

# Training Guidance

## General

- The first part of this training guidance covers Pre-Deployment Training (PDT) and its training components and planning/development. The second part covers Instructor Guidance with a focus on course duration, learning preparation, instructor profile and lesson duration

### Pre-Deployment Training

- The United Nations fully recognizes Troop and Maritime Contributing Country (TCCs) sovereignty and prerogatives in respect to the training of their personnel, units and elements.
- In accordance with UNGA resolution 49/37, member states and their unit leadership should understand and recognize their responsibility to provide trained and ready units for DPO and specifically Integrated Training Service (ITS) are responsible to assist and provide training materials to TCCs.
- When Pre-Deployment Training (PDT) is properly delivered units are prepared to operate within UN procedures, better understand mission processes, and are able to quickly adapt to the mission's operating environment. This training increases the effectiveness of the unit's contribution to the mission mandate and efficient use of resources, as well as improving operation safely and avoids risks.
- An effective PDT is the cornerstone of operational success. Through training, leaders, personnel, and units achieve the tactical and technical competence that builds confidence and agility. These characteristics allow UN forces to conduct successful operations across the spectrum of an ever-changing peacekeeping operation.
- Focused PDT and a sound training plan, which is properly resourced ahead of time, prepare leaders, personnel, and units to be flexible and able to better operate in austere environments.

- Within the scope of this training guidance a three phase PKO training model has been designed to help frame, plan, and resource and execute PKO PDT training. These phases are the in-country pre-deployment training (PDT); and the two types of in mission training; induction and on-going. In this training guidance, we will focus on PDT.

### Pre-Deployment Training Components

- Since PDT is essentially a national responsibility, it is suggested that the PDT be broken down into four critical steps:
- **Step 1:** Technical PDT is a national responsibility for training personnel and units on basic technical and tactical skills required to execute a specific individual's duty position and or unit's collective essential tasks.
- **Step 2:** UN PDT includes the requirements provided by DPO as Core Pre-deployment Training Materials (CPTM) and Specialized Training Materials (STM). The CPTM represents the essential knowledge required by all peacekeeping personnel – military, police or civilian – to function effectively in a United Nations (UN) peacekeeping operation. The materials are used as the core resource for any UN pre-deployment training course; while the STM focuses on PDT materials for specific units. In addition, there are STMs designed for specific types of units, personnel and duty positions that are mandatory in UN training prior to deployment. The UNMO STM is required training for UNMO.
- **Step 3:** Mission Specific PDT includes training where Commanders, staff and key leadership participate in mission specific training to include Command Post Exercises (CPX), Logistical Exercises (LOGX) and Table Top Exercises (TTX).
- **Step 4:** PDT to achieve Integration that includes a capstone type multi-echelon Field Training Exercise (FTX) based on mission specific modules. A national authority's evaluation / certification of the unit's operational readiness to accomplish the mission is required

## Pre-Deployment Training Planning / Development

- During the preparation period, national authorities are responsible for training and must conduct a self-assessment to establish PDT requirements for each new deploying and rotational unit.
- National authorities, commanders and planners at all levels conduct an assessment and mission analysis to develop the PDT plan/program based on their mission analysis that include but not limited to the following: current assessment of the unit's readiness and training level, the mandate, mission, operational and tactical requirements, legal framework, requirements for the protection of civilians, UN Secretariat mandatory requirements of the Peacekeeping Core PDT curricula (CPTMs and STMs), resources available, and timeframe.
- In addition, PDT should be based on an analysis of the specified, implied tasks and specific requirements for the unit contained in these UN documents: Force Requirements (FR), Statement of Unit Requirement (SUR), and concept of operations (CONOPS), mission Rules of Engagement (ROE), Status of Force Agreement (SOFA), Memorandum of Understanding (MOU), Letter of Assist (LOA), Mission SOPs and OPORD.
- National authorities and commanders then use this assessment and mission analysis based on the above to start to acquire and set training resource priorities. Resources may include, time, training facilities, ammunition, funds, equipment, repair parts and fuel. When possible, commanders confirm resources before publishing training plans.
- Resource shortfalls may require prioritizing training, substituting less-costly training alternatives, or reallocating resources to execute key training events. Commanders determine how these substitutions will affect attaining desired proficiency levels.
- National authorities should conduct their preliminary estimate of resources required to support the PDT strategies / plan as far in advance as possible. Assessing the projections for ammunition, facilities, and other resource requirements is key in setting the conditions for an effective PDT execution.

- Of note; as peacekeeping operational environments become more complex and resources become scarce (such as time, money, land, ammunition, and flight hours), the value of a mixture of field, live-fire, virtual, command post, and gaming training exercises / enablers increases.
- TCCs should be responsible for integrating and effectively using the national and regional peacekeeping training centres, training aids / devices, simulators, and simulations to help enhance the training experience and reduce costs and resources.
- According to the DPO's Policy on Operational Readiness Assurance and Performance Improvement, TCCs must certify that UNMO have undergone pre-deployment training to UN standards and specifications, and that they have the capability and willingness to operate based on accepted UN peacekeeping practices to accomplish the mission's mandate.

#### Pre-Deployment Training – Legal

- National authorities, commanders, leaders, and unit personnel must have an operational knowledge and responsibility to adhere to, promote the legal framework for UN peacekeeping operations with specific reference to Human Rights and Humanitarian Law, the protection of civilians, relevant international legal statutes and host nation law.
- These legal elements must be incorporated into the PDT events and objectives. All concerned must achieve an operational knowledge and be in compliance.

#### Evaluations

- The purpose of formal evaluations is to assist TCCs and military contingents in both meeting national and UN standards of performance and interoperability. Self-Evaluation plays a key role in achieving and maintaining operational readiness.
- TCCs conduct self-evaluations to assess and monitor the state of individual and collective training, and equipment readiness. By conducting self-evaluations, TCCs can authoritatively determine how well their personnel, units and

equipment perform according to national standards, and consequently take appropriate actions to make necessary improvements.

## UNMO Specific Training Guidance

### Introduction

- TCCs should develop leaders who are capable of working within a civilian-managed Mission support structure; while remaining responsive to the military chain of command and military units. The following bullets are areas of concentration that will assist in the planning, development, execution of training an UNMO.
- **General.** Training should focus on the skills mentioned in the guidelines including security and safety issues, peacekeeping techniques, mission-specific briefings, United Nations code of conduct, human rights responsibilities of United Nations personnel, cultural awareness, ability to integrate gender in military tasks, radio communications, mine awareness, medical preparation, psychological training, stress management, media handling, map reading, driving skills, vehicle maintenance and self-recovery, and understanding peacekeeper legal status, including UN privileges/immunities/liabilities and obligations to adhere to local law. It is advisable that TCCs select UNMO officers from those who have undergone the DPO-recognized United Nations Military Observer course at international training institutions and regional training centres of excellence. UNMO selected for missions where USG DPO has authorized the deployment of armed UNMO, must pass firearm proficiency tests as per national standards during pre-deployment training and this must also be included in the certification of TCCs before deployment.
- **Observation.** UNMO are traditionally considered “the eyes and ears” of the Mission and their core role is the gathering and verification of specific and general information in the mission area. These duties include: observation in areas of post conflict and violence; observation and reporting on alleged human rights abuses and/or developments that may lead to human rights violations; observation of armed or military parties to a peace process; interaction with country authorities, non-state actors and local population; recognition of aircrafts, vehicles, ships and troop disposition; and other observation duties assigned by the HOMC. In conducting these observation tasks the UNMO may be required to conduct patrols by foot, land vehicle,

water borne craft and/or aircraft. In some cases, UNMO may be required to conduct joint visits with other components, including police and human rights.

- **Monitoring.** UNMO are required traditionally to monitor parties to a ceasefire, including separation, control or security zones; monitor and assist in the identification of minefields/explosive ordnance; monitor separation lines; support and contribute to human rights monitoring activities; and other monitoring duties assigned by the Mission. Monitoring duties can also include, if requested by parties to a peace process, the supervision of disarmament and demobilization process, or the supervision of a security sector reform process. To carry out their observation and monitoring roles, UNMO should be proficient in static procedures, mobile procedures, foot patrols, aerial patrols, long range patrols, town security and curfew patrols, inspection procedures, radio communications, use of GPS, binoculars and night vision devices, ambush and kidnapping avoidance strategies and anti-sniper drills. UNMO should be able to conduct themselves with dignity, impartiality and in adherence with UN rules and regulations, as laid out in United Nations Peacekeeping Operations, Principles and Guidelines (formerly known as Capstone Doctrine).
- **Investigation/Verification.** UNMO are required to conduct comprehensive investigations to verify information concerning armed individuals or groups in the mission area. UNMO are also required to investigate and verify the presence of land-mines or explosive remnants of armed conflict; alleged violations of a cease-fire or post conflict agreement; or any other matter directed by the Mission. UNMO are frequently required to work alongside, or in conjunction with, other UN components (military contingents, police and civilian) in the field when conducting investigative and verification tasks. As appropriate, this work could include verification of alleged human rights abuses conducted by the human rights component. To carry out their investigation and verification roles, UNMO should be proficient in UN verification; Mission-specific information of a non-operational nature will be available on the Departmental Policy and Training website. Many missions also count on information gathered by dedicated systems (e.g. Helicopters with Forward Looking Infrared capability, Observation Aircrafts etc.) They should have knowledge of international humanitarian law and human rights, and a

familiarity with the roles of agencies (both UN and non-UN) in a UN peacekeeping mission's area of operations. Formal and informal negotiations between persons and groups in the field, and/or represent the UN peacekeeping mission in such discussions, as required by the Head of Mission. Negotiation and mediation may be required to address a range of disputes, such as assisting parties to resolve ownership of land and property, to de-escalate violence and assist opposing parties to agree to a peaceful resolution, to facilitate prisoner exchanges or returns, to facilitate the repatriation of bodies to parent communities, to assist the parties to define ceasefire zones, to facilitate the freedom of movement for UN peacekeeping mission operations, to assist with the return of refugees and internally displaced persons, and any negotiation or mediation task assigned by the Mission. To perform negotiation and mediation roles effectively, UNMO should be proficient in basic negotiation skills, identification of disputes, prevention of escalation, dispute resolution, gender awareness and the use of language assistants. They should be familiar with likely areas of dispute (e.g. POW exchange, SOFA, ceasefires, freedom of movement, refugees, personal and real property).

- **Liaison.** UNMO are required to establish military liaison between the UN peacekeeping mission and other entities in the field, such as: local and national governments; national military forces and other security institutions; opposing armed groups; international agencies and forces; other UN partners; international and national non-governmental organizations, including human rights organizations; the humanitarian assistance community; local civil society groups including women's groups; and other persons or organizations identified by the Mission. Military liaisons can be both informal (e.g. interaction with local community groups, interaction with the population during patrols) and formal (e.g., periodic or ad-hoc meetings with groups or senior officials, relations with the media and attendance at ceremonial occasions). UNMO should have good communication skills, a high level of proficiency in the official language of the mission, liaison techniques, interviewing techniques, and be skilled in the use of interpreters. UNMO should have familiarity with the roles of different partners external to the mission and relevant for the achievement of the mission's mandate. Additionally, in liaising with opposing

armed groups and military forces, UNMO should be familiar with issues such as human rights obligations and international criminal justice implications.

- **Assistance.** UNMO are required to provide information and general assistance to non-military individuals and organizations such as non-government organizations (NGOs), civilian humanitarian operations, local communities, government institutions, and other groups as directed by the Mission. UNMO must understand the role of agencies and other actors in the mission area, the role of the UN in areas of humanitarian assistance, human rights, civilian protection and DDR processes.
- **Advice.** UNMO are required to provide advice through briefings and presentations to other UN military personnel and to civilian and police colleagues in the peacekeeping mission. UNMO can also be required to provide advice to government officials and parties to a peace process on issues related to their mission-specific role and tasks. UNMO should be proficient in briefing (including lectures, power point, and informal briefing) and should be familiar with issues related to security sector reform, in particular governmental roles in the security sector.
- **Facilitating Coordination among Partners.** Closely linked to other core skills are the coordination of actions and procedures of several actors in the field, such as arranging the venue and administrative support for meetings and facilitating the interaction between UN peacekeeping mission staff and other key actors in the mission area. This coordination may also be in direct support of the high-level interactions conducted by the Mission with government or other counterparts. UNMO should have proficiency in scheduling (meetings, events, travel), and should have good knowledge of the roles of agencies, local groups and government in UN peacekeeping missions.
- **Reporting.** This is a critical role, which runs through all other core skills. The final outcome of any task performed by UNMO is the production of a written report. This may also be supplemented by a verbal brief to a senior UN peacekeeping mission official or directly to the HOMC. This report must be structured in a logical manner to describe accurately the facts discovered, the assumptions



or assessment made, the actions of the writer, the conclusion reached and pertinent recommendations. Reports prepared should be done using the principles of accuracy brevity and clarity. UNMO should be proficient in the use of computers and communications systems, able to write and speak at a high level in the working language of the Mission (as specified in the UN job description), have previous report writing experience, and be familiar with the UN SOPs on reporting. UNMO must be skilled in applicable UN guidelines for staff duties, briefing techniques and press briefing.

## Instructor Guidance

- **Course Duration.** The minimum suggested duration for the coverage of the STM is one week of instruction.
- **Learning Needs Assessment.** Before designing a programme, the UN recommends the conduct of a learning needs assessment. Different learner groups have different bases of experience and knowledge. Course participants can self-evaluate current knowledge and skills, or a course director can select a cross-section of questions to assess learning needs. From the beginning of a course, encourage self-assessment and self-directed learning. Regularly ask participants to:
  - a) Self-assess their current knowledge and skills in each subject area;
  - b) Monitor their own learning, and keep working at absorbing new content until they are satisfied, they know it;
  - c) Be active learners, disciplined in taking up their part of the responsibility for being ready, fit for purpose.
  - d)
- **Learning Evaluation.** As part of continuing learning needs assessment through a course, keep checking that course participants are learning. Steady observation of learning in a course is powerful evaluation. It lets you adjust the focus, priorities to cover, and selection of learning activities and assignments.

- **Preparation for Participants.** A Core Pre-Deployment Training Materials (CPTM) Course is a pre-requisite to this UNMO training. It is also recommended that the participants complete the online course on *Basic Security in the Field* (BSAFE); participants can access this course at: <https://training.dss.un.org>
- **Instructor Profile and Lesson Duration.** UNMO instructors are required to be trained Trainer of Trainers and conversant with the UN Guidelines Design, Delivery and Evaluation of Training referenced at the end of this guidance. Detailed instructor profile and the recommended minimum duration for the coverage of each lesson in UNMO STM is as follows:

Module 1: Conceptual Framework
<b>Lesson 1.1: Overview UNMO in UN peacekeeping (45 minutes).</b> This lesson is best presented by an instructor who has general knowledge of United Nations (UN) history, purposes, principles and peacekeeping operations. The instructor should also have participated in a UN peacekeeping operation as an UNMO so that they bring their own practical understanding and experience of a mission into class discussions.
<b>Lesson 1.2: UNMO Command and Control and Structure (45 minutes).</b> This lesson is best presented by an instructor who has general knowledge of UN peacekeeping operations. The instructor should also have participated in a UN peacekeeping operation as an UNMO or has personal experience in the mission headquarters so that they bring their own practical understanding and experience of a mission into class discussions.
<b>Lesson 1.3: UNMO Concept of Support (45 minutes).</b> This lesson is best presented by an instructor who has personal experience operating in logistic/support functions in a UN Peacekeeping Operations.
<b>Lesson 1.4: United Nations Peacekeeping Intelligence (45 minutes).</b> This lesson is best presented by an instructor who has personal experience operating in intelligence functions in a UN Peacekeeping Operations.
<b>Lesson 1.5: Safety and Security (45 minutes).</b> <i>Basic Security in the Field</i> (BSAFE) is a self-study on-line course which covers safety and security for UN personnel, and does not require additional instructor support. This lesson is intended to supplement the on-line course. The lesson is best presented by someone with experience in a UN peacekeeping operation after the creation of the Department of Safety and Security (DSS) at the end of 2004.
Note that uniformed personnel do not fall under the UN Security Management System (UNSMS). Heads of police and military components are responsible for security arrangements of their personnel. Heads of police and military

components also work closely with security advisers in the mission area. Some of the content in the lesson will serve to raise awareness for uniformed personnel. In particular, the sections on Minimum Operating Security Standards (MOSS) and Minimum Operating Residential Security Standards (MORSS) are only relevant for civilian personnel.

## Module 2: Legal Framework

**Lesson 2.1: International Legal Framework (90 minutes).** This lesson is best presented by an instructor who has a thorough understanding of International Humanitarian Law (IHL) and International Human Rights Law (IHRL). It is advisable but not mandatory that the instructor should also have participated in a UN peacekeeping operation. The instructor should have completed UN training on human rights.

**Lesson 2.2: United Nations Peacekeeping Legal Framework (90 minutes).** This lesson is best presented by an instructor who has a thorough understanding of International Law. It is advisable but not mandatory that the instructor should also have participated in a UN peacekeeping operation.

## Module 3: Operational Framework

**Lesson 3.1: Basic UN Investigation and Verification Techniques (45 minutes).** This lesson is best presented by an instructor who has participated in a UN peacekeeping operation as an UNMO, so that they can bring their own practical understanding and experience of a mission into class discussions.

**Lesson 3.2: Liaison and Coordination (45 minutes).** This lesson is best presented by an instructor who has participated in a UN peacekeeping operation as an UNMO, staff officer or Military Liaison Officer, so that they can bring their own practical understanding and experience of a mission into class discussions.

**Lesson 3.3: Negotiation and Mediation (45 minutes).** This lesson is best presented by an instructor who has participated in a UN peacekeeping operation, so that they can bring their own practical understanding and experience of a mission into class discussions.

**Lesson 3.4: Interviewing Techniques (45 minutes).** This lesson is best presented by an instructor who has thorough understanding of gender issues, human rights, including women's rights, in UN peacekeeping operations. The instructor should also have participated in a UN peacekeeping operation as an UNMO, so that they can bring their own practical understanding and experience of a mission into class discussions.

**Lesson 3.5: Weapons, Vehicles, and Aircraft Recognition (45 minutes).** This lesson is best presented by a specialized military professional. It is advisable but

not mandatory that the instructor should also have participated in a UN peacekeeping operation.
<a href="#">Lesson 3.6: Disarmament, Demobilization and Reintegration (45 minutes)</a> . This lesson is best presented by an instructor who has personal experience in a UN peacekeeping operation with a DDR mandate.
<a href="#">Lesson 3.7: Mines, explosive ruminants of war, improvised explosive devices &amp; crater analysis (90 minutes)</a> . This lesson is best presented by a specialized military professional. It is advisable but not mandatory that the instructor should also have participated in a UN peacekeeping operation.
<a href="#">Lesson 3.8: Language Assistants (45 minutes)</a> . This lesson is best presented by an instructor who has participated in a UN peacekeeping operation as an UNMO, Liaison Officer or Staff Officer so they can bring their own practical understanding and experience of a mission into class discussions.
<a href="#">Lesson 3.9: Media Relations (45 minutes)</a> . This lesson is best presented by an instructor who has participated in a UN peacekeeping operation as a Public Information Officer (PIO) or UNMO, so they can bring their own practical understanding and experience of a mission into class discussions.
<a href="#">Lesson 3.10: Procedures for Reporting (90 minutes)</a> . This lesson is best presented by an instructor who has participated in a UN peacekeeping operation as an UNMO, so they can bring their own practical understanding and experience of a mission into class discussions.

### Table Top Exercise (TTX) and Field Training Exercise (FTX) Considerations

- The TTX help participants to better understand the functions and roles of the UNMO in a Team Site, where they will have the opportunity to plan different types of activities, they carry out on a daily basis in a real peacekeeping operation / mission.
- The effectiveness of a TTX is derived from the energetic involvement of participants under the guidance of experienced instructors and mentors. Instructors should highlight the adequacy of the core elements and principles when operating as UNMO in support of peacekeeping operations. Instructors should assist participants in bridging gaps in the transition from standard military operations to peacekeeping operations. It is important that instructors emphasize UNMO C2, the support structure, and the coordination with the various actors in a UNPKO can be a challenge during their duties being unarmed.
- It is recommended that the TTX provided in this UNMO STM is conducted at least for one day during the course before the FTX.

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- Whenever possible, it is also strongly recommended that an FTX be conducted in order to allow UNMO to exercise their practical roles on ground. In this regard, possible Scenario / incidents can cover:
    - All learning Activities.
    - Car Accident and First Aid.
    - Sexual Exploitation and Abuse (SEA), Conflict Related Sexual violence (CRSV).
    - Demonstration against UN.
    - Potential Security Threat against UN personnel (ambush, Raids, shooting, kidnapping etc).
    - Monitoring/covering the joint Exercises (field, training, Manoeuvre).
    - DDR.
    - Mine Field, UXO and crater analysis/ procedure etc.
    - Restriction of Movement including check point, road block (legal/illegal).
    - Observation Posts.
    - Media Relations.
    - Human Rights violation (ethnic cleansing).
    - Patrolling (foot, mounted, aerial, and riverine).
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  - It is suggested that the FTX be conducted at least for two days during a course.

## Reference Materials

- Below are materials which are referenced in this document and are required to be read to facilitate preparations:
  - Charter of the United Nations.
  - United Nations Peacekeeping Operations Principles and Guidelines (also known as the Capstone Doctrine).
  - General Assembly Resolution 49/37 (1994) on the Comprehensive review of the whole question of peacekeeping operations in all their aspects (A/RES/49/37).
  - DPO/DFS Policy on Training for all United Nations Peacekeeping Personnel, 2010.
  - DPO/DFS Policy on Operational Readiness Assurance and Performance Improvement, 2016.

- DPO/DFS Standard Operating Procedure for the Assessment of Operational Capability of Formed Police Units for Service in United Nations Peacekeeping Operations, 2012.
- DPO/DFS Guidelines on Design, Delivery and Evaluation of Training (Training Cycle), 2014.
- DPO/DFS, A Practical Guide to Peacekeeping Training Evaluation, 2015.
- DPKO/DFS Guidelines Design, Delivery and Evaluation of Training (Training Cycle), 1 August 2017.
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- **NB: ANY OTHER RELEVANT DOCUMENTS MAY BE INCORPORATED.**