

**On the Road to Nairobi:
Partnerships in Training and Capacity Building in Peacekeeping and Peacebuilding
CCCPA, Cairo, Egypt
13-14 July 2016**

Excellencies, ladies and gentlemen,

It is a pleasure for me to be here at this workshop representing the Department of Peacekeeping Operations and Department of Field Support.

I would like to focus my remarks on the challenges that peacekeeping missions are facing and will continue to face in the foreseeable future. I will then talk about the responses - strategies and action plans being put in place, with a particular emphasis on training. In doing so, I will discuss the Secretary-General's response to the Report of the High-Level Independent Panel on United Nations Peace Operations, and highlight a few topics including: measures taken in response to the sexual exploitation and abuse cases in the Central African Republic; and the development of the UN Military Unit Manuals. Finally, I will outline our recent work in peacekeeping training interventions and discuss areas where we can work together.

Current trends and changing peacekeeping contexts

Today, many UN missions are facing increasingly complex political contexts and difficult operating environments. Only a decade ago, many peace operations were deployed following the end of hostilities and the signing of a comprehensive peace agreement. Today, a growing number of missions operate in remote and austere environments where no political agreement exists.

While peace enforcement by the United Nations will remain an exception, it seems unavoidable that peacekeeping operations will continue to be tasked by the Security Council to undertake complex operations in non-permissive environments, as was the case in Mali in 2013. Although we cannot and should not undertake counter-terrorism operations, our experience in Mali shows that we must learn to work safely and effectively in environments

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where extremist groups operate, and where the UN is directly targeted by those who seek to undermine stability and peace. Therefore, if we are to succeed in today's conflict environments, we must ensure that our peacekeepers possess the capabilities necessary to implement the mandates.

Almost two years ago, the Secretary General convened a High-level Independent Panel on Peace Operations to undertake a thorough review of United Nations peace operations today and the emerging needs of the future. Last year, he issued his own report, which outlined his priorities as shown on the screen.

If violence is increasingly organised on a bigger scale and becoming asymmetric, **what does it mean for peacekeeping operations and how do peacekeepers need to be prepared in order to succeed in their mission?**

Implications for peacekeeping training

Peacekeepers need to be both fully trained and fully prepared before deployment. They should be in a position to reduce performance gaps, increase effectiveness, respond to threats and reduce casualties. Simply put, **peacekeepers need to be safe themselves in order to protect the lives of others.**

To narrow the gaps and respond effectively and appropriately to the challenges that I just described, the High-Level Independent Panel on United Nations Peace Operations called for change and outlined four essential shifts that must be embraced in the future design and delivery of UN peace operations. Those are **'political solutions', 'flexible operations', 'partnerships' and 'better support for the field'**.

The Secretary General, in his response to the HIPPO recommendations, set out an action agenda to make United Nations peace operations fit for purpose. Most significant among these to us as peacekeepers are those that border on enhancing capabilities and performance.

To answer the call for change, we – as peacekeeping training community – must focus our efforts to train our peacekeepers by being one step ahead of the challenging developments as the new reality obligates us to perform to the expectations of millions who are suffering and

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need our protection. To deliver on our promises, peacekeepers need to **be quick to deploy, mobile in nature, responsive to threats and mission-ready.**

Strengthening professional skills in order to undertake peacekeeping tasks

The way we train peacekeepers and the way peacekeepers operate on the ground has to change.

Effective peacekeeping training must be built on a solid professional basis. Member States must ensure that their contingents meet professional standards prior to providing UN specialist training. Strengthening national military and police training will allow for **pre-deployment preparation that is shorter, more focused and mission-ready.**

Pre-deployment training must be **REALISTIC** - combined with scenario-based simulation exercises and skills training; (and) **RECENT** - just before the deployment to conform to standards and policy; to allow for speedy integration into missions; and to enhance interoperability. It must also be **RELEVANT** to ensure the appropriate skills are acquired; to meet the expectations in terms of standards of performance and conduct and discipline; and to match the operating environment of the host field mission.

Responses on SEA

I want to shift briefly to a matter of grave concern for all of us - the on-going allegations of sexual exploitation and abuse in the Central African Republic have deeply damaged the Organization's reputation and brought us collective shame. The United Nations is committed to act aggressively to confront the current scandals and prevent recurrences.

A number of measures have been taken.

First of all, **rigorous enforcement by uniformed and civilian mission leaders is demanded** as SEA-related misconduct is a serious offence. All Member States, in particular troop-contributing countries who have exclusive criminal jurisdiction over the members of their contingents, are called upon to immediately and vigorously investigate and prosecute all credible allegations of misconduct and crime, especially sexual violence involving rape and minors, as endorsed by the General Assembly in 2007. The Member States involved must then report back to the UN on the outcome of misconduct investigations and actions taken.

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Second, in addition to the training in military codes of conduct and respect for the rights of civilians in conflict situations that should already feature in every uniformed training in the world, the United Nations will continue to enforce its zero tolerance policy for sexual misconduct and mandatory preventative training for all peacekeepers – uniformed and civilian.

Third, Member States will be required to certify through Notes Verbales that their contingents have received pre-deployment training in conduct and discipline, including on SEA. The first set of Notes Verbales introducing this requirement was recently sent to all Member States deploying personnel in MINUSCA as the need for this type of certification was first outlined in the General Assembly Resolution 69/779, adopted this year and in the UNSCR 2272 where the Secretary General seeks to repatriate any particular military unit or formed police unit of a contingent when there is credible evidence of widespread and systemic sexual and exploitation and abuse by that unit.

From ITS, we have partnered with MINUSCA and its military and police trainers on the ground to deliver ToT courses on Human Rights, Child Protection, Conduct and Discipline, POC and SEA. The USGs of DPKO and DFS have directly overseen this intervention to make sure the **consciousness of SEA is heightened**. Peacekeepers are deployed to protect the most vulnerable populations in post-conflict societies characterized by a breakdown of norms with respect to human rights and dignity. Let us continue to uphold to the highest standards of conduct and confront, combat and prevent abuse together.

Secretary General's report

Distinguished guests, ladies and gentlemen,

The next decade will present many challenges. As the United Nations, together with its Member States, recommit to strengthening its peace operations, the Secretary General, in his report, set out a near-term agenda to make the United Nations peace operations fit for purpose. He highlighted on seven areas. Here, I would like to talk a bit more about the **'global and regional peace and security partnership'** that is needed to be established from the outset of a new operation – that is, well before any deployment to the field.

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Every peace operation is a form of partnership agreement. By virtue of the agreement, all partners involved have distinct roles and are expected to deliver their part of responsibilities. For us – the peacekeeping training community, General Assembly Resolution 49/37 (1994) laid out the responsibilities of Member States and the United Nations for training of peacekeeping personnel. The Integrated Training Service develops and provides Member States with training policies, guidelines and materials along with various training support services. Member States are responsible for “the training of personnel for peacekeeping operations”.

In order to fully implement the Resolution, the current ‘state of play’ needs to shift! The United Nations needs to strengthen its capacity to provide support to Member States. The Member States need to adequately prepare national contingents and individuals for deployment in accordance with UN standards.

The Report of the High-Level Panel also highlighted the ‘new basics’ required of peacekeepers as they operate in challenging environments. This includes night patrolling, convoy security measures, counter-IED and counter-ambush training, police and military interoperability training and joint exercises for formed police units and military contingents. DPKO, including ITS will be working with the troop and police contributors in updating the training on these new basics, and will be further exploring regional and global partnerships to advance the agenda.

While we all agree that all peacekeepers to be deployed must be **trained, equipped and commanded to deliver** on their responsibilities – which is what it takes at a bare minimum to wear the blue helmet - I also want to acknowledge that this goes both ways. The UN’s ability to convey timely information must improve to provide Member States with good situational awareness and a clear operational picture leading to mission-specific training and performance requirements.

In the Secretary-General’s response to the HIPPO report, he will make four recommendations which will strengthen the overall peacekeeping training architecture. He urges the establishment of a partnerships capacity in ITS, certification of delivery of PDT as part of the police and force generation process, strengthened mobile training teams to help Member States with pre-deployment training and the establishment of a training of trainers’ centre to

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provide support to Member States and field missions. In implementing his recommendations we will need to work together.

On-going partnerships

The Secretariat is committed to strengthen its capacity to engage with Member States more closely and support these and other global training partnerships. We aim to assist in the establishment of increased regional collaboration that is pragmatic, principled and mutually responsible. On the practical side, we propose the establishment of a small partnership capacity within the Integrated Training Service to act as a hub for the development and sustainment of training relationships between the UN and Member States and between Member States themselves. This capacity would help to match training capacity to training needs on a regional or global basis, either bilaterally, or through the creation of groups of friends of particular training issues such as protection of civilians.

Let me also highlight the on-going partnerships that are showing significant results. The UN-AU partnership has come a long way over the past decade or more and the Secretary-General recommends that it goes further. The cooperation of African troop and police contributing countries with ITS has always been strong. In 2014-15, training of trainers' courses on Protection of Civilians and Child Protection were organised for 14 African TCCs; the mobile training teams were sent to Nigeria, Ethiopia, Chad, Rwanda and Cameroon for capacity-building; and training recognitions were rewarded for Gambia for its "UN-Police Pre-Deployment Course" and "Individual Police Officers Course".

There are other relationships as well. The Economic Community of West African States (ECOWAS) has three centers of excellence. KAIPTC runs over 230 courses in diverse aspects of peace support operations such as POC in Armed Conflicts, Rule of Law, DDR Foundation and SSR Police. The War College in Nigeria and the Peacekeeping School in Mali have joined as centres of excellence to strengthen African peacekeeping capacities. Externally, the Africa Contingency Operations Training & Assistance (ACOTA) works to enhance the capabilities of its African partner countries, sustain sufficient quantities of professionally competent contingents and meet peacekeeping pre-deployment requirements with minimal non-African assistance. The US-AFRICOM ACCORD command post exercises are an on-going programme to enhance rapid deployment capabilities of African

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TCCs to support both AU and UN-mandated peace operations. We are also now developing training relations with the ASEAN countries.

Lastly, we have just begun a triangular partnership arrangement for engineering training and its UN coordinator, Mr Harry Sood, is here today. The Triangular Partnership concept is made up of the UN, donors/contributing member states and beneficiary countries. The Government of Japan has provided initial funding to resource the DFS project team, training and associated administrative costs, infrastructure development and procurement of heavy engineering plant equipment for both training and operations. For the interim, a six-week trial training programme was conducted in early-September 2015 in Kenya to prove the overall concept and also provide feedback for the design and development of the overall training. The aim is to provide an adequately trained engineering unit with the operational and maintenance skills for horizontal engineering tasks. We hope to apply this approach to other areas.

Certification, MTT and ToT Centre

The Secretary-General has approved the institution of a training certification system where Member States would certify the delivery of pre-deployment training in accordance with UN standards. This would help to ensure that all uniformed personnel are deployed to peacekeeping missions **only after** receiving training. Certifications are already provided by Member States, for example in the areas of medical clearance and now conduct and discipline, and these could be merged into one comprehensive document. The Integrated Training Service will provide targeted support to those Member States requesting assistance in strengthening their pre-deployment training systems by strengthening its capacity to provide Mobile Training Teams and in particular the capacity of the teams to deliver Training of Trainers courses for Member State training personnel. We have developed new standard operating procedures for the conduct of ToT courses which include standardized assessment templates for participants. This is to identify those who can participate in ITS-led mobile training teams. In order to ensure that mobile training team members have current training skills, participation in the training roster will be limited to two years for Member States' trainers.

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The Secretary-General has also mandated that DPKO/DFS set up a Training of Trainers Centre, at Entebbe, to support Member States preparations for peacekeeping and to provide training support to missions. The Centre will be able to conduct training in-situ and provide support to troop and police contributing countries (new and emerging) and missions by deploying instructors to conduct or oversee the delivery of training. The Centre will **not** however be involved in the conduct of basic military and police training, unless a mission-specific skill is required such as counter-improvised explosive devices, or unless requested by a Member State. As we move forward with this, we will seek your support to provide training staff, military and police, either at the centre or to join a mobile training team for a specific task. The first two courses will be the UN Staff Officers course in both English and French language planned for 3-14 October and 28 November -9 December 2016 respectively.

If the measures advocated by the High Level Panel and the Secretary-General are implemented, it would help all of us to advance the peacekeeping training agenda. The training of trainers' centre will enhance the capacity for training of trainers to ensure the consistency, efficiency and currency of training. The efficient delivery of training through partnerships helps match the limited training resources to priority needs. Lastly, training certification would ask Member States to confirm the delivery of pre-deployment training in accordance with UN standards as part of the force generation process, thereby enhancing mission operations, and allow the Secretariat to target its limited mobile training team resources to those Member States that needed support.

Developments in thematic training

I want to touch on one specific training area that has to do with the United Nations Military Unit Manuals.

Working with Member States, OMA has developed eleven UN Military Unit Manuals to enhance the performance of peacekeepers. So far, ten manuals have been completed, including special forces, logistics, signals, aviation, military police, force headquarters support, transport, engineer, maritime, riverine and reconnaissance. Work is continuing on the remaining manuals with the aim of finishing them by the end of the year. ITS is responsible for the development of the training materials for the manuals. We have begun this

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work. To ensure unity of approach and effort, the same team of technical experts that drafted the eleven manuals will be involved in the development of specialised training materials for each of the Manuals. We expect all training materials to be complete by December 2016.

Training Support Services

In closing, I would like to underscore the training support services that are currently available to Member States and Peacekeeping Training Institutions. It is important to take note of the current resources and aim to make full use of them. For contributors and national peacekeeping training institutions lacking capabilities and resources, ITS can put in place ‘triangular partnership’ arrangements between a troop or police contributing country, ITS and a third country providing specialist knowledge, training, equipment, and resources designed to fill the gap.

ITS is also able to send a Mobile Training Team on request by Member States to assist with specific aspects of peacekeeping training curriculum development and training design or to deliver a ToT. For 2016-17, we will double the number of Mobile Training Teams available to work with Member States. When ITS develops training materials, they are disseminated through Training of Trainers (ToT) for Member States. The effect of ToTs is multiplied if organised at a regional level and followed up with quality control measures. Successful adaptation and application of UN training materials and standards; and delivery by a training centre is verified through the Training Recognition Certification.

Here, I appeal to all troop and police contributing countries to **actively seek the training recognition certification** for their pre-deployment training. Our policy this year is to focus on major TCCs/PCCs and training institutions which offer courses that many TCCs/PCCs attend. Operational shortfalls due to lack of skills and preparedness have a negative impact on the security of our peacekeepers and effectiveness in the field. We need all of you to be active partners in peacekeeping training.

Conclusion

Ladies and gentlemen – again, it is my honour to be here today, to make sure that we unite our efforts. I briefly talked about the current trends and challenges we are collectively facing

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as peacekeepers. Strategies and responses are being put in place, including the new partnership strategies, training support services and developments in thematic training.

As the world changes around us, I am confident that we all can unite our strengths to meet the challenges ahead. As the Secretary-General recently stated “we have entered an era of partnership peacekeeping” and in this, the AU is our key partner. With this new conviction, we must - and we will - mobilize our comparative advantages into responsible and principled partnerships, including in peacekeeping training.

ITS is available to provide training support services and advice as well as pre-deployment and specialised training materials. You can contact us through your Permanent Missions or we can speak in the next few days. .

Thank you.