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Guidelines

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Operational Readiness Preparation for Troop Contributing Countries in Peacekeeping Missions

Approved by: Hervé Ladsous, USG DPKO, Atul Khare, USG DFS
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**DPKO/DFS Guidelines on
Operational Readiness Preparation for Troop Contributing Countries
in Peacekeeping Missions**

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A. PURPOSE

- 1. This document provides Troop Contributing Countries (TCCs) and aspiring TCCs with practical guidances on the minimum individual standards and the predeployment training required to meet operational readiness expectations before deployment in peacekeeping missions.
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B. SCOPE

- 2. The Operational Readiness Assurance and Performance Improvement Policy (December 2015) requests TCCs to certify their units operational readiness before they deploy in peacekeeping missions. The certification applies to the operational preparation and the conduct and discipline. In terms of operational preparation, it is specified that units should be prepared to fulfil their tasks under the provisions of the Mission-specific Concept of Operations, Rules of Engagement and Operations Order. Units should also have delivered the United Nations pre-deployment training and been tested through self-evaluation and field exercises. The present guidelines focus on the operational preparation and provide TCCs with specific UN standards for the preparation of individual soldiers as well as for the delivery of predeployment training. The guidelines do not cover conduct and discipline and human rights screening procedures aspects, specified in the United Nations Policy on Human Rights Screening of United Nations Personnel and other UN documents.
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C. RATIONALE

- 3. The preparation of soldiers and the training of units are TCC responsibilities and are conducted in accordance with national standards, requirements and regulations. Before being engaged in peacekeeping operations, soldiers and units must go through a specific process allowing appropriate preparation for modern peacekeeping missions. The DPKO/DFS Operational Readiness Assurance and Performance Improvement Policy (December 2015) presents the

life cycle of units in peacekeeping in four phases: shaping, preparation, delivery and learning. The shaping and preparation phases are critical to bring soldiers and units to the right level of operational readiness before deployment. These two phases involve actions from Member States and the UN Secretariat. When Member States are requested to prepare their soldiers and units, the UN Secretariat must provide TCCs with clear standards both in terms of individual requirements and training. To support TCCs in their preparation, the present guidelines define what are the minimum military skills and level of performance required to become an effective peacekeeper. They also specify a minimum predeployment training program to be delivered by TCCs to all units before deployment.

D. GUIDELINES

D.1 Minimum individual requirements before being a peacekeeper

4. Achieving good operational readiness requires officers and other ranks to meet minimum standards long before engaging in peacekeeping. Such standards are usually used when TCCs are shaping their units. The indicative tables in **Annex A** show what are realistic requirements at individual level in this respect.
5. Beyond the individual standards, TCCs must also ensure that units are able to deliver tasks detailed in the relevant UN military standards (United Nations Military Unit Manuals, United Nations Infantry Battalion Manual, etc.).

D.2 Predeployment training

6. To ensure troops are able to deliver mandated tasks in challenging environments, TCCs must deliver appropriate pre-deployment training. In delivering this training, TCCs will also improve Safety and Security of their troops.
7. The table in **Annex B** presents a typical pre-deployment training curriculum. It is divided in sequences, from didactic lessons to field exercise including all required topics. During the predeployment training, TCCs should place emphasis on collective training and organize actual field exercises. In Annex B, the timeframe for the different sequences is indicative and depends mostly on national specificities and level of operational readiness already met.
8. The pre-deployment training curriculum builds on the already existing UN Core Pre-deployment Training Materials (CPTM) – **Annex C** – These materials are available on-line (<http://research.un.org/en/peacekeeping-community/Training>) . They 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.
9. Including specific lessons learnt from units previously deployed is also a useful way to adapt the training to specific national needs.

E. TERMS AND DEFINITIONS

Evaluation: The structured process of examining activities, capabilities and performance against defined standards or criteria.

Force/Sector Headquarters Training Branch in UN field missions: U7

Military Contribution: Any given military individual or formed military contingent provided or identified for contribution to a peacekeeping operation with the UN.

Operational Readiness Assurance: A structured process of critical examination to verify that a military contribution is mission capable in order to assure the UN and Troop Contributing Countries that the contribution is at the agreed level of readiness.

Performance: Performance of a military contribution is measured by conducting and delivering successfully mandated tasks, as determined by the Security Council, UN Secretariat, Troop Contributing Countries and Members States, Host Nation (host government and population) and other UN Mission stakeholders; performance is also measured by the conduct displayed by the troops while on deployment.

Preparation phase: Based on the foundation skills established during the Shaping Phase, peacekeeping competencies can be added, shifting the emphasis to UN standards and practices while maintaining and improving basic military skills.

Shaping phase: Shaping is conducted by Members States and involves in-depth training and preparation in all military unit aspects including personnel, equipment, doctrine and policy. This phase includes basic military skills foundation training (including the capability of operating in an asymmetric environment) upon which peacekeeping competencies can be added.

Quality Assurance: An overarching process to support continuous improvement, focused on providing confidence that quality requirements will be fulfilled. Quality assurance from a military perspective is a continuous and proactive process aiming at better military outcomes through more efficient and effective use of resources.

F. REFERENCES

Superior References

United Nations General Assembly Resolution A/RES/49/37, "Comprehensive review of the whole question of peacekeeping operations in all their aspects" (1995)

United Nations Peacekeeping: Principles and Guidelines, DPKO-DFS (2008) ("Capstone Doctrine")

C34 Reports 2010, 2011, 2012, 2014 and 2015

United Nations General Assembly Resolution A/RES/69/307, "Cross-cutting issues," (25 June 2015)

DPKO/DFS Operational Readiness Assurance and Performance Improvement Policy (December 2015)

Related Policies and References:

United Nations Force Headquarters Handbook, November 2014

Eleven United Nations Military Unit Manuals (UNMUM) 2015-2016

United Nations Infantry Battalion Manual (UNIBAM), Volumes 1 & 2, August 2012

United Nations Policy on Screening of Human Rights Personnel, December 2012

Medical Support Manual, December 2015

Standard Operating Procedure on Force Commander's Evaluation of Subordinate Military Entities in Peacekeeping Operations January 2016

"Resource Hub," recently developed for Member States to access UN documents including the Military Unit Manuals at: <http://research.un.org/en/peacekeeping-community>

DPKO policy directives include Contributing Country Reconnaissance Visits, Ref.2400/MIL/POL/0503, 5 October 2005

Pre-deployment Visits, Ref.2400/MIL/POL/0502, 5 October 2005

G. CONTACT

44. The DPKO point of contact for these guidelines is the Policy and Doctrine Team in the Office of Military Affairs.

H. HISTORY

45. These guidelines are the first to be issued on this subject. These guidelines shall be reviewed three years from the date of approval.

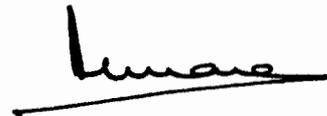
DATE OF APPROVAL:

APPROVAL SIGNATURES:



Hervé Ladsous
Under-Secretary-General
for Peacekeeping Operations

JAN 06 2017



Atul Khare
Under-Secretary-General
for Field Support

JAN 06 2017

Annex A

Minimum individual requirements before being a peacekeeper.

Topic	Standards		Indicative duration of Training
	Officers	Other ranks	
Service and age	<p>Must be a serving member of defence forces of that country. Minimum service of an officer should be 3 years on the date of deployment in a peacekeeping operation. Minimum age requirement – 18 years and maximum – 55 years.</p> <p>For officers of the ranks of Lt Col and above, the limits of maximum age can be further relaxed.</p>	<p>Must be a serving member of defence forces of that country. Minimum service of a soldier should be 1 year on the date of deployment in a peacekeeping operation. Minimum age requirement – 18 years and maximum – 55 years.</p> <p>For certain non-combatant, specialist's categories like engineer equipment operators, medical/nursing specialists, these age requirements can be further relaxed on a case by case basis.</p>	N/A
Physical and Medical fitness	<p>All military personnel are to be able to successfully perform physical efficiency test in relation to his/her age, according to the TCC regulation. Medical standards, physical and mental conditions, immunization and HIV testing criteria to be followed as set out in "Generic Guidelines for TCCs deploying Military Units" and "DPKO/DFS Medical Support Manual".</p>		N/A
Basic First Aid	<p>Officers should be able to provide first aid to wounds caused by weapons, mines or IEDs (in compliance with the Medical Support Manual) and ensure that their soldiers are able to perform those first aid</p>	<p>Soldiers should be able to provide first aid to wounds caused by weapons, mines or IEDs (in compliance with the Medical Support Manual).</p>	<p>1 Day (to be checked during the final training phase prior to</p>

	measures.		deployment)
Communication	Officers should be able to use basic radio equipment in service in their units and to operate them according to the internationally recognized procedure, including the CASEVAC request (9 liner).	Key personnel should be able to use basic radio equipment in service in their units and to operate them according to the internationally recognized procedure, including the CASEVAC request (9 liner).	½ Day (to be checked during the final training phase prior to deployment)
Skills at arms	Officers should be able to make a group of ten inches from 25 meter range and be able to shoot 50% bullets at target (range silhouette) from 70 meters with service pistol.	Soldiers should be able to make a group of ten inches from 100 meter range and be able to shoot 50% bullets at target (range silhouette) from 300 meters with service rifle. Soldiers should be able to use night vision devices (if equipped) with their weapons, and strip, service and zero personal weapons accurately.	Regular firing sessions (to be checked during the final training phase prior to deployment)
Navigation skills	Officers should be proficient in land navigation, map reading and the use of compass/GPS.	Soldiers should have knowledge in land navigation, map reading and (for selected personnel) the use of compass/GPS.	½ Day
Conduct and Discipline	Officers need to be knowledgeable of UN requirements, familiar with reporting procedures regarding conduct and discipline and informed about their duties to monitor their respect within their units.	Soldiers need to be informed of the “dos” and “don’ts” with regards to conduct and discipline, and about the consequences if they fail to respect them.	CPTM
Adherence to human rights and humanitarian law	Officers must have adequate knowledge, as relevant to their functions, of human rights law and international humanitarian law as well as their requisite roles and	Soldiers need to have basic knowledge of human rights and international humanitarian law and their requisite roles and responsibilities in their	CPTM No military personnel must have been involved

	responsibilities in their peacekeeping mission.	peacekeeping mission.	in violations of international human rights or humanitarian law.
ROE	All military personnel should be fully aware of the ROE applicable to their peacekeeping mission. All to carry the ROE card.		CPTM (knowledge to be tested during the field training prior to deployment, any time after the deployment)
Sexual Exploitation and Abuse	Officers need to be knowledgeable of UN requirements, familiar with reporting procedures regarding the UN 'zero tolerance' policy on sexual exploitation and abuse and informed about their duties to monitor within their units. They should lead by example. They must be aware of the prohibition of any kind of abuse or exploitation of individual members of the local population, including contracting sex workers, trading food or gifts for sexual services, or having any type of sexual relationships with persons under 18 (regardless of whether the age is known by the peacekeeper).	Soldiers need to be knowledgeable of UN requirements regarding the UN 'zero tolerance' policy on sexual exploitation and abuse. They must be aware of the prohibition of any kind of abuse or exploitation of individual members of the local population, including contracting sex workers, trading food or gifts for sexual services, or having any type of sexual relationships with persons under 18 (regardless of whether the age is known by the peacekeeper).	CPTM SEA e-learning programme (to be released) TCC have to certify that their personnel has been trained on SEA
Environment and Natural Resources	Officers should be aware of the UN rules in this matter and enforce them within their	Soldiers have to be aware of the need to respect the environment and use natural	CPTM

	units.	resources responsibly.	
Safety and Security for UN Personnel	Officers should be aware of those measures and reminded of their duty to have them enforced within their units.	Soldiers should be briefed about measures to be taken concerning their personal security.	1 hour brief (knowledge to be checked during training phases)
Personal Security Awareness	Officers should be aware of the personal security awareness measures and reminded of their duty to have them enforced within their units.	Soldiers should be briefed about measures to be taken concerning their personal security.	CPTM
Road Safety	Officers should be aware of the road safety principles in order to have them constantly enforced	Soldiers have to be trained in order to be able to drive safely. Safety applies to the driver, his passengers and the local population.	Regular training (skills to be checked during the final training phase prior to deployment) Those skills will be formally tested in theatre
Occupational Safety and Health	All military personnel should be trained on general field hygiene, including water purification; prevention of climatic injury – and instructed about their duties to have those measures respected within their units. All military personnel should be trained in both (Field) Occupational Safety and Health (OSH) risk management protocols in accordance with UN (DPKO/DFS) policy, standards and related guidelines.		DPKO/DFS Field Occupational Safety Risk Management and UN OSH Policy ½ Day (knowledge to be checked during the final training phase prior to deployment,

				including designation of a dedicated officer for OSH)
HIV/AIDS		All military personnel should have a clear understanding about the risks of sexually transmitted diseases, HIV and their prevention.		CPTM
Stress Management		Officers should be able to detect signs of stress within their units and resources/methods of treatment	Soldiers should be informed about how to respond to stress	CPTM
UN Core Values : Integrity, Professionalism, Respect for Diversity		Officers have to be aware that they represent the UN and therefore have to adopt an irreproachable attitude, also setting an example while exercising their leadership control upon their unit's behaviour.	Soldiers have to be aware that they represent the UN and therefore have to adopt an irreproachable attitude.	CPTM
Gender		All military personnel need to be able to perform their tasks in accordance with the "DPKO/DFS guidelines on integrating gender perspective into the work of UN military in Peacekeeping Operations".		CPTM
Special to Arm Skills				
Infantry	Sentry Duties	Commanders have to be able to organise and supervise sentry tours, provide clear orders to deal with incidents	Soldiers should be able to conduct an efficient guard tour – including a proper reaction to incidents	½ day (to be checked during the final training phase prior to deployment)
	Patrolling	Commanders have to be able to organise and supervise patrols, provide clear orders to deal with incidents	Soldiers should be able to conduct an efficient patrol – including a proper reaction to incidents	½ day (to be checked during the final training phase prior to deployment)

	Observation post duties	Commanders should be able to organise and monitor the proper functioning of the network of observation posts, including reaction to incidents	Soldiers should be trained on observation skills, reporting procedure and crisis management	½ day (to be checked during the final training phase prior to deployment)
	Anti-Ambush skills	Commanders should be aware of passive and active technics to prevent ambushes and able to implement them	Soldiers should have received proper anti-ambush training	1 day (to be checked during the final training phase prior to deployment)
Special Forces, Aviation, FHQ support, Recce, Signal, Logistics, Military Police, Riverine, Engineer, Maritime, and Transport	Technical skills	Officers should be able to perform the duties pertaining to their respective specialties while being able to maintain a level of self-protection and the ability to react to incidents	Soldiers should master their respective skills in order to fulfil their operational duties	Daily training

Annex B

Pre-deployment Training for units

Objective 1: OVERVIEW OF UNITED NATIONS PEACEKEEPING FOR ALL UNITS

Goal	Training Audience	Training Material	Indicative duration
Knowledge of UN basics, including organs & structure	All troops, senior commanders	CPTM module 1 National material Testimony from former peacekeepers	3 days (minimum)
Knowledge of Peacekeeping principles, mandates & decision-making processes	All troops, senior commanders	CPTM module 1 National material Testimony from former peacekeepers	

Objective 2: ESTABLISHMENT AND FUNCTIONING OF UN PEACEKEEPING OPERATIONS FOR ALL UNITS

Goal	Training Audience	Training Material	Indicative duration
Cultural awareness, notions on how to reach-out to local population	All troops (basic knowledge), senior commanders	National material Testimony from former peacekeepers	1 Day + Sessions for officers, NCOs
Being aware of all potential mandated tasks	All troops (basic knowledge), senior commanders	CPTM Module 2 National material	1 Day + Sessions for officers, NCOs
Knowledge on Protection of civilians, child protection, Conflict Related Sexual Violence (CRSV)	All troops, senior commanders	CPTM Module 2 /STM National material Didactic courses and exercises while training in the field, drill	2 days
Knowledge on International humanitarian law	All troops (basic knowledge), senior commanders	CPTM Module 2 National material	1 day

and human rights law			
Familiarisation on coordination with civilian components	senior commanders	Testimony from former Commanders Doctrine, FHQ Manual, UNIBAM,etc.	1 Day
Familiarisation with relevant DPKO DFS policies, guidelines and SOPs	Commanders and Staffs	UNIBAM, UNMUMS, ORA, POC policy & guidelines, Child protection policy, CRSV, Gender guidelines, Environment, SOP on evaluation	

Objective 3: VALUES, BEHAVIOUR AND CONDUCT

Goal	Training Audience	Training Material	Indicative duration
Knowledge on proper behaviour to represent the UN with dignity	All troops (basic knowledge), senior commanders	CPTM Module 3 National material Didactic courses and exercises while training in the field, drill	2 days (to constantly be tested while training on infantry or specialised skills)
Knowledge on "zero tolerance policy on sexual exploitation and abuse"	All troops (basic knowledge), senior commanders	CPTM Module 3 National material Didactic courses and exercises	2 days (to constantly be tested while training on infantry or specialised skills)
Full awareness on safety and security	All troops (basic knowledge), senior commanders	CPTM Module 3 National material Didactic courses and exercises while training in the field, drill	2 days (to constantly be tested while training on infantry or specialised skills)

Objective 4: EFFECTIVE MANDATE IMPLEMENTATION FOR INFANTRY-TYPE UNITS

Goal	Training Audience	Training Material	Indicative duration
Operationalisation	All troops (basic	CPTM	2 weeks (to

of CONOPS, SUR and Rules of engagement	knowledge), senior commanders	National material Didactic courses and exercises while training in the field, drill	be tested while training on infantry or specialised skills)
Operationalization of protection of civilians child protection and CRSV	All	Testimony of previous military Commanders POC guidelines	3 Days Knowledge to be tested in the final exercise
Coordination with police including public order management	All troops (basic knowledge), senior commanders	Joint exercise if feasible	2 Days

Objective 4a: EFFECTIVE MANDATE IMPLEMENTATION FOR NON-INFANTRY UNITS

This table proposes an adapted timing for non-infantry units. These units follow a specific programme partly overlapping with infantry-type units but mainly focused on their own training objectives.

TCCs can also refer to the existing UNMUM manuals (Special Forces, Aviation, FHQ support, Recce, Signal, Logistics, Military Police, Riverine, Engineer, Maritime, and Transport). Specific training materials are currently developed to better support TCCs.

Goal	Training Audience	Training Material	Indicative duration
Operationalisation of CONOPS, SUR and Rules of Engagement	Special Forces, Aviation, FHQ support, Recce, Signal, Logistics, Military Police, Riverine, Engineer, Maritime, and Transport	CPTM National material Didactic courses and exercises while training in the field, drill	1 week (to be tested while training on specialised skills)
Operationalisation of Protection of civilians, child protection, CRSV& human rights and International humanitarian laws	Special Forces, Aviation, FHQ support, Recce, Signal, Logistics, Military Police, Riverine, Engineer, Maritime, and Transport	CPTM National material Didactic courses and exercises while training in the field, drill	1 week (to be tested while training on specialised skills) – may overlap with topic below

Being operational through Role Specific Training in UN environment	All troops, senior commanders	Respective UNMUM STMs (under development) STM on environment (under development)	5 days (minimum)
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Objective 5: EXERCISES

This table proposes an adapted timing for all units, under the possible form of a field exercise. All requisite skills will be verified and refined, with focus on all specific topics for a UN peacekeeping mission. This objective will also help fortifying the necessary cohesion of the unit.

Goal	Training Audience	Training Material	Indicative duration (each topic can be integrated in a wider training session)
Scenario based Exercise including elements on Protection of civilians, child protection , CRSV, public order management (including crowd control), human rights& Gender, Public information & strategic communications	All troops (adapted depending on level of responsibility); senior commanders	CPTM National material Testimony from former peacekeepers STM on Child Protection STM on CRSV STM on Gender (under development) Strategic communication/public information policy for field missions (under development)	Exercise (verification of level of proficiency)
Safety/Security	All troops, commanders	CPTM National material Testimony from former peacekeepers, medical staff	3 Days including a special session for senior leaders Exercise to

			verify the level of proficiency
Weapons firing and driving in difficult conditions	All troops, senior commanders	National resources	3 weeks – combined with drills on infantry or specialised skill Exercise to verify the level of proficiency
Camp Protection	All troops, senior commanders	National resources	Throughout the training session
Code of Conduct/SEA prevention	All troops (basic knowledge), senior commanders	CPTM National material Testimony from former peacekeepers	Including a special session for senior leaders (including testimony from former commanders)

ANNEX C

Core Pre-deployment Training Material

CPTM Module 1: An Overview of United Nations Peacekeeping Operations

Lesson number	Topic	Indicative Duration
1	Introduction to United Nations Peacekeeping	1 day
2	Spectrum of Peace and Security Activities	
3	Principles of United Nations Peacekeeping	
4	Legal Framework for United Nations Peacekeeping	1 day
5	Establishment and Operationalization of Security Council Mandates	
6	How Peacekeeping Operations Function	1 day
7-8	Working As One in the Mission with mission partners	

CPTM Module 2: Mandated Tasks of United Nations Peacekeeping Operations

Lesson number	Topic	Indicative Duration
1	An Overview of the Mandated Tasks	1 day
2	Peacebuilding Activities	
3	Human Rights	1 day
4	Protection of Civilians	
5	Conflict Related Sexual Violence	
6	Women, Peace and Security	1 day
7	Child Protection	
8	What Peacekeeping Personnel Can Do	

CPTM Module 3: Individual Peacekeeping Personnel

Lesson number	Topic		Indicative Duration
1	UN Core Values and Competencies		1 day
2	Respect for Diversity		
3	Conduct and Discipline		1 day
4	Sexual Exploitation and Abuse		
5	Environment and Natural Resources		1 day
6	Safety and Security for UN Personnel		
7	Personal Security Awareness		
8	Road Safety		
9	Health		1 day
10	HIV/AIDS		
11	Stress Management		
12	Basic First Aid		