submitted to the Mission Budget Committee who review the Training Budget along with all other mission budget submissions. The approved Mission Training Budget Proposal is then sent to UNHQ as the Training Budget Submission. If financial constraints indicated by New York require that the proposed training activities be reduced, the Training Budget Monitoring Committee is responsible for making these cuts which must be approved by the Mission Budget Committee.

Once the budget is approved by UNHQ, the IMTC manages the implementation of the Mission Training Plan and Training Budget, including through the provision of regular updates to the Senior Mission Group on unspent funds, with a view to ensuring that they are spent by the end of the financial period. The final Mission Training Plan is also shared with ITS/DPET and IMTCs shall report periodically to ITS on the status of its implementation.

Annex 5. Template for UN Peacekeeping Training Standards

UN Peacekeeping Training Standard for [Title]

Introduction and Rationale

- *(3-4 paragraphs) Provides a rationale for the training standards and any legislative, policy or other documentation (e.g. needs assessment) which explains why this training is necessary*

Target audience

- *Indicates the target audience (e.g. category of personnel); where possible, due consideration shall be given to the need and possibility to integrate learners from military, civilian and police components in relevant courses.*

This course is mandatory/recommended for [indicate category or functional title of personnel].

Training Objective

- *(1-2 paragraph) Indicates the overall objective of the training and should always be linked to the UN Peacekeeping Training Strategy and the defined objective of peacekeeping training as enabling peacekeeping personnel to:*
 - *meet the evolving challenges of peacekeeping operations in accordance with DPKO/DFS principles and guidelines;*
 - *perform their specialist functions in an effective, professional and integrated manner; and*
 - *demonstrate the core values and competencies of the United Nations.*

Course contents

- *Indicates the Training Materials to be used and where to find them.*

For more a detailed description, please see the Course Specifications contained in the annex. *[Every set of standards approved must include an annex with the course specifications outlining the topics to be covered and the measurable learning outcomes to be achieved for each topic.]*

Duration and timing of the course:

- *Indicates the minimum time required for the full course, and the time period when it shall take place (e.g. pre-deployment, induction, on-going)*

Methods of Training and Evaluation:

(Generic text which can be adapted as needed. Text should be maximum 4-5 paragraphs)) Methods of training will be decided by the training staff. It is, however, recommended that due attention is paid to principles of adult learning, specifically that adult learners :

- Are autonomous and self-directed
- Have accumulated a foundation of life experiences and knowledge
- Are goal-oriented
- Need to understand the relevance and applicability of what is being taught
- Seek practically applicable knowledge and skills

The training sessions should therefore reflect these factors and be interactive; case studies based and make use of the trainees' experiences. Instructors can find additional learning activities (case

studies, role plays etc.), videos and trainer's tips at Peacekeeping Resource Hub website:
<http://peacekeepingresourcehub.unlb.org>

Recognizing that adults have distinct views on the values, applicability and quality of training, instructors are strongly encouraged to include a mechanism by which participants can evaluate the course.

Contact Persons:

- *Name and contact details of the person(s) in DPKO/DFS Headquarters who can be contacted for more information (this should be the substantive lead)*