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United Nations Institute for Training and Research

## **UNITAR** Peacekeeping Training Programme

Enhancing the Capacity of African  
Peacekeeping Training Institutions

August 2010



**Knowledge to lead**



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United Nations Institute for Training and Research

## **UNITAR Peacekeeping Training Programme**

### **Enhancing the Capacity of African Peacekeeping Training Institutions**

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Chairperson, UNITAR PTP Advisory Board



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## Preface

This is a welcome, timely, bold and creative initiative of UNITAR. In the present concept note, Member States of the United Nations, particularly those on the African continent are invited at the national, sub-regional and regional levels to work together to better meet the daunting tasks related to today's peace operations.

African nations have commendably come to the fore when it comes to the implementation of Security Council and General Assembly resolutions to establish peace operations in conflict afflicted countries. However, the indispensable political will shown by these countries needs to be matched with much better capacities than are readily available to them. Peacekeepers need to be adequately led, trained, equipped and afforded access to new methods of operating in multicultural and multidisciplinary environments that characterize present day conflict and post conflict environments.

In 2000, the Report of the Panel on United Nations Peace Operations, which I had the honour to chair, highlighted the pressing need for UN peacekeepers to be fully well-trained to face up to the increasingly complex tasks they are expected to undertake. Since then, the UN has been given more numerous and more challenging missions, especially in Africa. The Report firmly recommended that units that did not meet the minimum standards of training and equipment should not be deployed.

Africa's peacekeepers deserve to receive the best training possible prior to being deployed. With its present initiative, UNITAR is positioning itself to be uniquely qualified to provide African governments and their national, sub-regional and continental institutions with the tools they need to proudly acquit themselves of their responsibilities when they take part in peace operations: a good concept, a good manual, capable international trainers and, ultimately, highly qualified African trainers to train African soldiers and civilian police officers.



Lakhdar Brahimi



I sincerely congratulate UNITAR for this initiative and wish them and their future African partners much success when they undertake the implementation of this exciting cooperative project.

**Lakhdar Brahimi**



## Background

In accordance with the United Nations Charter, the United Nations holds the primary responsibility for the maintenance of international peace and security. Peacekeeping is one of the key instruments available to the United Nations and other international and regional organizations, such as the African Union, ECOWAS, NATO, in fulfilling that responsibility and to help address diverse threats to international and intra-State peace and security.

Since its inception, peacekeeping has contributed to preventing and managing violent conflict between and within States and supporting national actors in protecting and rebuilding peace during and after conflict. Together with mediation, peacekeeping has contributed to a decline of 80% in total armed conflict since the end of the Cold War. Peacekeeping operations range from large military deployments to small observer forces, from complex integrated missions to specialist police, rule of law and other civilian operations.

In recent years, the number of complex peacekeeping operations has increased and training of peacekeeping personnel in accordance with United Nations standards is a key factor for enabling fulfilment of mission mandates, preventing casualties and ensuring the safety of peacekeepers. Such training is the role not only of the United Nations but also of troop- and police-contributing countries. Today, with over 124,000 personnel deployed across 15 missions, the scale of the United Nations' involvement in peacekeeping is unprecedented and the diversity of mission mandates has stretched the capacity of the Organization to deliver efficiently on all tasks.

In order to meet today's challenges of future peacekeeping demands, there is a need, not only for continued political, military and financial commitment, but also to collectively reform the peacekeeping tool to make it more effective. New ways need to be explored for identifying, raising, training, equipping, supporting and sustaining the civilian, police and military capabilities that modern peacekeeping requires.

In 2009, the UN Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) presented a non-paper "A New Partnership Agenda", calling for a renewed UN peacekeeping partnership and setting new horizons to help configure UN peacekeeping to meet the challenges of today and tomorrow.

The non-paper identifies training as a cornerstone of a new capability-driven approach to peacekeeping. This approach moves away from a "number-intensive strategy" to one that focuses on the skills, capacity and willingness of its personnel, and demands clear operational tasks and standards for peacekeeping personnel that are linked to appropriate guidance and training, and the equipment required to perform those tasks.

Obviously, the business of peacekeeping has changed over the last few years, not only in size, but also in complexity and the United Nations is trying to establish a new way for delivering services based on a few principles. One is to get there faster at the beginning with a more modularized approach, to do a better job of pre-deployment preparation, with pre-deployment training taking place in training centres and with Member States taking an even more active role.

As the number and complexity of Peacekeeping Operations grows, the challenges are multiplying. The operational implementation includes a long list of challenges that also cover the capacity and harmony among peacekeepers, the need to bring all peacekeepers up to the same common standards and with the necessary skills to enable them to operate efficiently.

After more than sixty years of existence, UN peacekeeping has extensively evolved as a tool in response to international crisis. UN peacekeepers have served around the world in an attempt to prevent wars, to manage and contain violence and to support national actors in protecting, reconstructing, restoring and building peace after conflict. Demands on UN peacekeeping have never been so important as they are today, with increasing calls to deploy to remote, uncertain operating environments and into volatile



political contexts and to address an ever wider range of situations.

But UN peacekeeping is a tool that faces enormous challenges: challenges to deliver on its largest and most expensive missions, challenges to design operational capabilities equal to the ever changing peacekeeping scenarios, challenges to design viable transition strategies for missions where a degree of stability has been attained and challenges to prepare for an uncertain future.

The “New Horizon” initiative aims at identifying options for improving UN peacekeeping in current and future operations among peacekeeping stakeholders, including through the expansion of the base of troop- and police-contributing countries, in particular by providing capacity-building support to African Union Member States. Africa is today home to the majority of the current United Nations Peace Operations, where more than 50,000 peacekeepers are serving in seven operations, and African countries continue to make laudable contributions to international peace processes despite their limited capacities.

The United Nations was established to “save succeeding generations from the scourge of war”<sup>1</sup> and one of its main purposes is to maintain international peace and security. Peacekeeping is not explicitly provided for in the Charter, but has become one of the main tools used by the United Nations to achieve this purpose. Over the years, it has evolved from a primarily military model of observing cease-fires and the separation of forces after wars into a complex model that incorporates the military, the police and civilian protection – all working together to create the foundations for sustainable peace in after the war.

The present concept fits in with the framework of the New Partnership Agenda and seeks to advance the capability-driven assumption by means of a comprehensive training programme for the preparation of personnel interested in serving in a peacekeeping operation.

More specifically, the programme is directed to strengthen the capacity of peacekeeping personnel to manage volatile environments, to take on varied tasks to support States and populations in managing threats to peace and to help put in place the critical early foundations for sustainable peace.

The UNITAR Peacekeeping Training Programme (PTP) is a specialized programme in the framework of the Peace, Security and Diplomacy Unit of the United Nations Institute for Training and Research (UNITAR). Entirely restructured in 2008, PTP offers a systematic and comprehensive preparation to civilian, military and police personnel eager to serve in peacekeeping operations. PTP’s mission is to deliver innovative and results-oriented training and to contribute to the effectiveness of peacekeeping operations by strengthening the knowledge and skills of the personnel to be deployed.

To ensure the quality of UNITAR PTP’s products and services, an Advisory Board was established. The UNITAR PTP Advisory Board is composed of six eminent specialists and practitioners widely recognised in their fields of expertise from within and outside the UN system who are willing to assist the UNITAR PTP in its strategic vision. Ultimately, the Advisory Board provides technical and critical analysis of the activities of the UNITAR PTP to ensure the respect of quality standards in compliance with the UNITAR mandate and international standards.

In line with its Strategic Plan for 2010 – 2011 and the priorities contained therein, as a guiding principle within UNITAR, the Peacekeeping Training Programme has defined “building synergies” with private and public international, regional and national institutions as the pivot of its strategy. By building on cooperation and creating fruitful partnerships with other institutions, UNITAR has anticipated that, with this outreaching strategy, PTP could far more easily broaden its training offer, avoid duplication, develop the capacity of international, regional and national institutions and thereby reach a far greater audience.

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<sup>1</sup> United Nations Peacekeeping Operations: Principles and Guidelines, 2008, Best Practices, UN DPKO.





## Rationale

In his reform strategy “Peace Operations 2010”, the Secretary-General indicated one of the main priorities with its partners as being the need to establish predictable frameworks for cooperation with regional organizations, including common peacekeeping standards, establish modalities for cooperation and transition and, to conduct, where possible, joint training exercises. The African Union stands as a key external partner for the Department. In line with the 2005 World Summit Outcome (resolution 60/1), the Department is committed to supporting African peacekeeping capacities over the next 10 years and, together with other external partners, to supporting the African Union in its peacekeeping tasks.

Over the past decades, the United Nations has increasingly been engaged in Africa with large and long mandates that are often mandated to resolve “internal” wars. Future demands for peacekeeping are likely to vary across Africa.

Africa is very much involved in peacekeeping within Africa and African States deploy nearly 30,000 troops through the United Nations, African Union and other regional organizations and this reflects a major commitment by African leaders to tackle the conflicts of their region. However, the contributions of Africa suffer from two imbalances: first, the high level of demand that puts pressure on the relatively few African contributing states – 12 states provide over 85% of African troops and second, the ability of these states to provide personnel is not matched by a sufficient supply of force enablers.

The United Nations has made great efforts to assist and encourage Member States to build partnerships with regional and sub-regional organizations in peacekeeping operations but the time has come to accelerate and intensify capacity building in Africa and there is now an even greater need to empower the regional and national training institutions on the African continent and to enhance the capacity of future peacekeepers prior to their deployment in a cost effective manner.

UN peacekeeping is a process that faces enormous challenges: challenges to deliver on its largest and most expensive missions, challenges to design operational capabilities equal to the ever changing peacekeeping scenarios, challenges to design viable transition strategies for missions where a degree of stability has been attained and challenges to prepare for an uncertain future.

As UNITAR positions itself to make a significant contribution towards addressing emerging capacity development needs of beneficiaries within Member States and the United Nations System, to deliver a speedy and accessible training, it is becoming critical and evident to decentralize its activities.



## Capacity Development

**A strategic solution to meet the challenge**

Quality capacity development, particularly in the pre-deployment phase, will assist to improve the skills and preparedness of peacekeeping personnel and will pave the way to ensuring that Missions, UN, AU and other regional organization-led, will receive military, police and civilian personnel with the necessary and additional abilities who will be able to better perform in peace operations.

UNITAR has over forty years of expertise and outreach in capacity development in general and the capacity to deploy and implement a training programme in a very short time, in consultation with its pool of experts and partner institutions.

UNITAR also has the capacity to build a quality control mechanism for African training institutions to ensure the quality of the training and that the training is results-oriented.



By building partnerships and supporting existing African Peacekeeping Training Institutions at the regional, sub-regional and national levels that have been preparing peacekeepers through the training of their trainers, UNITAR will leave a heritage to the training institutions, particularly in troop and police contributing countries.



## ■ Objectives & Results

The overall objective of the Training of Trainers (ToT) curriculum is to build the capacity of the future trainers to design and deliver courses from the UNITAR, DPKO and other partner institutions specialized curricula on peace operations and in line with DPKO/DFS guidelines and standards.

To facilitate the task of the newly-formed trainers and in addition to periodic face-to-face coaching, a virtual platform will be established to provide them with constant support. The platform will be developed and hosted on the UNITAR server and will include relevant training material, examples of simulation and exercises. The trainers will be able to keep contact with selected subject matter experts by means of a forum that will be set up on the virtual platform.

At the end of the ToT, participants are able to:

- Define major issues covered by the specific area of the ToT;
- Discuss challenges and opportunities for training in the specific area;
- Practice interpersonal and group communication skills;
- Apply skills to facilitate a range of interactive methodologies used in adult learning;
- Demonstrate basic knowledge of ToT programme development.

The expected outcome of the ToT is the development of confident, competent trainers with the skills to prepare and implement a training programme in a specific area.

The specific objective of the activities included in this concept aims to enhance the skills and capacity of future and active peacekeepers by providing a comprehensive training curriculum that covers aspects related to professional competences and personal skills on new or less-covered topics.

Through this initiative, UNITAR will bring to the national and regional Peacekeeping Training Centres in Africa, up-to-date knowledge and best practices in an efficient and cost-effective manner by delivering practical courses that will contribute to solving critical issues and challenges that are encountered by peacekeepers in the field and that may hinder the success of peace operations.

Moreover, for the harmonisation of peacekeeping training that follows DPKO/ITS standards there is a need for priorities and guidelines. It is in this line, that the collaboration between UNITAR and DPKO DFS is to be commended.

This initiative and strategy will enable national and regional Peacekeeping Training Centres in Africa to enhance and boost their commitment to the cause of enforcing peace and security in the world by expanding access to training to a greater number of beneficiaries (future peacekeepers) in Africa to contribute coherently and efficiently in peacekeeping operations.





## Activities

There are currently eight main Peacekeeping Training institutions that offer training in peacekeeping in Africa (but may not be limited to):

- Egypt, Cairo Centre for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA)
- Ghana, the Kofi Annan International Peacekeeping Training Centre (KAIPTC)
- Kenya, Peace Support and Training Centre (PSTC)
- Mali, Ecole De Maintien De La Paix Du Mali - Peacekeeping Training School
- Rwanda Peace Academy
- Benin
- Nigeria
- South Africa

UNITAR proposes a capacity building programme that will consist of providing Training of Trainers (ToT) to the appropriate teaching staff of regional and national Peacekeeping Training Centres in Africa on new topics and courses that have been:

- Validated by the UNITAR PTP Advisory Board (see composition in Annex);
- Developed in partnership with subject matter experts and specialized institutions and
- Strictly in accordance with DPKO guidelines and standards.

Prioritised regional and national Peacekeeping Training Centres in Africa will select from the UNITAR course catalogue, from the DPKO/ITS course catalogue or from partner institutions' course catalogues, the subject that is complementary to their curricula before the scheduling and planning of the delivery of the selected course(s) is determined. Upon completion of the Training of Trainers, UNITAR will hand over the content of the course to the Peacekeeping Training Centre's trainers who will then, together with UNITAR's technical support, continue to deliver the courses.

In the long-term, after having identified relevant subjects with the national and regional Peacekeeping Training Centres, UNITAR PTP proposes to develop new courses (in English and/or French) that meet the real needs of peace operations and address the gaps of trainings already being offered, that will be delivered as Training of Trainer courses for the national and regional Peacekeeping Training Centres.

Furthermore, UNITAR PTP proposes to expand the outreach and further advance access to peacekeeping training by turning the courses into the e-learning mode and through the development of an e-library that will be open to all the partner national and regional Peacekeeping Training Centres.



## Structure & Target Audience

Training is the process of acquiring the knowledge, skills and attitude that are needed to fill the gap between what people want to do and what they are able to do (ILO Guidelines for Training of Trainers). The overall objectives of Training of Trainers (ToT) are not only to transfer knowledge on a specific topic, but also to provide skills and techniques on how best to pass that knowledge to other individuals.

ToTs take place within the premises of regional/national training institutions and directly contribute to strengthening the capacities of these centres to deliver training in the specific areas. Each course, which lasts ten days, will cover not only skills and techniques of knowledge transfer but also specific elements of the relevant course, is delivered face-to-face and involves 10 to 15 participants (maximum). The related on-line version of the course complements the activities of the ToT.



## Pilot Training Course

Back to back with the Training of Trainers course, the project includes the organization of a pilot training course on the relevant PTP course. The course will last 5 days and address 20 to 25 participants (maximum). The course will be delivered by the local trainers prepared during the ToT session, supported by the international personnel involved in the Training of Trainers. This will be an opportunity for the newly-trained local trainers to directly put into practice the skills and techniques acquired during the ToT, under the supervision and with the support of the international personnel.



The total duration of the Training of Trainers course is therefore 15 days (10 days ToT plus 5 days Pilot Training Course).

## Methodology

Sessions will be organized in face-to-face form; particular attention will be devoted in ensuring:

- Interactivity: the training will involve the participants actively;
- Participation: the training will make the group a 'learning body' and will apply a 'learning-by-doing' approach that will allow participants to acquire the necessary competences to replicate the training;
- Links with practical examples: the training will apply theories to concrete situations, either through case studies, role plays and exercises, or through the analysis of specific processes within the group;

- The training will include a number of exercises and simulations to maximize the skills retained by participants and to make the training more practical.
- Links with real experiences: the training will take advantage of the experience, knowledge and personal resources of the participants.

The training methods will include lectures and presentations, plenary and small group discussions, group work, exercises, skills training, case studies, role plays and simulation exercises. Training material will be developed by UNITAR, DPKO and other partner institutions in collaboration with the relevant regional and national training institutions. The project will avail itself of experts in different sectors, both from within and outside the UN. Facilitators from UNITAR will actively support the implementation of the project. Sessions will be delivered in English and/or French depending on the linguistic specificities of the participants.



## Monitoring & Evaluation

The monitoring of the implementation of the entire project and evaluation of the expected results are to be carried out in a timely manner and jointly with the local and international partners of the project and will ensure:

- Regular oral evaluation by the organizers and participants during and at the end of each training session;
- Written evaluation by the participants at the end of each course;
- Written evaluation by the organizer at the end of each course; and



- Regular and timely monitoring is conducted together with all key partners and reported.

At least once a year, a level-two evaluation will be carried out jointly with strategic partners (DPKO/ITS, UNDP, etc...) that consists of assessing the trainees after a certain amount of time, so as to evaluate how they are applying the skills gained during the ToT in their daily work.



## Project Management

UNITAR will be responsible for the overall joint implementation, coordination and monitoring of the project. Furthermore, the project will directly involve external consultants and local institutions in the planned activities.

More specifically, UNITAR will be responsible for:

- Design of the training programme – in consultation with subject matter experts;
- Development of the training material;
- Establishment and maintenance of the virtual learning environment;
- Facilitation of the training cycles.

The locally identified training institutions will be responsible for:

- Administrative and logistical organization of the UNITAR Training of Trainers and relevant Pilot Training Courses;
- Support in the design of the training programme and in the development of the training material;
- Providing the administrative support on the ground and liaising with other relevant actors;
- Reproducing training materials;

- Ensuring names of all Parties are mentioned in any articles published that are related to the Training Course.



## Partners

The core curriculum will be developed by UNITAR in association with relevant national institutions and specialized international organizations. UNITAR will be in charge for training methodology development and instructional design.

The initiative should be an opportunity to strengthen the approach of “implementation as one UN”. It should bring a number of key UN institutions together so as to conjugate their efforts and complement their interventions: DPA, DPKO, DFS, UNDP, UNITAR and any other UN entity concerned.

### Way Forward

The UNITAR PTP initiative for Enhancing the Capacity of African Peacekeeping Training Institutions was endorsed by its Advisory Board in September 2010 and a pilot project launched at the end of 2010 involving a number of African Peacekeeping Training Centres.

This initiative should be inclusive and is an opportunity to strengthen the coordination and synergies among training institutions and be the basis for a platform of knowledge sharing.

This document is for wide circulation and the initiative shared and discussed with key potential partners. Once agreement has been reached amongst the key partners, the initiative may then be turned into a project proposal and implementation.



## ANNEX

### Composition of the UNITAR PTP Advisory Board

#### Chair:

Mr. Jean-Marie Guéhenno  
Senior Fellow at the Brookings Institution and at the Center on International Cooperation (New York University), Special Adviser of the Secretary-General of the U.N. for Regional Cooperation, Former U.N. USG for DPKO (2000 to 2008)

#### Members:

- Mr. Jean Marie Guéhenno, Chairman of the UNITAR PTP Advisory Board
- Lieutenant General The Honourable Roméo A. Dallaire (Retired) Senator
- Lieutenant General Chikadibia Obiakor, U.N. Military Adviser for Peacekeeping Operations
- Honorable Zainab Bangura, Minister of Foreign Affairs and International Cooperation of the Republic of Sierra Leone
- Lieutenant General Satish Nambiar PVSM AVSM VRC (Retired)
- Margareta Wahlström, Assistant Secretary-General for Disaster Risk Reduction and Special Representative of the U.N. Secretary-General for the implementation of the Hyogo Framework for Action in the Secretariat for the International Strategy for Disaster Reduction

#### Ex officio members:

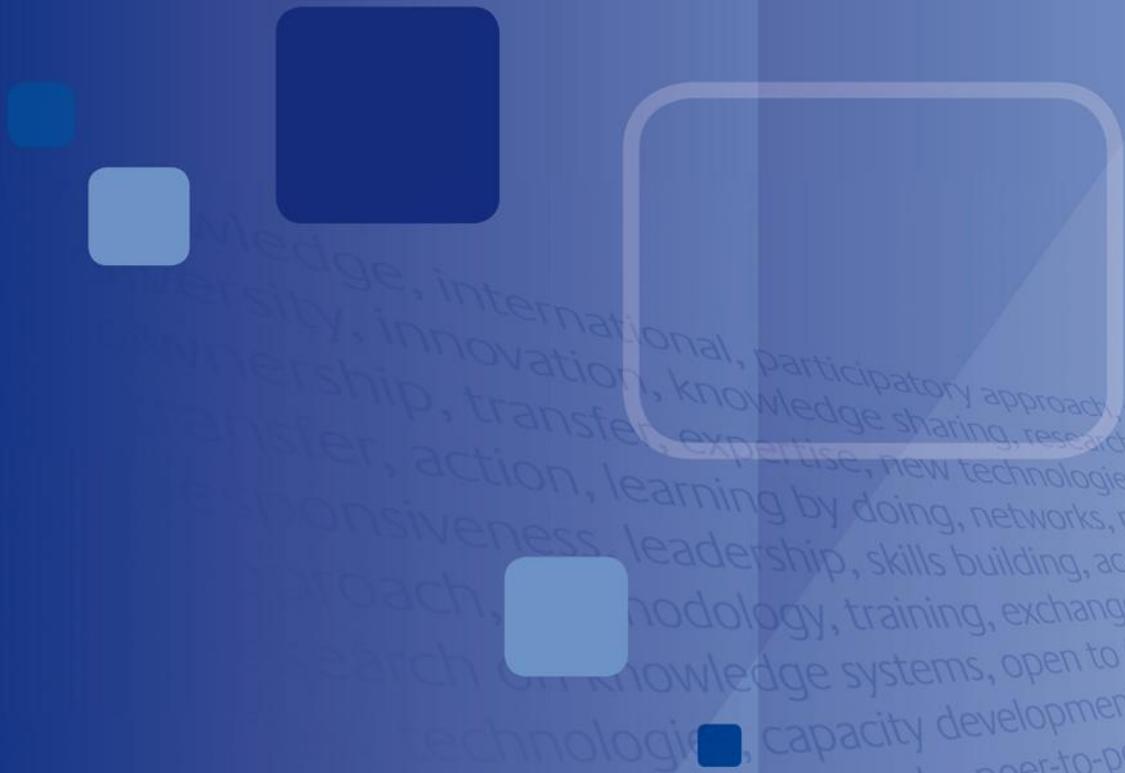
- Mr Carlos Lopes, Assistant Secretary-General, UNITAR Executive Director
- Ms Isabel HUBERT, UNITAR Associate Director, Training Department & Head, Peace, Security & Diplomacy Unit (PSD)

#### Secretary:

Evariste Karambizi, UNITAR PTP Manager

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