

**Integrated Training Service of the
United Nations Department of Peacekeeping Operations**

UN PEACEKEEPING TRAINING STRATEGY

May 2008

I. INTRODUCTION

Scope

This strategy sets out the direction of peacekeeping training for the coming three years. It will be followed by detailed training work plans for Divisions and Offices in the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS), which will be submitted for senior management approval by September 2008.

Summary of the Current State

- **Problem of scale:** The Integrated Training Service (ITS) is a centralized service with only 33 staff (25 Professional and 8 General Service), which is intended to support the training needs of the approximately 200,000 peacekeepers expected to pass through UN peacekeeping missions and headquarters every year.
- **ITS responds to too wide a range of needs:** ITS responds to training support, development and delivery needs related to a wide range of peacekeeping issues and clients, rather than focusing on key priorities.
- **ITS needs a vision and strategy:** ITS has developed a series of well-received training activities and products, but lacks an overall vision and strategy for meeting the training needs of peacekeeping personnel.
- **Management, oversight and standards are needed:** Clear training standards and stronger management and oversight are required to ensure that peacekeeping training is effective and responds to priority needs.
- **Technology and partnerships are not being leveraged:** Technology and partnerships are not being adequately leveraged in either the delivery or management of training.

Constraints

DPKO/DFS must be realistic about what can be achieved in terms of training. Many peacekeeping training needs have gone unaddressed in the past and even with a new strategy and structure in place, it is likely that many will remain unaddressed. The limited training resources available to DPKO/DFS and peacekeeping can cover only a fraction of overall peacekeeping training needs. Any expectation of addressing all peacekeeping training needs would be unrealistic. The success of peacekeeping training should, therefore, be measured by the ability of ITS to respond effectively to the agreed priority needs.

II. STRATEGY

Vision

To make the United Nations the global leader in developing and setting peacekeeping training standards.

Expected Outcomes

Increase the knowledge and skills of peacekeeping personnel, enabling them 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.

Mission Statement

To support DPKO, DFS, UN peacekeeping operations and Member States in the training of civilian, military and police personnel by:

- (i) developing training standards, policies, guidance and best practice for specialist trainers in DPKO, DFS, Integrated Mission Training Centres in peacekeeping operations and Member States;
- (ii) developing and delivering training for priority needs that cut across major areas of peacekeeping; and
- (iii) overseeing peacekeeping training activities and the DPKO/DFS training budget to ensure that standards and priorities are being met.

Strategic Plan

- Centralized structure focusing on defined strategic priorities: Rather than struggling to meet the full range of peacekeeping training demands, ITS will operate at the strategic level and focus its efforts on priority areas where a small, centralized service can make an effective contribution.
- Set standards, develop policies and provide guidance: ITS will capture best practices, set standards, develop policy and provide guidance to trainers in DPKO, DFS, field Integrated Mission Training Centres (IMTCs) and Member States, to assist them with developing and delivering training.
- Oversight: ITS will provide oversight of all UN peacekeeping training activities and the overall training budget to ensure that agreed-upon priorities are met and established training standards are complied with.
- ITS role in training development and delivery: ITS will be responsible for meeting priority training development and delivery needs that cut across functions

or affect major areas of peacekeeping. These priorities will be determined through a comprehensive assessment of current and future training needs, but are likely to include management training, Secretariat-mandated programmes such as communication skills, civilian pre-deployment training and training related to changes in organizational direction.

- Decentralization of substantive or technical training: Peacekeeping training related to specific substantive or technical areas will be decentralized to offices and units in DPKO, DFS, the Secretariat (e.g. for human rights and humanitarian affairs), and the field, to supplement, not duplicate, what ITS is doing. Extra-budgetary resources will be identified to assist DPKO/DFS offices in meeting these training requirements.
- Link training to doctrine: All peacekeeping training will be based on DPKO/DFS or other United Nations doctrine and guidance.
- Leverage Information Technology and Partnerships: More effective partnerships will be established with training partners, and information technology and electronic or computer-based learning will be leveraged to make training products more accessible to clients.

III. DELIVERABLES

1. Training needs are assessed.

- Comprehensive needs assessment to identify current and future training priorities in the field and at Headquarters completed and a training impact evaluation exercise conducted every three years; thereafter, a comprehensive needs assessment and prioritization exercise will be conducted on the basis of strategic changes in peacekeeping, or at five years.
- Senior management approval of the priorities arising from the needs assessment and the work plan for centralized/decentralized training structure.
- Resource plan is developed for extra-budgetary resources to assist DPKO and DFS offices in carrying out their specialized training functions.

Measures of Success

- Centralized/decentralized structure becomes operational.
- DPKO/DFS increase development and delivery of priority, specialized training due to availability of additional resources.

2. Training standards are developed

- Overall policy on training followed by supporting policies and guidance.
- Mechanism developed for updating training and linking it to DPKO/DFS policy and guidance.
- Key Standardized Generic Training Modules (SGTMs) reviewed and updated.

- Concept for revision and updating of Specialist Training Modules (STMs) is developed, based on new policies.

Measure of Success

- DPKO/DFS increase and improve development and delivery of training due to clearer standards and guidance from ITS.

3. Enhanced support is provided to field missions.

- Survey conducted of IMTC capacities, reporting lines and training programmes.
- Guidance developed on the role, structure, tasks and reporting lines for Integrated Mission Training Centers (IMTCs) in field missions and the IMTC / ITS relationship.
- Guidance developed on a “Rapid Deployment” concept to support training for start-up missions.
- Civilian Pre-deployment Induction Training (CPIT) course is regularly delivered and updated.

Measures of Success

- IMTC guidance documents submitted for ESMT endorsement and circulated to and followed by all missions.
- Rapid Deployment guidance document submitted to ESMT for endorsement.
- CPIT courses schedule meets demand of FPD recruitment and participants rate the CPIT course as “good” or better on course evaluations.

4. Enhanced support is provided to Member States.

Training of uniformed personnel is a Member State responsibility but ITS is supposed to provide support and guidance.

- New policy developed for providing enhanced support and advice on UN training lessons, standards, content and methodology and is consulted with Member States and other partners
- “Mobile Support Teams” that will provide enhanced support to national and regional peacekeeping training centres begin operating.
- Improved “training recognition” policy developed for training courses that meet UN standards.

Measures of Success

- Policy for enhanced support to Member States is approved and implemented.
- Mobile Support Teams provide effective training support, within the first two years (2009 and 2010) to 50% of the training centres identified as priority centres.

- 10 – 12 training courses in identified priority training centres are evaluated and recognized by ITS in 2009 and 2010.

5. Leadership and management training strategy is developed.

- Leadership and management training strategy developed.
- Senior Mission Administrative and Resource Training (SMART) programme continues.
- Current activities such as the Senior Mission Leaders Course (SML), Senior Leadership Induction Programme (SLIP), senior in-briefings and mandatory UN (OHRM) courses tailored to or aligned with this strategy.

Measure of Success

- Leadership and management training strategy approved by E-SMT and senior management commit to uphold it.

6. Training is “integrated” and prioritized.

Governance and coordination bodies meet as planned and are able to ensure that standards and priorities are being met.

- Expanded Senior Management Team (E-SMT) meets annually to monitor implementation of the peacekeeping training strategy and work plans and review following year’s priorities.
- Training focal points in DPKO and DFS report regularly on training activities and a working level “Peacekeeping Training Committee” (PTC) is convened by ITS every 4 – 12 weeks, as required, to ensure that DPKO and DFS training activities are coordinated and carried out in accordance with ITS standards.
- ITS has a monthly or bi-monthly teleconference and an annual workshop with IMTCs to review training activities and ensure that field training is being carried out in accordance with ITS standards.

Measures of Success

- Effective training, carried out in accordance with set standards, becomes a central component of UN peacekeeping.
- Governance and coordination bodies meet as planned and ensure that training standards and priorities are being met.

7. Partnerships and information technology are used effectively.

Given the enormous demand for training and the limited human and financial resources available, ITS will establish more effective partnerships with training partners within the UN family and national, regional or other peacekeeping training centres, and use information technology and electronic or computer-based learning to make our products more accessible to clients and partners.

- External ITS website and internal ITS intranet pages developed.
- Training “community of practice” fully functional and launched;
- One priority computer-based training course developed.
- Guidance for DPKO/DFS and the field on use of E-learning and distance learning.
- Inventory finalized of training courses offered by UN family and peacekeeping partners.
- ITS participates in implementing technology solutions for delivery and management of training.

Measures of Success

- ITS Web Site launched and used by peacekeeping personnel and partners.
- Training Community of Practice launched and actively used by training and other peacekeeping personnel.
- Computer based/e-learning training module developed – topic TBD.

IV. IMPLEMENTATION OF STRATEGY

Over the next six to eight months, ITS will implement this strategy through six teams: (i) Needs Assessment; (ii) Policy and Standards; (iii) Field Training Support; (iv) Support to Member States; (v) Leadership and Management Training; and (vi) Programme Management (covering managerial and administrative issues). By October 2008, an ITS work plan for the next three years will be developed and the Service’s structure will be modified, as needed, to meet ongoing requirements.

V. TRAINING APPROVAL AND BUDGET MANAGEMENT

ITS will be responsible for approving DPKO/DFS training activities, in accordance with established DPKO/DFS priorities, and will manage the overall Headquarters peacekeeping training budget, in consultation with DPKO/DFS programme managers.

VI. RESOURCE PLAN

ITS will identify, through extra-budgetary funds, the resources required to strategically place training experts throughout DPKO/DFS to develop a training framework for the two Departments, identify outstanding training needs, develop core training that is currently lacking, and come up with training delivery plans. This capacity would need to be in place for approximately three years, after which the system would be fully developed and could be maintained through existing arrangements. Moving forward, resources would be reallocated or additional resources sought as training needs and priorities change or grow.

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