

# PREFACE TO THE CORE PRE-DEPLOYMENT TRAINING MATERIALS

## Background

The Core Pre-deployment Training Materials represent the essential knowledge required by all peacekeeping personnel – military, police or civilian – to function effectively in a United Nations (UN) peacekeeping operation. The materials should be used as the core resource for any UN pre-deployment training course. They replace the Standardized Generic Training Modules (SGTMs), previously issued by the UN Department of Peacekeeping Operations (DPKO).

The SGTMs were reviewed and updated as part of the UN Peacekeeping Training Strategy that was adopted by the Expanded Senior Management of the DPKO and Department of Field Support (DFS) in May 2008. The Strategy, and the subsequent Strategic Peacekeeping Training Needs Assessment of October 2008, indicated that the training materials needed to be updated to reflect newly developed policies within DPKO and DFS and made more relevant to the work of peacekeeping personnel in the field. As indicated primarily by Member States during the needs assessment, the generic training materials needed to be streamlined and combined with more specialized, operational and mission-specific information, and with clearer guidance to Member States on pre-deployment training requirements.<sup>1</sup>

Accordingly, the Integrated Training Service (ITS) of DPKO's Division of Policy, Evaluation and Training has begun issuing comprehensive UN Peacekeeping Pre-deployment Training Standards for categories of personnel, of which the Core Pre-deployment Training Materials are a part. The

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<sup>1</sup> See DPKO, Report on the Strategic Peacekeeping Training Needs Assessment, October 2008: pp. 7-8.

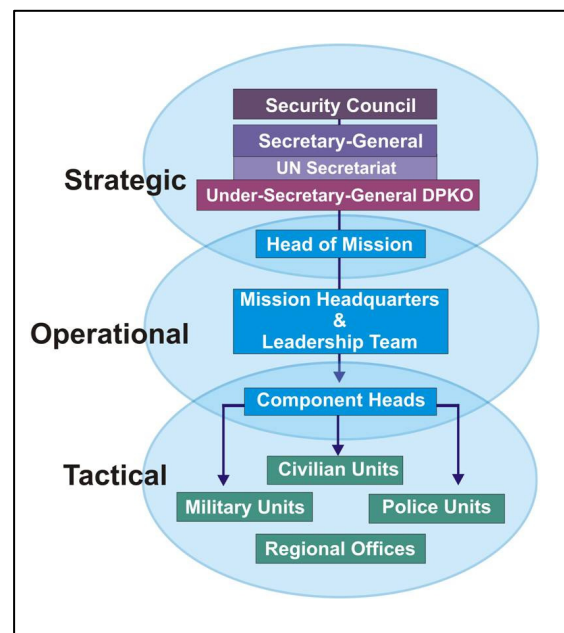
Standards provide guidance on training objectives and learning outcomes, and on how the Core Pre-deployment Training Materials should be matched with relevant Specialized Training Materials during pre-deployment training. The Core Pre-deployment Training Materials have been streamlined to allow for their delivery within one week, so that pre-deployment training courses still have sufficient time to cover the specialized training, in addition to mission-specific and operational issues, as required. Within the materials, instructors are also provided with guidance on where to find additional information, reference materials, mission-specific examples based on DPKO's knowledge management tools and tips on how to include mission-specific information. The content has also been updated to reflect policy and legislative developments in DPKO, DFS, the UN system and training requirements set out in Security Council resolutions since the last SGTM update in 2006. In updating the contents, DPKO has been guided by the substantive expertise within DPKO and DFS and the wider UN system to ensure that these training materials reflect the view of the United Nations as a whole.

## Content Overview

The Core Pre-deployment Training Materials are intended to provide all peacekeeping personnel (military, police and civilian) with a shared understanding of the basic principles, guidelines and policies of UN peacekeeping to ensure that UN peacekeeping operations can function effectively in a coherent manner.

The overall structure of the training generally follows the three levels of authority, command and control in

multi-dimensional UN peacekeeping operations: strategic, operational and



tactical. (Note that these are UN specific terms, which are also used accordingly within the four Units.) While instructors are free to change the order, they should be aware of the linkages within the four units and highlight the interdependence of strategic, operational and individual level issues.

- **Unit 1** addresses strategic level issues and outlines the basic definitions and rationale for United Nations peace and security activities, while familiarizing participants with the fundamental principles of UN peacekeeping.
- **Unit 2** moves from the strategic to the operational level, by explaining how the Security Council establishes mandates for UN peacekeeping operations and how those are operationalized by the UN Secretariat and the mission leadership. It also familiarizes participants with key elements of command and control in UN peacekeeping and mission management structures.
- **Unit 3** addresses those cross-cutting issues which all peacekeeping personnel must know to implement their mandate effectively at the operational level to ensure sustainable peace and an eventual handover to local actors and the UN Country Team (UNCT).
- **Unit 4** addresses policies and procedures related to individual peacekeeping personnel. (Tactical level issues will be addressed primarily in induction training because they are mandate-specific.)

## Structure of the Materials

**Preparatory Notes:** Each unit includes “Preparatory Notes” which provide guidance for the different parts of the unit. The notes include information on the overall aim of the session, intended learning outcomes, training sequence, session duration and methodologies. Additionally there is guidance on instructor profiles, general preparations (including materials and equipment) and preparations for mission-specific information.

## 4 ■ Introduction to the Core Pre-Deployment Training Materials

**Symbols:** At the beginning of each unit there is a legend of symbols used throughout the document. The symbols can be found in the left margins and are intended to flag features such as speaking points, notes to the instructor, examples and insertion points for mission-specific information.

**Slides:** PowerPoint slides have been provided for all of the Core Pre-Deployment Training Materials and can be found, along with the units themselves, on the Peacekeeping Resource Hub website:

<http://peacekeepingresourcehub.unlb.org>. A picture of each slide is shown in the manual's text directly above its associated speaking points. Key points in the slide are shown in blue fonts in the speaking point's text.

**Speaking Points and Notes to Instructors:** Speaking points are provided as a guide to the standardized content, however, instructors are encouraged to use their own words and examples, rather than read the text.

**Learning Activities:** Guidance on core learning activities are included in the body of the text. Optional activities, if provided, are listed at the back of the unit (or part of the unit). Experienced instructors are encouraged to use their own activities and resources. (Please also see notes below on the "Toolbox".)

**Learning Assessment:** Learning assessment questions and answers have been provided at the end of each part of the four units. Instructors can choose whether to use some or all of these questions and whether to do formal written assessments or informal group assessments. Both the questions and the answers have been provided at the end of the PowerPoint slides as well as in the text.

**Commonly Asked Questions:** Instructors have provided input into some of the questions that they are most commonly asked by. When provided, these questions and answers can be found at the end of each part of the unit. The Integrated Training Service (ITS) is interested in continuing to develop these sections and if instructors have input on questions they are frequently asked,

they are encouraged to provide this information via email to: [peacekeeping-training@un.org](mailto:peacekeeping-training@un.org). (Please clearly note the purpose of your email.)

## Additional Resources

**Toolbox:** In recognition of the need to keep the core materials streamlined, an online “Toolbox” has been created for storing additional resources. The Toolbox is a database of resources and materials that instructors may want to incorporate into their pre-deployment training. Examples of resources include photos, learning activities, scenarios and a listing of films. For information on accessing the Toolbox, please email: [peacekeeping-training@un.org](mailto:peacekeeping-training@un.org)

## Instructor Profiles

At the beginning of each unit there is information regarding the specific background and knowledge required of the instructors in order to be able to properly deliver the material. To facilitate planning, that information is also listed here:

**Unit 1** is best presented by an instructor who has a general knowledge of United Nations peacekeeping history, purposes and principles. The instructor should also have participated in a UN peacekeeping operation so s/he is able to bring a practical understanding of a mission into class discussions.

**Unit 2** is best presented by an instructor who has a general knowledge of how the United Nations Security Council and Secretariat function and also has personal experience in the mission headquarters of a UN peacekeeping operation.

**Unit 3 Part 1** is best presented by an instructor who has a thorough understanding of international humanitarian and human rights law, including in relation to women’s and children’s rights. Where possible, the instructor should have practical experience with the application of human rights, including women’s rights and children’s rights, in UN peacekeeping operations.

**Unit 3 Part 2** is best presented by an instructor who has personal experience in a UN peacekeeping operation and a solid understanding of its structure, composition and working relations.

**Unit 4 Part 1** should be facilitated by one male and one female instructor (where there are male and female participants) who can encourage questions and participation from both male and female participants. The instructor/s should have peacekeeping experience in a United Nations context, including some experience in dealing with misconduct and in particular, cases of sexual exploitation and abuse (SEA).

It is also advisable that the instructor/s' awareness of the various consequences of serious misconduct - particularly in cases of sexual exploitation and abuse - is strong. Where this is not possible, it is strongly advised that an external expert on sexual exploitation and abuse is brought in as a resource person for the second and final sections of the unit.

Depending on the workshop participants, a senior civilian official/high-ranking military/police official should be invited to attend the start of the session and send a strong message underlining the importance of conduct and discipline for United Nations peacekeeping.

**Unit 4 Part 2** has a practical orientation and is best presented by an instructor familiar with the fundamentals of HIV, the impact of behaviour on personal risk and the risk HIV presents to society. S/he must be comfortable in discussing issues related to sex and sexual relationships, including the use of condoms, as well as recreational drug use.

**Unit 4 Part 3** has a practical orientation and is best presented by instructors with personal experience of working with different cultures in a peacekeeping context. If possible, this session is ideally co-facilitated by two people who are able to provide perspectives and examples that represent diverse and complimentary backgrounds.

**Unit 4 Part 4**

*Basic and Advanced Security in the Field* is a self-study on-line course that does not require additional instructor support. If supplementing the on-line course, or if mission-specific security information is provided for Formed Police Units (FPUs) or contingents, it 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.

*Road safety* is best presented by someone with practical driving skills and, where possible, has some experience with traffic risks in peacekeeping operations.

*Provision of immunizations, prophylaxis and the related information* must be addressed by a certified health care provider, such as a registered nurse or doctors. Similarly, if a session on *Basic First Aid* is included, it must be presented by a certified professional.

If included, *stress management* should be presented by a certified professional, or if not available, instructors may use the on-line course listed in the text.

## Future Updates

Because the aim of the Core Pre-deployment Training Materials is to provide all peacekeeping personnel with a shared understanding of the basic principles, guidelines and policies of UN peacekeeping, ITS will ensure they are regularly updated to reflect changes in UN peacekeeping policies and guidance. Any updates to different units or sections will be posted and explained on the Peacekeeping Resource Hub website (<http://peacekeepingresourcehub.unlb.org>). Instructors are encouraged to check that site regularly. Approximately every two years ITS will also undertake a comprehensive review of UN Peacekeeping Pre-deployment Training Standards, and the associated Core Pre-deployment Training Materials and Specialized Training Materials to ensure they meet the needs identified in the Strategic Peacekeeping Training Needs Assessments.

## Acknowledgements

ITS would like to thank the numerous training personnel from national peacekeeping training institutions who provided feedback during the updating process, and piloted drafts of the Core Pre-deployment Training Materials, often on very short notice. The finalization of the materials would not have been possible without their professionalism and commitment to peacekeeping training.

The content of the Core Pre-deployment Training Materials was developed primarily by the relevant substantive experts with the Department of Peacekeeping Operations and Department of Field Support as well as the wider UN system. The Integrated Training Service would like to thank the Office of the High Commissioner for Human Rights (OHCHR), the Office for the Coordination of Humanitarian Affairs (OCHA), UN Action against Sexual Violence in Conflict, the relevant offices in DPKO and DFS, including the Office of Military Affairs and Police Division, the Gender Advisory Team, the Child Protection Adviser, the HIV/AIDS Advisory Team, the Security Focal Point and the Conduct and Discipline Unit for the constructive collaboration, which have helped to ensure that the training material reflects the views of the United Nations as a whole. ITS would also like to thank the International Committee of the Red Cross (ICRC) for their advice and comments.

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