United Nations
Department of Peacekeeping Operations
Department of Field Support
Ref. 2009.24

Standard Operating Procedure

Training of Trainers

Approved by: Mr. Alain Le Roy, Under-Secretary-General, DPKO
Effective date: 1 October 2009
Contact: Chief, Integrated Training Service - Policy, Evaluation and Training Division, DPKO
Review date: 1 October 2011

DPKO/DFS STANDARD OPERATING PROCEDURE ON TRAINING OF TRAINERS

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A. PURPOSE

1.   This standard operating procedure (SOP) provides instructions for initiating, organizing and deploying Training of Trainers (ToT) support to Member States and associated peacekeeping training institutions (PKTI).

2.   The purpose of any TOT undertaken by the Integrated Training Service in the Division for Policy, Evaluation and Training (ITS/DPET) is (i) to ensure widespread and effective dissemination of new or updated UN Peacekeeping PDT standards, or (ii) to support new military or police contributing Member States to ensure that national PDT programmes are consistent with UN Peacekeeping PDT Standards. The aim is to support multiple Member States and/or PKTIs simultaneously in familiarizing themselves with UN Peacekeeping Pre-deployment Training Standards to allow for their effective integration into pre-deployment training programmes.
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B. SCOPE

3.   This SOP shall apply to the Integrated Training Service (ITS/DPET) and any other DPKO/DFS office organizing Training of Trainers activities in relation to the UN Peacekeeping Pre-deployment Training Standards for Member States and associated PKTI. In this regard, these procedures shall also inform the manner in which the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) interact with Member States and associated PKTI in the delivery of ToTs.

C. RATIONALE

4.   The context for the provision of Training of Trainers Activities for UN peacekeeping PDT courses is explained in the *DPKO/DFS Policy on Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations (2009).* Along with that policy, this SOP aims to respond to the need for clear policies and guidance on training identified by the UN Peacekeeping Training Strategy (May 2008) and the Strategic Peacekeeping Training Needs Assessment (October 2008).

5.   In providing support to Member States carrying out pre-deployment training, DPKO/DFS will seek to encourage the application of adult learning principles and problem-solving approaches. DPKO/DFS will also encourage Member States and associated PKTI to share training materials and knowledge in order to facilitate the identification and adoption of best practice in peacekeeping training.

D. PROCEDURES

6.   The Integrated Training Service within the Policy, Evaluation and Training Division (ITS/DPET) has the lead responsibility for identifying and/or responding to requests for ToT support, in consultation with the Office of Military Affairs (OMA) and Police Division (PD) and any other relevant DPKO/DFS offices.

7.   ITS/DPET may initiate a Training of Trainers activity when new or updated UN Peacekeeping Pre-deployment Training Standards are issued, or where groups of new or emerging military or police contributing countries have been identified as requiring additional support from DPKO. Alternatively, Member States, particularly new military or police contributing countries, may request ITS/DPET to organize a ToT. Any request for ToT support is strengthened if one Member State or associated PKTI is coordinating a request on behalf of a group of Member States or a group of associated PKTI. The identification and consideration of the ToT need shall follow set procedures and shall also include an assessment of the impact on UN peacekeeping operations and priorities. Member States or PKTIs may submit a request for ToT support in English or French using the format contained in the annex, and should do so at least three months prior to the anticipated date of the ToT.

8.   Once a ToT need has been identified, either by ITS/DPET or following a request from a Member State, ITS/DPET shall identify a partner institution that will host the ToT. ITS/DPET shall lead the planning and implementation of the ToT in collaboration with the partner institution. In order to initiate the planning process, ITS/DPET will provide the partner institution with the following information in writing:

   a) The name and contact details of a focal point within ITS/DPET;
   b) Advice on the inclusion of participants from peacekeeping training institutions in several Member States (ITS/DPET shall seek the assistance of Member States and associated PKTI to ensure that ToT participants are individuals that are delivering training in a peacekeeping PDT programme or course and have at least 12 months remaining in this role);
   c) An indication of when a ToT team might be provided; and,

d) A request for any additional information to assist in the selection of the most appropriate specialists. In particular, ITS/DPET shall assess if interpretation services are required to support the ToT support. Member States or associated PKTI shall be asked to submit any additional information electronically through email to ITS/DPET.

9.   The subsequent steps for the planning and implementation of the ToT process involves the following three steps:
       Step One: Planning the ToT
       Step Two: Design and facilitation of the ToT programme
       Step Three: Feedback and the ToT report

D.2 FULL DESCRIPTION OF THE THREE STEPS

Step One : Planning the ToT:

10.   After receiving the additional information requested from the Member States or associated PKTI, ITS/DPET will then develop the "Terms of Reference" (ToR) for the ToT team that will clearly define:
    a) The name of the partner institution and their precise need (for ToT activities that have been requested by a Member State or PKTI, the name and contact details of the focal point within the requesting organization shall also be specified);
    b) The name and contact details of the focal point within ITS/DPET;
    c) The specialist trainer skill sets required to address this need, as determined by ITS/DPET (the names and parent organization/unit of the specialists[1] will be listed if they can be confirmed at this stage otherwise the number of ToT team members will be provided);
    d) The planned dates of the ToT team deployment;
    e) The requirement for any preliminary or preparatory action or reporting;
    f) The requirement for final reporting; and,
    g) The administrative support arrangements including funding support.

11.   The Terms of Reference will be shared with the partner institution (and if applicable, the requesting organization). The approval of the ToRs within DPKO/DFS will facilitate the necessary administrative authority, particularly if required to arrange administrative support.

12.   The decision on funding arrangements shall be finalized during consultation between ITS/DPET and the partner institution (and, as appropriate, the requesting organization). Costs for any interpretation services shall be borne by the Member State or associated PKTI.

13.   Changes or modifications to the Terms of Reference after these are approved within DPKO can only occur following consultation and agreement among ITS/DPET, the partner institution, and where applicable the requesting organization.

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[1] The specialists will be identified and selected based on their expertise in the training specialty area needed to address the identified need, as well as their availability to participate. Wherever possible, specialist trainers will be drawn from within the UN system with the approval of their parent office. This may include DPKO/DFS personnel, Integrated Mission Training Centre (IMTC) or other mission personnel, staff of the UN Secretariat, agencies funds or programmes with relevant subject matter and/or training expertise. External specialists will only be considered in exceptional circumstances and with the consent of the Member State concerned.

14.   ITS/DPET shall be responsible for deploying the ToT team in accordance with the approved Terms of Reference and, in general, a team deployment will not exceed two weeks. The ToT team leader will communicate progress on a regular basis to the Chief of ITS/DPET.

Step Two: Design and facilitation of the ToT programme:

15.   ITS/DPET, in collaboration with the partner training institution will develop a programme for the ToT with the primary aim of familiarizing all participants with the relevant UN Peacekeeping Pre-deployment Training Standards. While ToT does not seek to promote or enforce any particular training methodology and will build upon the training methodologies being used, ITS/DPET will seek to encourage the application of adult learning principles, including utilizing syndicate–based or group work, such as case studies and brainstorming sessions, as well as the conduct of practical exercises.

16.   ToTs shall be designed in order to allow participants to learn from each other's experience, and make use of their respective insights and abilities. During the ToT sufficient time shall be allocated for individual and group practice. A large part of this training shall be devoted to actual training delivery to enable the participants to facilitate learning processes and to deal with group dynamics. ToT participants may be assigned specific peacekeeping training lessons to prepare before participating in the ToT activity and ITS/DPET shall ensure sufficient preparation time and notification is provided to participants. In addition, time shall be devoted to familiarizing participants with relevant learning activities and practical exercises contained in the Training Toolbox. Training evaluation shall be conducted during, at the end of and after completion of the ToT to obtain feedback on the efficacy of the ToT.

17.   In order to carry out the programme effectively, the ToT Team shall arrive at the venue 2-3 working days before the start of the ToT and establish the secretariat team (e.g. ToT team, partner institution trainers, administrative personnel etc.) at the venue for the ToT. The participants must arrive at the venue at least one day before the ToT.

Step Three: Feedback and the ToT report:

18.   During the ToT team deployment the team leader shall seek to convene regular briefings to the senior representatives of the participating peacekeeping trainers to provide an update on the ToT activities and any specific recommendations. At the conclusion of the ToT team deployment, the complete ToT team should conduct a comprehensive briefing to all participating trainers and present an outline of the final report and their intended recommendations. The intention of the briefing is to give participating trainers the opportunity to fully discuss all relevant issues with UN specialists before the ToT team activity concludes.

19.   A final report shall be written, consulted with the partner institution and any relevant DPKO/DFS offices, and approved by Chief ITS/DPET within four weeks of the conclusion of the ToT. The Chief ITS/DPET may determine the need to provide additional advice, information or recommendations to this report to ensure UN organizational or other cross-cutting issues are addressed, and this separate input shall be clearly indicated as such in the report. Once approved, the report shall immediately be issued to the partner institution and requesting organization. As appropriate, it may also be posted on the UN Peacekeeping Training Community of Practice. The final report shall include, as minimum, the following:

   a) The approved 'Terms of Reference';

b) A summary of the ToT team composition, if not already included in the Terms of Reference;

c) The ToT programme or agenda and a description of the actions conducted by the ToT team to address the identified need listed in the Terms of Reference;

d) The outcome of the ToT activity and any specific recommendations;

e) Other recommendations not directly related to ToT Terms of Reference but considered useful for enhancing PDT courses or programmes;

f) Identification of any PDT area that would be useful to share with other peacekeeping trainers as part of knowledge sharing and adoption of peacekeeping training best practice; and

g) Additional information collected during the visit to be included in the ITS database on UN peacekeeping training as appropriate.

E. TERMS AND DEFINITIONS

20. Pre-Deployment Training (PDT): Generic, specialized and, where appropriate, mission-specific peacekeeping training that is based on United Nations standards and takes place prior to deployment to a DPKO-led mission. This training is delivered by Member States to military and police personnel/units in their home country and by the Integrated Training Service (ITS) for civilian personnel.

21. UN Peacekeeping Pre-deployment Training (PDT) Standards: An authoritative document outlining the objective of training, target audience, course specifications, and supplementary training materials which fulfill the course specifications (specifically Core Pre-deployment Training Materials (CPTM) and relevant Specialized Training Materials (STMs)). UN Peacekeeping PDT Standards have the objective of preparing particular categories of personnel to effectively carry out their duties in a DPKO-led peacekeeping operation in accordance with UN policies and guidance.

22. Core Pre-Deployment Training Materials (CPTM): The range of training materials related to the UN peacekeeping topics and issues that constitutes the required core pre-deployment knowledge for all UN peacekeeping personnel (military, police and civilian). The CPTM replaced the UN DPKO Standardized Generic Training Modules (SGTM).

23. Specialized Training Materials (STM): Training materials related to a specific function or employment category in a DPKO-led peacekeeping operation that constitute the required specialized pre-deployment knowledge for that function or employment category. For example, training materials that are specific to uniformed individuals assigned as military or police 'experts on mission' to perform the functions of UN Police Advisers or UN Military Observers.

24. Peacekeeping Training Institution (PKTI): National, regional or international training centre or institution (such as a staff college) providing training to military and/or police personnel in preparation for service in a DPKO-led peacekeeping operation.

25. UN Military Expert on Mission: A serving military person engaged for UN peacekeeping service as a 'Military Expert on Mission' to undertake 'observe & report', 'liaison', or 'advisory' tasks in support of mission mandate implementation. These personnel may be categorized as UN Military Observers (UNMOs), UN Military Liaison Officers (MLOs) or UN Military Advisers (MILADs), but does not include Military Staff Officers.

F. REFERENCES

26. Normative or superior references
- UN General Assembly Resolution 49/37, dated 9 February 1995
- DPKO/DFS Policy on Military and Police Pre-Deployment Training for Peacekeeping Operations (2009)
- UN Peacekeeping Training Strategy, May 2008
- DPKO/DFS Strategic Training Needs Assessment Report, October 2008

27. Related procedures or guidelines
- DPKO/DFS SOP on Training Recognition (2009)
- DPKO/DFS SOP on Mobile Training Support Teams (2009)

28. Other
- DPKO/DFS Peacekeeping resource website: http://peacekeepingresourcehub.unlb.org

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G. MONITORING AND COMPLIANCE

29.   The Chief of the Integrated Training Service is responsible for monitoring the implementation and adherence to this SOP. .

H. CONTACT

30.   Chief of the Integrated Training Service, Policy, Evaluation and Training Division: telephone (+1) 212 963 1986, fax (+1) 917 367 8268, email address: peacekeeping-training@un.org
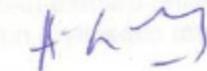

I. HISTORY

31.   This is a new SOP. No amendments have been made.

SIGNED:

Mr. Alain Le Roy
Under-Secretary-General
DPKO

DATE: 28/09/09

Annex to DPKO/DFS SOP: Training of Trainers

FORMAT: REQUEST FOR TRAINING OF TRAINERS SUPPORT

1. Provide details of partner institution that intends to host the ToT:

Please include the following:
    a.   Full official title of the organization hosting the training of trainers' activity
    b.   Postal and residential addresses
    c.   Organizations' official website (if established)

    (If the ToT is pursuant to a request from a Member State or associated PKTI please also provide the title of the requesting organization, name of the person who presented the request, and date of the request).

2. Provide details of the contact person within the partner institution:

Please include the following:
    a.   Official title/appointment and full name
    b.   Telephone number – please include international dialing code
    c.   Fax number – please include international dialing code
    d.   Email address

3. Provide a description of the particular Pre-deployment Training (PDT) programme or course requiring ToT support:

    a.   Please provide full description of the PDT programme or course that ToT is needed to support.
    b.   Please provide physical location at which the programme or course is conducted.
    c.   Please provide a description of the target audience (by nationality and category , e.g. military experts on mission, staff officers, individual police officers etc.).
    d.   What is the planned maximum number of students or participants per course?
    e.   What is the course duration (the number of actual class/session days) ?
    f.   What language is used to deliver training on the course?

4. Provide a list of the participating trainers and regions:

Please answer the following:
    a.   Will the partner institution be able to include peacekeeping trainers (participants) from other Member States? (If yes, what is the maximum capacity – number - for foreign participants?)
    b.   Who, from the host organization, will participate in the proposed training of trainers' activity (Please list their titles, names and their current role in the peacekeeping training institution) ?
    c.   What is the preferred duration of the training of trainers' activity?
    d.   What language should be used in delivery of the training of trainers' activity?

5. Preferred dates for a training of trainers' activity (Please note: This request must be submitted at least three months before the preferred date to allow time for consideration, establishing the team of specialists and arranging travel)**:**

Please list the preferred dates, if any, including alternate dates that a training of trainers' activity can be conducted at the host organization. Please include an explanation for

preferring these dates (for example, the preferred and alternate dates may be when maximum number of participating trainers are available).

6.   Explanation of the impact of the PDT course on UN peacekeeping operations:

Please provide your assessment of how this training of trainers' activity would positively impact UN peacekeeping operations. This explanation would be strengthened by an ability to include trainers from several peacekeeping training institutions. An indication of, or statistical report on, the number and category of 'students' or 'trainees' that the participating trainers will be able to influence following their attendance on this training of trainers' activity would provide a useful guide for consideration of this request within DPKO.

7.   Description of previous training of trainers' support from DPKO:

Please answer the following:

   a.   Has the partner institution been previously assisted by a visit from a DPKO training of trainers' team? If the answer is 'no', please do not answer the next question.
   b.   Please provide the date(s) of previous DPKO training of trainers' team visit(s).