

Lecture 1

Peacekeeping Training Overview



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Learning Outcomes

- Describe the training components for all PK personnel
- Explain the relation between T/PCC and the UN regarding training
- Describe the PDT architecture
- Point how and where to request support

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Content

- The need to train
- Sharing the responsibility of training
- Pre-deployment training structure
- Identifying Pre-Deployment Training Requirements
- Finding training support in DPO

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The need to train

Topic 1



6

The importance of training for PKOs

Global **demand** for PKOs continue

More **complex** tasks mandated

Need of **rapid** deployments

Requires more **enabling** and **specialized** units

Higher levels of **interoperability**

New **threats** against the mission and civilians populations

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Key message: one of the reasons for the necessity of pre-deployment training lies in the serious threats directly aimed at peacekeepers in several sensitive peacekeeping operations.

Some of the reasons why training for peacekeeping is important.

One particularly important reason is the last item, which is that peacekeepers are facing new direct threats against themselves, the Mission and the civilian populations.

The blue helmets and the very visible white vehicles are not protective anymore, and the troops need to prepare for this (relatively new) situation.



Key message: the lack of pre-deployment training is cause for many problems in the peacekeeping missions, which eventually tend to hamper mandate implementation.

If for any reason, we think training is not necessary or may consider that may happen without precise planning and proper allocation of resources, let's for a moment see what would happen to PK operations if individuals and contingents deploy without proper and responsible PDT:

- Missions would be larger to take into account under performance
- Greater costs
- More casualties, disciplinary issues, repatriations
- Slower mandate implementation, longer mission duration
- Host nation withdrawal of consent
- Better prepared contingents and individuals would do the harder jobs, leading to overuse
- Greater disconnection between TCC/PCC and the UNSC
- The credibility of the UN and the international community would be damaged
- Mission mandate **poorly or not implemented**



Key message: proper pre-deployment training increases the chances for successful implementation of the mandate.

However by contrast, if MS exercise their responsibility in full and deliver PDT properly:

- Contingents and individuals are prepared to operate within UN procedures, to understand mission processes and are able to quickly adapt to the mission operating environment.
- Resources are used effectively.
- Contingents and individuals are more able to operate safely and to face less risk.
- Reputational risk is less.
- **Mission mandate** is implemented properly, allocated **resources** are used effectively.



Key message: peacekeeping today is a global partnership of 193 member states and 123 (Dec. 2018) troop and police contributing countries.



Key message: the sheer scale and variety of actors to support turns peacekeeping training into a challenge.

Peacekeeping training, is an issue of scale, for DPO and DOS, this universe constitute an immense effort that is being addressed by a small team of 30 professionals who support the following universe of actors:

- Troop and police contributing countries
- The Peacekeeping missions
- Military, Police and civilian components
- Regional partners
- Other training institutions
- DPO and DOS services
- Etc.

Among other this is one of the reasons why T/PCCs should exercise in full their capabilities to support national and regional pre-deployment training in a coherent manner.

Sharing the Responsibility for Training

Topic 2



UNGA resolution 49/37 (1994)

- Member States recognized **their responsibility** to provide training for personnel for UN peacekeeping operations.
- The UN Secretariat is to **develop training materials** and establish a range of measures to **assist** Member States.

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Key message: GA resolution 49/37 (1994) defines the respective roles of the Secretariat and of the member states as regards training.

In this sense, I would like to bring to your attention to the UNGA Resolution 49/37, where training responsibilities of both, the T/PCCs and the Secretariat are indicated.

- Member States recognized their responsibility to provide training for personnel for UN peacekeeping operations.
- The UN Secretariat is to develop training materials and establish a range of measures to assist Member States.

UNGA resolution 49/37 (1994)

**For military and
police contingents**

**Training
is a
National
Responsibility**

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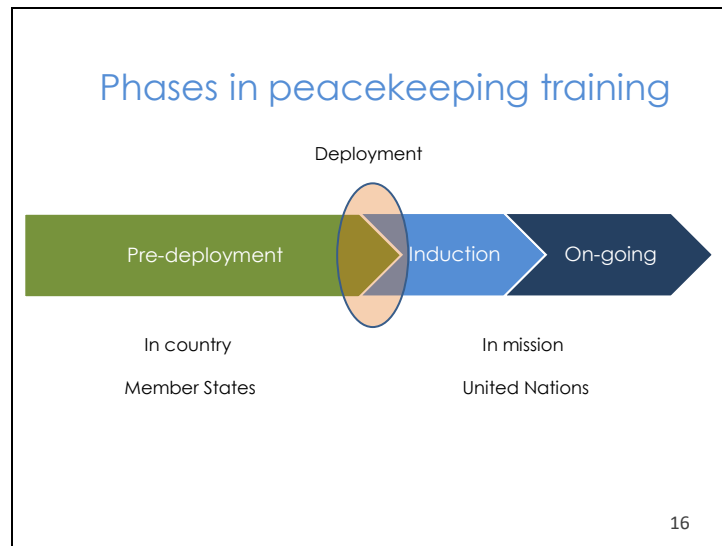
Key message: The training of peacekeeping contingents is a national responsibility.

Pre-deployment
training
structure

Topic 3



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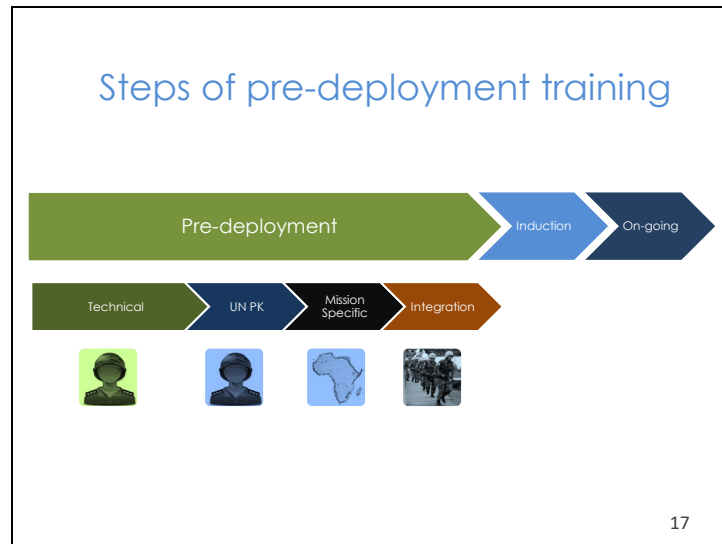


Key message: peacekeeping training comprises three phases: pre-deployment training, induction training and on-going training.

In order to accomplish with this mandate, the Secretariat in consultation with T/PCCs established some conceptual and practical models which must be considered when planning contributions to PKOs.

Firstly, Peacekeeping training has three phases, which establish the responsible entity and its geographical location:

- Pre-deployment training in-country before the deployment of the unit (P/TCC responsibility);
- Induction training in-mission following the deployment (UN responsibility through the Mission);
- On-going training during the delivery of the mandate (UN responsibility through the Mission).



Key message: the pre-deployment training comprises of 4 steps: individual and collective technical training, UN training, Mission specific training, integration.

Since pre-deployment training is essentially a national responsibility, I would like to indicate that this particular phase has four important steps to be also considered when preparing new deployments or rotations.

These four steps are:

- Technical Training, individual and collective, (“green helmet training”);
- UN Training (Blue helmet training);
- Mission Specific Training
- Training to achieve integration

Under the Step 1, Technical Training:

All deploying personnel participate in **basic technical and tactical** skills training
All personnel attend to **National** pre-deployment requirements

Under the Step 2, UN Training

CPTM and corresponding STMs are delivered, containing UN mandatory pre-deployment training requirements

Step 3, Mission Specific Training

Commanders, staff officers and key personnel participate in mission specific training, which include CPX, SBE and TTX

Step 4, Training to achieve integration

Military and police contingents participate in a **FTX** based on mission specific modules

During this step Commanders and national authorities **evaluate the operational readiness** of the national contributions

Let me mention with an example why this step is so important:

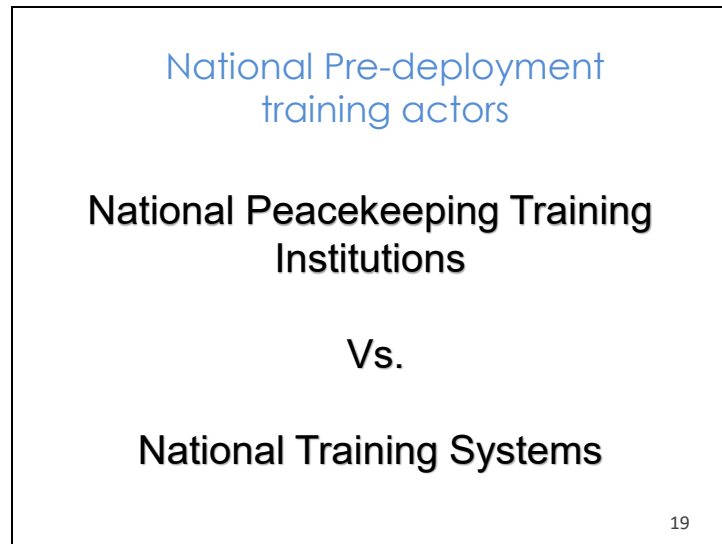
Several times when I conducted assessments, I asked troop commanders at different levels, where did you meet your troops? And he or she mentioned, at the airport...

Identifying Pre-Deployment Training Requirements

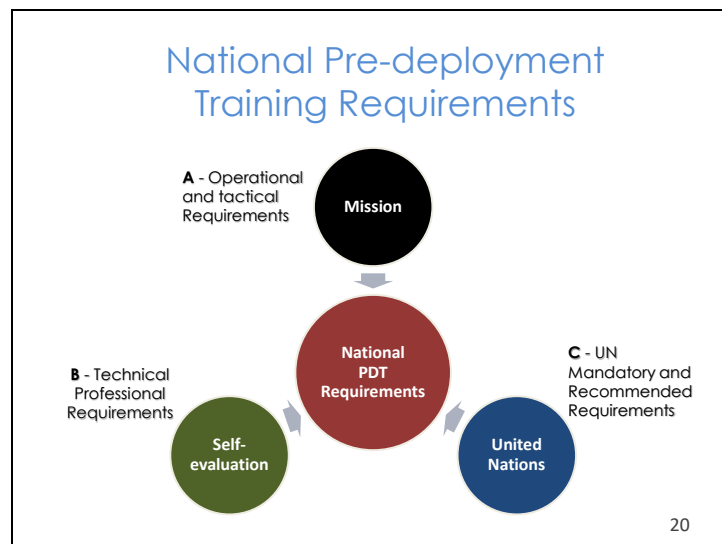
Topic 4



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Key message: the national peacekeeping training and the national training system must complement each other.

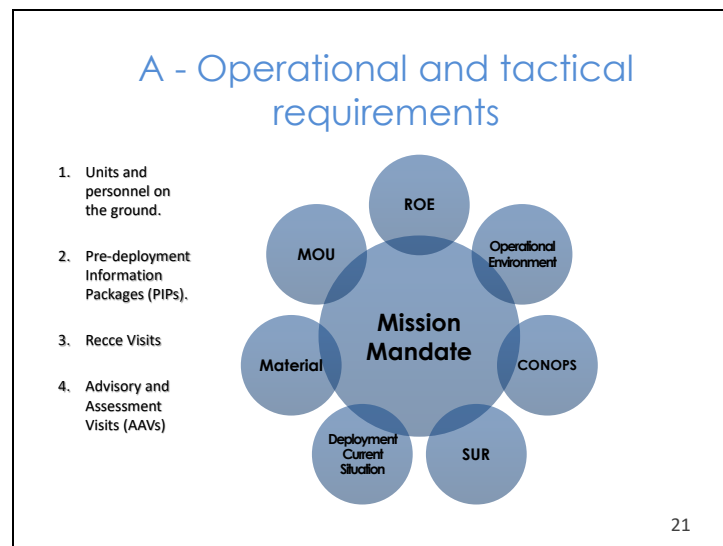


Key message: the pre-deployment training requirements are drawn from 3 sources: national self-evaluation, mission requirements, UN requirements.

The three areas from where planners take the elements to prepare the training plans and programmes are:

- From the mission itself, where the operational and tactical requirements are identified.
- From the UN PK Core [pre-deployment training](#) curricula (CPTM and STMs)
- From the result of national self evaluations, where military and police professional technical and tactical knowledge and skills of the just generated new deployments or rotations are measured against the committed capabilities expressed for each of these contributions.

Once these three elements are carefully considered, national planners are ready to prepare [pre-deployment training](#) plans and programmes and determine the main efforts including costs and timings.



Key message: the operational training requirements are drawn from various Mission specific documents.

From the mission analysis, operational and tactical requirements are determined.

Special consideration must be given to the:

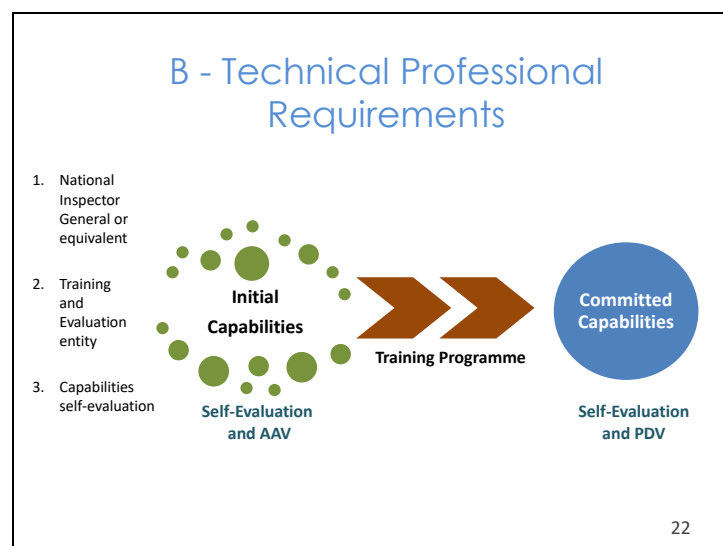
Mission mandated tasks, where military and police units are mandated to carry out activities in two possible ways:

- In a leading role, like establishing a safe and secure environment or in the protection of civilians against physical violence,
- or in an enabling role, like supporting humanitarian actions and/or the political process, DDR, SSR, RoL, etc.

Additionally, national authorities should focus in the

Mission CONOPS, operational environment, ROE, material to be operated, the MOU and the current situation at the moment of deployment.

This will allow the unit commander to prepare his operational plans: Force protection Plan, Protection of Civilians Plan, Safe Environment Plan.



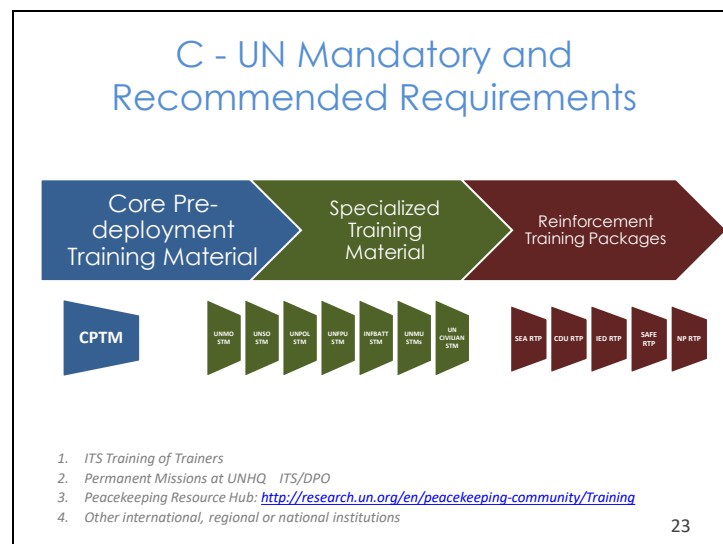
Key message: the technical professional training requirements must be drawn from an initial self-evaluation, and possibly from the recommendations of an Assessment and Advisory Visit.

The third element is to determine where individuals and more importantly military and police contingent stand at the moment of their designation and against the committed capabilities.

By national mechanism of evaluation and assessments, national authorities should determine the level of each contribution at the moment of designation or appointment and prepare the training plans and programmes according to the level of deficiencies identified to accomplish the mandated tasks.

The training program should be built accordingly and bring the unit to the desired level of performance, in time for the final self-evaluation and pre-deployment visit.

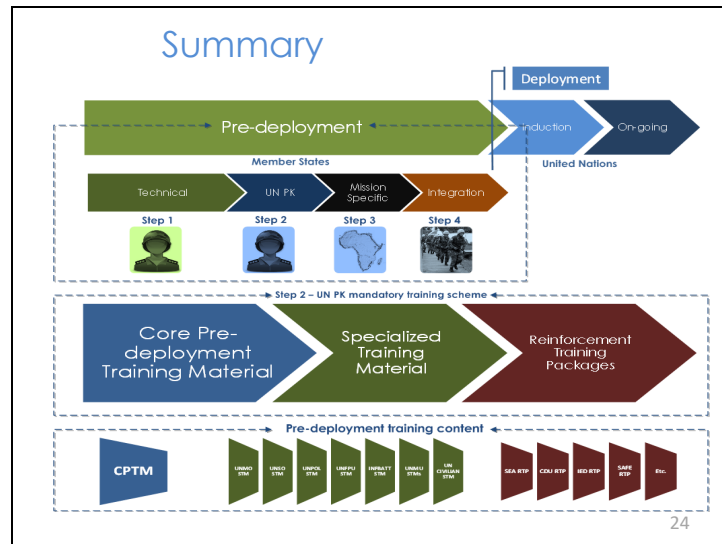
This obviously vary from rotation to rotation and constitutes the most complex portion of the pre-deployment training, which will be delivered in its step one of the technical training.



Key message: the UN produces training material adapted to every phase and step of the peacekeeping training.

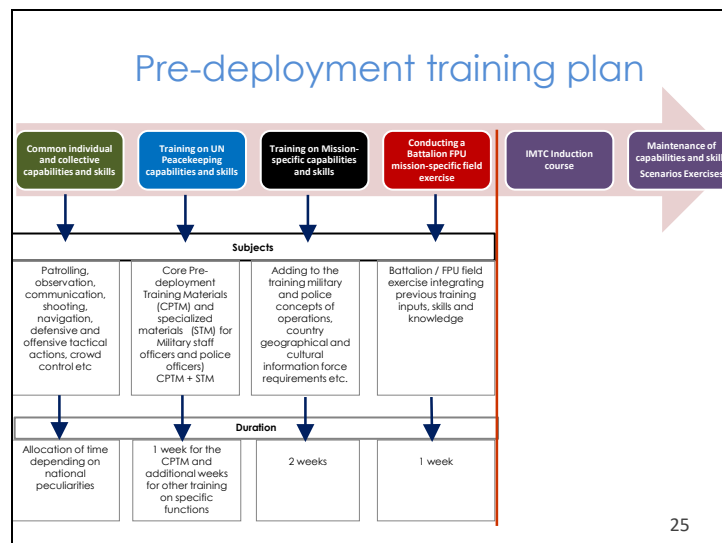
To each phase and step of the peacekeeping training corresponds a different type of training package proposed by the UN:

- The Core Pre-deployment Training Material (CPTM) for UN training (mandatory);
- The Specialized Training Material for specific populations (UNMOs, UNPOL, Civilians, etc.);
- Reinforcement Training packages dealing with specific domains (SEA, Conduct & Discipline, etc.).



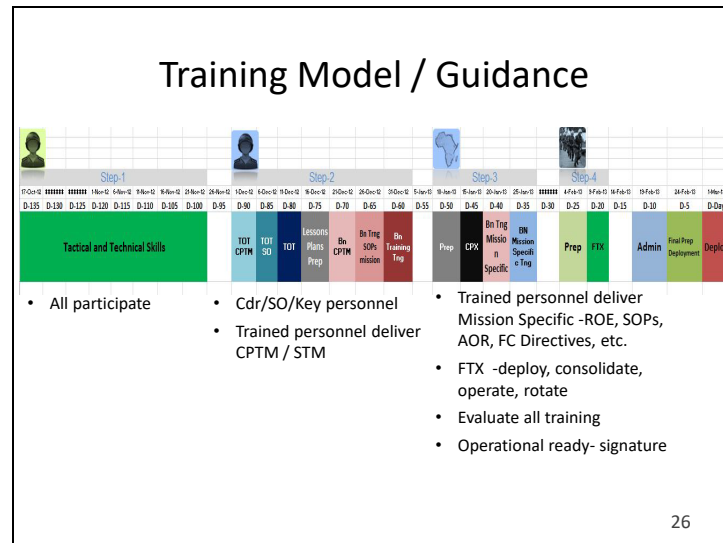
Key message: the UN training packages form a coherent system fitting the four steps of the pre-deployment training.

This summarizes the three training phases, the four steps of the pre-deployment training, as well as the available material.



Key message: the pre-deployment training plan is the result of the analysis of the training requirements.

Analysing the pre-deployment training requirements should lead to the building of a step-by-step training plan that include the training subjects and matters at every step, as well as the first approach of a time allocation.



Key message: the application of the training plan results in a training progression leading to the requested date of deployment of the unit.

This view shows the training progression of a unit once the pre-deployment training plan is put on a calendar taking into account the date of deployment. Such a plan and calendar should be shown to the UN team at the time of the PDV and remittance of the training certification document.

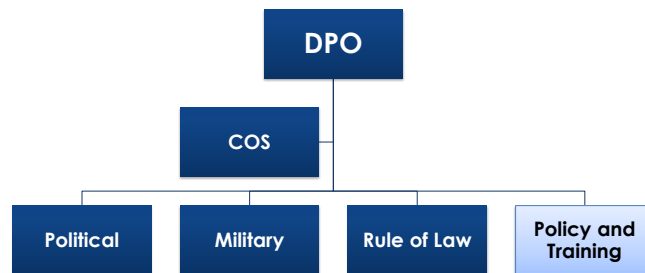
Finding training support in DPO

Topic 5



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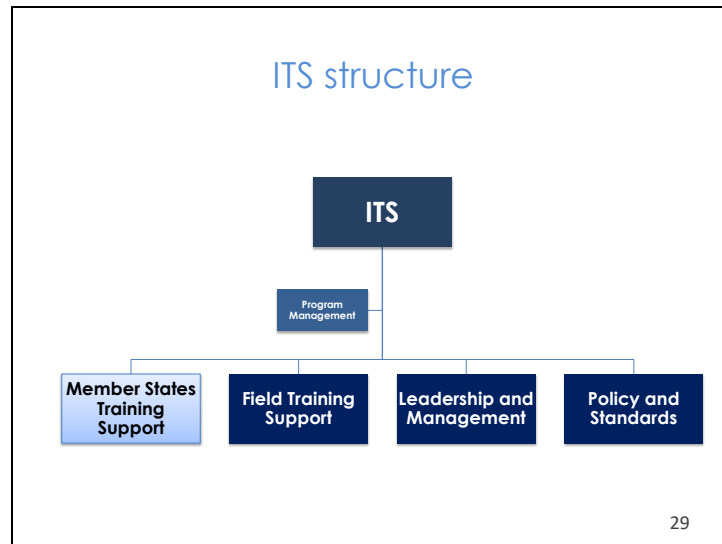
Department of Peace Operations



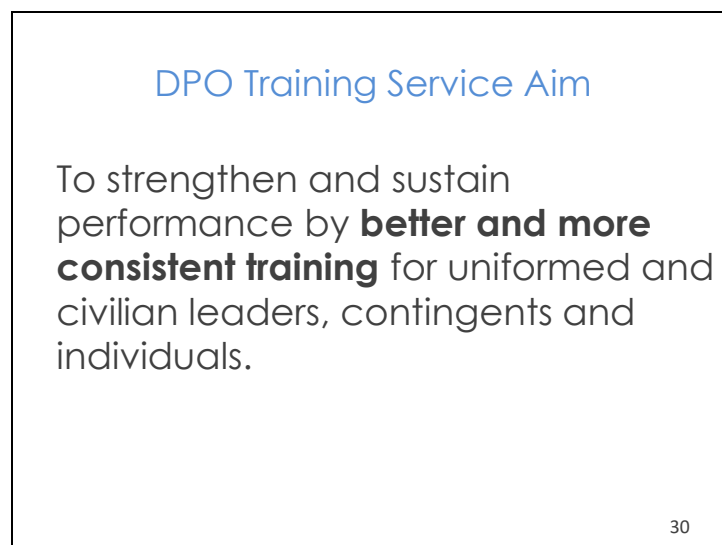
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Key message: the Department of Policy and Training is located with DPO.

This is just a reminder, please refer to Module B “Secretariat Overview”.



Key message: within DPET / Integrated Training Service, the Member States Training Support Section is responsible for providing training support to member states.



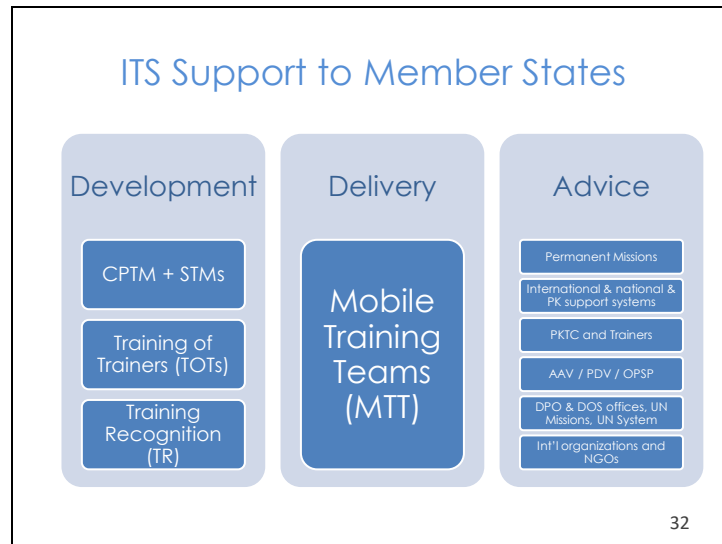
Key message: the DPO Training Service supports all components of peacekeeping, uniformed and civilians, contingents and individuals.



Key message: The support provided by the Integrated Training Service encompasses the development and delivery of training material and courses, as well as provision of advice and support.

The DPO and DOS training support to T/PCCs is materialized into these three services:

- Development of standardized training packages and curricula, Training Recognition
- Delivery of customized training courses in support to Peacekeeping priority areas (Mobile Training Teams - MTTs) and Senior Mission Leaders Courses
- Advise and support on and to all PDT aspects involving uniformed peacekeeping personnel



Key message: the Integrated Training Service can help a member state develop a peacekeeping training capacity and also train his trainers.

The Training of Trainers is particularly aimed at supporting member states. Once they have developed a new program, member states can request the corresponding Training Recognition.

Mobile Training Teams led by ITS can travel to Member States and help them create the training capacity they need (**IMPORTANT NOTE:** the mobile training teams do not directly train the contingents).

Advice can be provided to all actors involved, be it in New York, in the capitals or in the field.

Lecture Take Away

- Training is essential to perform in UN PKO
- Pre-deployment training is a national responsibility
- The planning of pre-deployment training must be based on self-evaluations.
- The UN Secretariat, through ITS/DPO, is responsible for providing training support to T/PCCs.