Light Coordination Mechanism Meeting
19 November 2019

LCM Introduction
Aims, roles and activities

Mr. Mark Pedersen – Chief, Integrated Training Service (ITS)

Mr. Herbert Loret – Program Manager, Light Coordination Mechanism
Light Coordination Mechanism

19 - 20 Nov 2019
“Capacity building is the process by which individuals and institutions obtain, strengthen, and retain the skills, knowledge, tools, equipment, and other resources needed to accomplish their mandate in a professional manner and to achieve a greater level of performance.

Capacity building covers activities related to deployment ranging from, inter alia, planning, force generation, preparation and training, deployment, support, sustainment, rotation and lessons-learned”.

UN United Nations Peacekeeping
Challenges to effective capacity building

• Multiple actors, including the UN, providing the same or similar support to the same T/PCC.
• Member States not having access to current guidance or having full understanding of UN procedures.
• Focusing on preparing the “next contingent”, rather than building a sustainable system.
• Women not prepared for operational tasks.
• Potential capacity builders not having advice on where/how to provide support.
Building Peacekeeping Capacity

- Lessons learned
- Medical
- Gender
- Human rights
- Conduct and discipline/welfare
- Environment
- Training

T/PCC capacity to deploy
Objectives

• Identify and communicate needs – UN and Member States.
• Identify and share best practices – capacity provision and receipt, enhancing female participation.
• Build new partnerships, identifying opportunities – bilateral and trilateral.
• Identify capacity builders who can help build sustainable national systems – moving beyond pre-deployment training.
• Outline new UN guidance and standards needed for operational effectiveness.

• Overall: Adapting capacity building to the needs in a coherent and sustainable manner.
THE LIGHT COORDINATION MECHANISM

Building Capacity for Effective United Nations Peacekeeping
“At its best, UN Peacekeeping is a remarkable enterprise of multilateralism and international solidarity”

Secretary-General
Antonio Guterres
The Changing Context of Peacekeeping

Why is the LCM a priority?

- **Changing Environment**
  - The environments into which our uniformed men and women are deploying are becoming increasingly dangerous

- **Building Capacities**
  - Strengthening peacekeeping operations overall requires a comprehensive approach

- **Global Coordination**
  - The UN is in a unique position to help coordinate capacity-building efforts globally
Capacity Building is understood as the following:

“Capacity building is the process by which individuals and institutions obtain, strengthen, and retain the skills, knowledge, tools, equipment, and other resources needed to accomplish their mandate in a professional manner and to achieve a greater level of performance. Capacity-building covers activities related to deployment ranging from, inter alia, planning, force generation, preparation and training, deployment, support, sustainment, rotation and lessons-learned”
The Development of the LCM (ITS, OMA, SFGC)
2017 – Now

1. Proposed by the Secretary General in 2017
2. Established following support from the Security Council in 2017
3. Incorporated into the Action for Peacekeeping Initiative in 2018
4. Additional resources allocated in 2019
The Role of the LCM
How the LCM receives, coordinates and circulates capacity-building support

<table>
<thead>
<tr>
<th>Sources</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Mission Feedback</td>
<td>• Identifies Needs and Gaps</td>
</tr>
<tr>
<td>• Capacity-Building Recipients</td>
<td>• Circulates Requests</td>
</tr>
<tr>
<td>• Capacity-Building Providers</td>
<td>• Circulates Offers</td>
</tr>
</tbody>
</table>

✓ Engages Providers
✓ Supports Partnerships
✓ Provides Advice
✓ Shares Lessons Learned
✓ Identifies Appropriate Recipients
Ongoing
Further collaboration and coordination

Partner Identification

• Enhancing international collaboration and coordination

• Sharing Activities and Current Partners

• Ensuring consistency with UN standards and guidance

Coordination System

• Consolidating training activities and bilateral support efforts

• Deconflicting existing and future plans

• Supporting military & police generation and operational readiness

• Making T/PCC capacity-building support as efficient as possible
Q&A
What are the key operational challenges faced by T/PCCs in their missions, and what do T/PCCs need from the UN and capacity-builders?

Panel

Colonel Emmanuel Gbagbo – Côte d’Ivoire
Lieutenant Colonel James Clayden – The Netherlands
Lieutenant Colonel Muhammad Umer Khan NIAZI - Pakistan

Chaired by Mr. Herbert Loret - Program Manager, Light Coordination Mechanism
Capacity Building support: Offer vs Interest
Preliminary results from the LCM October 2019 Survey

1. Multiple responses from same country are combined into one for purposes of analysis.
Light Coordination Mechanism Meeting
Entebbe, Uganda
19-20 November 2019

Presentation: Colonel Emmanuel GBAGBO from Côte d’Ivoire
Session 2

I- What are the key operational challenges faced by Troop/Police Contributing Countries?

II- What do Troop/Police Contributing Countries need from the UN and Capacity-builders?
I- What are the key operational challenges faced by Troop/Police Contributing Countries?

➢ The obstacle of the language;

Indeed, while French remains one of the six official languages of the United Nations, information necessary for the appropriation of peacekeeping procedures is rarely available in French, even when the peacekeepers come from French countries or deployed in francophone area.

➢ The problem of equipment is one of the major issues in the perspective of improving the contributions to UN mission;
I- What are the key operational challenges faced by Troop/Police Contributing Countries?

➢ The delays in the constitution of the forces;

➢ The low level of preparation of certain units to be deployed (disparate equipment, unequal levels of formation, etc.);

➢ While the situation on the ground becomes worrisome, the deployment sometimes takes one to two years, after a Security Council clearance.
II- What do Troop/ Police Contributing Countries need from the UN and Capacity-builders?

- To be constantly informed on new capacities building and provisions regarding new threats;

- To improve its peacekeeping training policies, and provide timely training material that is modern and adapted to the needs of the United Nations;
II- What do Troop/Police Contributing Countries need from the UN and Capacity-builders?

➢ To pay attention to the real needs of TCC, especially in countries who need support;

➢ Comprehensive and effective training and capacity building should be organized to continue to improve the performance of peacekeepers;

➢ Peace operations special advisor.
QUESTIONS ?
NLD CONTRIBUTION MINUSMA
LESSONS IDENTIFIED

Presentation by Lt Col Clayden (annexed)

19 November 2019
Training and capacity-building needs
View from the Field and from UNHQ

Panel

Colonel Benedict Kioko Mwololo – DCOS (PET), MINUSCA
Colonel Shi Zheng Yong – Chief Readiness, MINUSMA
Captain (Navy) Ali Ajmi – DCOS (PET), MONUSCO
Colonel Taylor De Carvalho Neto – DCOS (PET), UNMISS
Deputy Police Advisor Shaowen Yang – UN Police Division
Dr. Jillann Farmer – Director, Division of Healthcare Management and Occupational Safety and Health

Chaired by Mr. Oliver Ulich - Senior Officer, Policy and Best Practices Service, DPET
SESSION 3

Training and capacity-building needs: view from the Field and from UNHQ

19 November 2019
### Key facts and figures on FC Evaluations

Among the 391\(^1\) evaluations received to date (indicative comparison: vs. 237 MOU units\(^2\))

#### Evaluations by type

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of evaluations(^3,4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infantry Battalion</td>
<td>125</td>
</tr>
<tr>
<td>Aviation Unit</td>
<td>25</td>
</tr>
<tr>
<td>Hospital - Level 2</td>
<td>22</td>
</tr>
<tr>
<td>Engineering Construction Coy.</td>
<td>20</td>
</tr>
<tr>
<td>Medical Unit</td>
<td>10</td>
</tr>
<tr>
<td>HQ Support Coy.</td>
<td>10</td>
</tr>
<tr>
<td>Maritime Task Force Unit</td>
<td>9</td>
</tr>
<tr>
<td>Engineering Unit</td>
<td>9</td>
</tr>
</tbody>
</table>

#### Categories receiving ratings under satisfactory (\(< 3\))

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of evaluations(^3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>34</td>
</tr>
<tr>
<td>Mandate</td>
<td>21</td>
</tr>
<tr>
<td>Command</td>
<td>7</td>
</tr>
<tr>
<td>Training</td>
<td>32</td>
</tr>
<tr>
<td>POC</td>
<td>9</td>
</tr>
<tr>
<td>Sustainability</td>
<td>22</td>
</tr>
<tr>
<td>Health</td>
<td>7</td>
</tr>
</tbody>
</table>

#### Breakdown of the training ratings

<table>
<thead>
<tr>
<th>Rating Range</th>
<th>Number of evaluations(^3)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 2.00</td>
<td>4.00</td>
<td>24%</td>
</tr>
<tr>
<td>2.00 - 2.49</td>
<td>34</td>
<td>31%</td>
</tr>
<tr>
<td>2.50 - 2.99</td>
<td>26</td>
<td>9%</td>
</tr>
<tr>
<td>3.00 - 3.49</td>
<td>102</td>
<td>35%</td>
</tr>
<tr>
<td>3.50 - 3.99</td>
<td>91</td>
<td>31%</td>
</tr>
<tr>
<td>4.00</td>
<td>70</td>
<td>24%</td>
</tr>
<tr>
<td>&lt; 2.00</td>
<td>1</td>
<td>0%</td>
</tr>
</tbody>
</table>

---

1. Count is 345 evaluations excluding evaluations for units where a more recent evaluation has been submitted with same TCC, unit type & rotation #.  
2. Unit count is # of MOU units reported in COE Global Report Q2 2019, excl. FPUs. Note that evaluation count cannot be directly compared to number of MOU units as some evaluations cover sub-parts of MOU units, some evaluated MOU units have since been repatriated, and some MOU units have not yet been evaluated.  
3. Counts exclude evaluations for units where a more recent evaluation has been submitted with same TCC, unit type & rotation #.  
4. Unit type as described in evaluation. Note: TCC rank calculated based on Troops + Staff Officers only, as at Sept. 2019.  
Source: FC Evaluation (EFM Tool) data as at 08-Nov-2019, Monthly Strength Report (FGS).
Breakdown of Force Commander evaluations by training rating

Training rating calculated as average of 4 specific questions…
• Military specific (technical) training
• UN pre-deployment training
• Knowledge of UN Conduct & Discipline rules (incl. SEA)
• Force protection measures within AoR

… each evaluated on a 1-to-4 scale
• 1 Unsatisfactory
• 2 Needs Improvement
• 3 Satisfactory
• 4 Excellent

Note: Excludes evaluations for units where a more recent evaluation has been submitted with same TCC, unit type, rotation number. Numbers may not add to 100% due to rounding.
Source: FC Evaluation (EFM Tool) data as at 04-Jun-2019
Training and Capacity-Building Needs: a View from MINUSCA

By

Col Benedict K Mwololo
CMPO
MINUSCA
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Mission Multidimensionnelle Intégrée des Nations Unies pour la Stabilisation en République Centrafricaine

MINUSCA

MINUSCA TRAINING SET-UP

Chief U7
Training-FHQ

SO
Training

SO
Evaluation

SO
Personnel

SO
Best Practice

SHQs

Sector West
Chief G 7
SO Training

Sector Center
Chief G7
SO Training

Sector East
Chief G-7
SO Training

JTFB
Chief G 7
SO Training

Battalion/Unit Training Officers (S3/7s)
MINUSCA’s training focus is shaped by various directives from higher HQs including DPKO. They take into account the Action for Peacekeeping (A4P) Initiative:

- Enhancement of simulation exercises at all levels to strengthen the capacity of Units to respond to crisis situations including POC through the conduct of CPX, TTX, CASEVAC.

- Coordinated activities with UN Police and Civilian components (through joint training exercises) to improve the safety and security of UN Peacekeepers.
• Provision of "top-up" training for deployed uniformed personnel in specific areas to strengthen their performance.

• Implementing the Women, Peace and Security (WPS) Agenda.

• CIMIC Capabilities including the development of Quick Impact Projects (QIP).

• Mission Mandate and Rules of Engagement.

• Environmental Management Training.
Training Challenges in the Mission

MINUSCA

- Language barrier, Francophone vs Anglophone
- Balance between Training and Operations.
- Different standards/doctrines making joint training a daunting task.
- Logistical Challenges, e.g. lack of ammo.
- Limited Budget for training activities especially with the Contingents.
- Lack of standard Live Firing Practice facilities, this is attributed to lack of proper land acquired for the facility.
- Insufficiency of flight hours for airborne TRG-(Apart from night and navigation TRG hours)
• Development of a comprehensive Annual Training Plan to allow better planning and training delivery at all levels—done already.

• Development of Mission Specific 5 Worst Case Scenarios and COA Exercises on POC.

• Joint training done at Sector level by all units and the conduct of CPX e.g. one done at FHQ in August 2019.

• Dialogue with local authorities to acquire land to establish more Live Firing Ranges to ease the burden of some units (Battalions) travelling long distances to conduct a Live Firing Exercise.
• First in-Mission Comprehensive POC ToT to build the internal capacity of trainers to implement POC interventions 111-15 Nov 19.
• Quarterly Training Assessment Visits to the Sectors under FCs directive to assess training delivery and implementation of training directives at the Contingents.
• Integrated Language Learning Center for French, English and Sango to mitigate language barrier - done in coord with IMTC.
• Robust reporting on training activities;(Attendance sheets, monthly training reports etc)- Crucial in monitoring training progress.
• Sustenance of written and oral tests for SOs/MILOBs after induction training.
THANK YOU!
PURPOSE: Share relevant information in regard of the current training situation, challenges, address the Lessons learned and proposals.
1/ Introduction

2/ MINUSMA Mission specific Training and capacity Building
   2.1 CIED Training
   2.2 MTT Training

3/ Challenges and Recommendations/ Proposals
   3.1 CIED Training
   3.2 MTT Training
1/ Introduction

2/ MINUSMA Mission specific Training and capacity Building
   2.1 CIED Training
   2.2 MTT Training

3/ Challenges and Recommendations/ Proposals
   3.1 CIED Training
   3.2 MTT Training
   3.3 Recurrent Training
Pre-Deployment Training:
- Contingents (CPTM, Common Core Military Skills)
- MSOs and MILOBs (CPTM, mandatory Courses)

In-Mission Training:
- MSOs and MILOBs
  - 2 days Induction Training
  - Generic Test
- Contingents
  - 3 days ToT Awareness Generation Training

Continuous Training (UNMAS Training Activities):
- C-IED (3 days)
- Search and Detect (3 weeks)
- VMR 3
- CCC (3 days)
- IFAK and PBI Training

Re-Current Training:
- Immediate Action Drills 50 % - 12.5%
- First Aid 25% - 6.25%
- Weapon Training 100% - 25%
- Mandate and ROE 100% - 25%
- Conduct and Discipline 25% - 6.25%
- Camp Alarm Schemes 50 % - 12.5%

Live Firing Training:
- All units are to conduct regular practical shooting exercise BI-MONTHLY

MTT training
- German IMTT for SHQ CPX
- French/Belgium/Swedish MTTs for contingents
1/ Introduction

2/ MINUSMA Mission specific Training and capacity Building
   2.1 CIED Training
   2.2 MTT Training

3/ Challenges and Recommendations/ Proposals
   3.1 Recurrent training
   3.2 CIED Training
   3.3 MTT Training
Comprehensive IED M training and mentoring for MINUSMA

Improve coordination and coherence between civil, military and police, MDSF and international partners + G5S.

UNMAS support to Minusma project strategy: Organizational, Equipping, Training and Mentoring response

- **Training is planned with U7 branch, mentoring is planned with U35 and U3 branch.**

**Challenges:**

**Tactical:** mentoring is new and weak and need to be consolidated by coordination at the sector level, with INF BAT and UNMAS representatives for SHQs level operations. // Benefits!

**Operative/Strategic:** coherence! And funds!

**UNMAS support to Minusma Risk:** MINUSMA is consolidated, but more UNPOL, civilian to be engaged in the Center région.
MTT activities 2018 -2019

French MTT (French element in Dakar) – SN, Kidal
- 1. 16 – 22. Nov 2018 (9 PAX)
- 3. TBD
  - PDT - Bilateral agreement between EFS MTT and Guinea Infantry battalion
  - Trg: tactical staff reflection method, drafting operation order, etc.
  - Difficulties: AAR

Belgium MTT – SE, Gao
- 1. 10 Mar – 19 Apr 2019 (11 PAX), Status MSO’s
- 2. Training audience
  - EGY CCB, LKACCC, BANBATT, CHFP
  - Trg: CASEVAC/MEDEVAC, 9 liner, BFAC, 4 liner, CIED, HELI training, etc.
  - Difficulties: initial decline of trg due to miscommunication

Sweden MTT – SW, Timbuktu
- 1. 25 Feb – 29 Mar 2019
- 2. TBD
  - Trg: First aid and medical trg, base defense, etc.
  - LIB COY, CIV COY, EGY SF, BFA BATT 1-7, MSO’s
  - Difficulties: Lack of reports, poor cooperation with U7 FHQ, AAR
1/ Introduction

2/ MINUSMA Mission specific Training and capacity Building
   2.1 CIED Training
   2.2 MTT Training

3/ Challenges and Recommendations/ Proposals
   3.1 CIED Training
   3.2 MTT Training
   3.3 Recurrent training
Training Challenges

• 3.1 CIED Training
  • 1) lack of equipment
  • 2) lack of predeployment training

• 3.2 MTT Training
  • 1) status of MTT members
  • 2) constraints of field security
  • 3) training content/timing

• 3.3 Recurrent training
  • survey results
# TRAINING CHALLENGES

**STATISTICS OF WEAK AREAS BASED ON 32 FORCE EVALUATION REPORTS**

<table>
<thead>
<tr>
<th>Serial N.</th>
<th>Items evaluated as shortage or lack</th>
<th>Number of mil units</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Live shooting</td>
<td>23</td>
</tr>
<tr>
<td>2</td>
<td>Intelligence collection/plan &amp; ability/awareness</td>
<td>23</td>
</tr>
<tr>
<td>3</td>
<td>CASEVAC/MEDEVAC</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Language proficiency</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>CIMICS</td>
<td>8</td>
</tr>
<tr>
<td>6</td>
<td>Recurrent training</td>
<td>7</td>
</tr>
<tr>
<td>7</td>
<td>First Aid</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>Fire fighting</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Conduct/discipline</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>VIP protection</td>
<td>1</td>
</tr>
</tbody>
</table>
TRAINING CONCERNS

- No precise SOP for training and evaluation.
- Lack of interest for some units to carry out training at the sectors.
- Lack of training reports from contingents.
- Inadequate pre-deployment training by contingents.
- Language barriers
- Lack of training ammunitions by some contingents.
- Operational commitments.
- No firing range in Sector West/Center.
- Difficulty in coordinating with civilian lecturers (and No IMTC in SC).
- Unpredictable security situation
- Lack of training venue and qualified trainers in SC (New Sector)
Recommendations

• Design a more specific evaluation SOP, including corrective measures, reports of training records, AARs
• Remind TCC to give more emphasis on training (PDT & in-mission trg)
• Provision of training ammunitions by some TCCs.
• More training budget allocated to training unit to conduct enough training quality control and performance evaluation
• Larger training unit should be set in Mission like MINUSMA (so as to give training guidance and even qualified training, good performance evaluation )
THANK YOU
MONUSCO

TRAINING AND CAPACITY BUILDING NEEDS

(19 Nov 2019)
SCOPE

ORG & CHARTER

TRAINING CONCEPTS

TYPES OF TRAINING

ACHIEVEMENTS

CHALLENGES AND MITIGATION
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)

ORGANOGRAM

FTO

COL UMAR

Trg WO

WO PETER

Trg Off

Dy FTO / Trg Off

Trg Off

Trg Off

Trg Off

MOBILE TRAINING TEAM (MTT) - 13

MAJ ABHISHEK

MAJ PABLO

MAJ ROBERT

LT COL TAREQ

LT COL TAIMUR

Restricted
CORE ELEMENTS OF CONCEPT OF TRAINING

- Refresh and Standardize Mission Requirement
- Centralized Control and Decentralized Execution
- Greater emphasis on practical classes
- Responsive, progressive and up-to-date training
- Maximum On-Job Training
- Capsule Training System
- Flexible but well defined
TYPES OF TRAINING

- Pre-Deployment Trg
- In-Mission Trg
  - Induction Trg
  - Continuation Trg
Continuation Training

**MSOs/ MILOBs**
- At HQs / Team Sites
- Practical/ Lectures/ Courses
- CPX/ TTX

**TCC**
- Sectors responsible
- On the field and Practical
- Training on specialized subjects
- CTC Refresher after 6 months

Induction Training

**MSOs/ MILOBs**
- By MTC at FHQ
- 7-8 Days
- Evaluation

**TCC**
- Mandatory CTC
- “Train of Trainers” concept
- 3 Days
MTC, in close coordination with IMTC, trained Medical Personnel from all sectors on EBOLA Awareness basing in the concept of Training of the Trainers (TOT)
ACHIEVEMENTS

- Enhanced cooption of Military & Civil Sections in Contingent Training Capsules & Refresher Training Classes
- Conduct of CPX
- Tactical Air Landing Kit (TALKIT) Training
- Inclusion of Audio-Visual Training Materials for SEA Awareness & Conduct and Discipline related Issues
- Civilians Military Orientation Course
- Inclusion of Jungle Warfare Mobile Training Team (JWMTT) from BRAZIL
- Updation & Modification of SOP 530 “Training”

✓ Shooting/ Firing by Contingents on Quarterly Basis.
✓ Revision of IC curriculum of MSOs & MILOBs and CTCs.
✓ Inclusion of Training of Civilian Staff.
Improvement in Following Aspects:

- React to contact in Jungle
- IED
- Navigation / tactical movement in the Jungle
- Close Air Support
- Offensive Operations in the Jungle
- Casualty Evacuation in the Jungle

So far, training conducted for RSABATT, TANZBATT, GUASFOR, MALBATT, TANZSF and FARDC
CHALLENGES AND MITIGATION MEASURES

- Vast deployment area - move of military and civilian instructors to the training place at times difficult to manage.
  - Sector training officers were asked to maintain the instructor list (both civilian and military) and ensure their presence during CTCs

- Problem of trainers and drivers for newly arrived contingents
  - Planning the rotation in a way that key personnel (drivers, trainers and key appointment holders) arrive in the mission area in the first flight for smooth handing-taking over

- Lack of Training Facilities i.e. Firing Ranges, Mock up villages/ designated training areas
  - FARDC firing ranges are being used to mitigate the shortage of MONUSCO firing range

- Paucity of specialized training teams
  - More teams of JWMTT may introduced to train the sector troops
THANK YOU
Training and capacity-building needs: view from UNMISS
Training and capacity-building needs

Staff Officers

- English language
- Proficient in the use of computers
- Military Planning Process (MPP)
- Specific knowledge according to the vacancy
e.g. U2 and JOC – intelligence analyst
- First aid and CPR
Training and capacity-building needs

UNMOs

- English language → radio communication
- Proficient in the use of computers → use of GPS
- Driving skills
- The capacity to interact with people + get information
- Use of language assistant (LA)
- Negotiation techniques
- First aid and CPR
Training and capacity-building needs

UNITS

- English language → CO and deputy
- Prompt response capacity
- CASEVAC training
- Act as a protection force (humanitarian convoys)
- Force abandonment of COE (Contingent Owned Equipment)
- First aid and CPR
Training and capacity-building needs

- English language
- Proficient in the use of computers
- Training and building the capacity of Community and national policing.
- Policing and security of POC sites (Protection of Civilians)*
- First aid and CPR

* Technical Assistant and Advise
Questions, Discussion, Guidance
SESSION 3

• TRAINING AND CAPACITY-BUILDING NEEDS
Police Training Needs
FPU & IPO

• Mobile Training Teams (MTTs) to enhance deployed FPUs/IPOs

• Mobile Assistance Training Teams (MATs) to enhance national PK Training Centers (IPOs/FPUs)

• Capacity building support to enhance Local Security Sector (personnel/funds)
Major amendments

- Increased focus on gender and female representation
- Member State preparations and training
- Mission specific skills (SGF) and nominations
- Minimum and maximum number of candidates
- Enhanced interviews techniques
- Enhanced knowledge of guiding documents
- Specialized Police Teams
- Civilian Policing Experts
Increased focus on Gender

“To meet the targets of the PD gender action plan, an AMS should not be approved when a MS nominates fewer than 25 percent female candidates of the total number of candidates nominated for the AMS unless exceptionally authorised by the Chief, SRS. The MS must justify why the percentage is not met and what efforts are made to meet the minimum of 25 percent female candidates in a future AMS.”

“MS should facilitate the participation of female candidates in an AMS through dedicated training and other incentives. MS should nominate a minimum of twenty-five (25) percent female candidates for each AMS to meet the targets of the PD gender action plan. Upon request, SRS may assist MS in organizing all-female pre-AMS trainings. The SRS will prioritize pre-AMS trainings in MS that nominate the required twenty-five (25) percent of female candidates.”
Member State preparations and training

“Prior to an AMS, a MS should screen and pre-select candidates to ensure they meet the skills required by ongoing or upcoming peace operations. Candidates who have not been pre-selected will not be admitted to the SAAT.”

“MS should also conduct pre-AMS trainings to prepare the candidates for the AMS. Such trainings should focus on this SOP and include mock tests.”
Member States obligations prior to AMS

- Nominated in accordance with Mission skill sets requirements
- Vetted and completed online training
- Demonstrated knowledge of the SGF
- Demonstrated ability to complete the assessments
FPU Training principles

• All FPU staff must attend pre-deployment training based on the UN Peacekeeping Pre-deployment Training Standards for Formed Police Units approved by the Police Adviser/DPO and Chief of the Integrated Training Service/DPET, in accordance with the Policy on Support to Military and Police Pre-deployment Training.

• New or updated Pre-deployment Training Standards are communicated to Member States and the C-34, and posted on the Peacekeeping Resource Hub so that they are accessible to peacekeeping training institutions in a timely manner.

http://research.un.org/FPUPackage/
Formed Police Units must be trained to a standard to be competent in:

- Police techniques and tactics for peacekeeping operations
- Public Order Management
- Weapons handling and shooting.
- Command Staff Training
- STM / CPTM

Whilst PDT training remains the responsibility of the PCC, the United Nations provides guidance on pre-deployment training of the FPUs.
Module 1  
Command Staff Training  
10 days

Module 2  
CPTM/STM IPO Training  
5 days

Module 3  
Protection Issues  
3 days

Module 4  
Firearms Training  
7 days

Module 5  
Tactics and Techniques  
9 days

Module 6  
Public Order Management  
16 days

---

8 weeks/40 days
Pre-deployment assessment

• Prior the deployment/rotation of any FPU personnel, the operational capabilities of the unit are tested by a UN-FPAT team to ensure proficiency of the individuals and the Unit’s functions such as: language capabilities, driving skills, proper handling of firearms and shooting, tactical police capabilities (POM / PTT for PKOs.) (FPAT/AOC SOP Ref; 2017.9)
TRAINING AND CAPACITY BUILDING NEEDS – HEALTHCARE

Dr Jillann Farmer
Director, Division of Healthcare Management and OSH
Entebbe
Tuesday 19 November 2019
Key Recommendations

High-level Independent Panel on Peacekeeping Operations 2015:
A medical performance framework is required, including the introduction of standards for the quality of care provided and practitioner, hospital and medical evacuation capabilities.

General Santos Cruz Report 2017:
Support the attainment of medical umbrella for all high-risk missions and reform of the medical/health system from the point of the incident to Level 3 care.

A4P
• Active measures to decrease fatalities through improving medical support
Current Peacekeeping Missions: 13
Contributing TCC/PCC: 120
Uniformed personnel: Military and Police: over 100000
Civilians: 14000
Volunteers: 1200
250 Healthcare facilities, 30 Lv1+/2/3
Capacity Development Work Streams of the Field/Medical Health System

- **Current:**
  - United Nations Buddy First aid Training
  - Field Medic Assistant Stream
  - Improving capacity and capabilities of Level I - Advanced Trauma Life Support
  - Healthcare Quality and Patient Safety Standards in Level I+, Level II and III hospitals

- **Needed**
  - Simulation training capacity
  - Force Medical Officer Preparation
  - Damage Control Surgery
  - Vascular Surgery for non-vascular surgeons
  - Tropical diseases
Training System Architecture – BFAC and FMAC

- To train 100,000 people per year in BFAC
- To train 10 to 20,000 per year in FMAC
BFAC

- 5 courses now completed
- 5 Super Trainers from UK, Japan and Israel and the UN
- 41 Master Trainers and 28 trainers graduated
- Ghana, Bangladesh, Egypt, Morocco, Rwanda, Thailand, Japan, Brazil, Belgium, India, Ireland, Pakistan, UK, China, Nepal, Senegal, Benin, Burkina Faso, Ethiopia, China, Nigeria, Uruguay
FMAC - First Pilot conducted

7 Trainers:
• Japan(2), Germany(2), Belgium, Korea, USA

19 Graduates from:
• Malawi, Ghana, South Africa, India, Bangladesh, Thailand, Pakistan, Nepal, Uruguay

All participants in NCO Ranks:
• starting from Private to Sergeant
Healthcare Quality and Patient Safety Standards

• Participants from:
  Bangladesh, China, Ethiopia, Morocco, Nepal, Nigeria, Pakistan, Rwanda, Serbia, Sri Lanka, Togo, Vietnam

• Level 1+ and Level 2 Hospital Commanders, Col and Lt. Col.

• Total 76 trained. Of which 16 deployed and 8 more under deployment orders.
Advanced Trauma Life Support (ATLS)

• Envisaged for Level 1 teams
• Discussions underway with “owner” to finalise agreement to train with multinational teams in Entebbe
• We will need ATLS accredited instructors
• Could be suitable for pre-deployment partnerships
• Could be suitable for MTTs
Force Medical Officer Course

- Envisaged for FMO candidates
- Content to include medical planning, force health protection and medical exercise design/execution/debrief.
Damage Control Surgery

• Surgeons deploying from reserve forces, or from countries with no recent military operations are not well placed to immediately reach effectiveness
• Damage control surgery is different to the normal surgical approach
• Can be taught conceptually/practically
• Vascular surgery for non-vascular surgeons can save limbs
Tropical Diseases

- Healthcare workers deploying from temperate climates with no tropical medicine experience struggle to diagnose and treat common conditions such as malaria, typhoid
- Proper pre-deployment training needed
Building a sustainable national peacekeeping system

Panel

Farooque Choudhury – Training of Trainers’ Center
Colonel Albert Sison Ogaja – Ghana
Colonel Marc Lobel – France

Chaired by Mr. Mark Pedersen – Chief, Integrated Training Service (ITS)
Light Coordination Mechanism Meeting
Entebbe, 19-20 November 2019

Session 4: Building A Sustainable National Peacekeeping System

Capacity Building Efforts for Viet Nam

Brig Gen Farooque Choudhury (retd)
ITS/DPO
Since 2014 Viet Nam has deployed 29 turns of officers to UN field missions in South Sudan and the Central African Republic
Capacity Building Efforts for Viet Nam

in October 2018, Viet Nam deployed its first level 2 Hospital in South Sudan
VN Requested Support of UN in Capacity Building Efforts

1. Make an on-ground assessment of VN’s existing capacity;
2. Discuss with key development partner countries to seek their assistance for VN; and
3. Develop a paper to include key strategic and policy directions as well as projects needed for capacity building.
Key Areas for Strengthening

• Finance
• Incomplete legal and policy framework.
  - Develop/adjust national legal framework
  - Develop numerous policies, guidelines and SOPs
• Language skills
• Pre-deployment Training Capacity
UN Support to Viet Nam

1. Conduct of ToT courses in Viet Nam
2. Offering UN course vacancies
3. Capacity building support through TPP
4. Force generation and assessment support for military and police
## Support from Various Countries and Organizations

<table>
<thead>
<tr>
<th>Country</th>
<th>Contribution</th>
</tr>
</thead>
</table>
| **USA**  | 1. 10 million USD worth infrastructure building for VNDPKO PKTC.  
2. Training and equipment for the L2H.  
3. English Training Course for Military Medical 354 and English proficiency testing for the L2FH Rotation 1 before deployment  
4. GPOI courses at VNDPKO  
5. Trauma Life Support and New Equipment Training for the L2H  
6. Many experience sharing workshops, delegation exchange                                                                 |
| **Australia** | 1. Dozens of English courses, including basic, IELTS intensive, English for specific purposes for hundreds of individual officers, L2F, EC members  
2. Critical support for the medical staff of L2H to meet UN language requirement (IELTS 5.5)  
3. English proficiency testing for VNDPKO candidates prior to UN deployments  
4. Training on Aeromedical Evacuation Team (AMET) of L2H  
5. Commitment to continue providing support to L2H- Rotation 2 and Engineering Contingent  
6. Equipment support (Ambulances, high-capacity generators). |
<table>
<thead>
<tr>
<th>Country/Org</th>
<th>Contribution</th>
</tr>
</thead>
</table>
| France                            | 1. Organized 06 experience sharing workshops  
2. French language training/classes |
| UK                                | 1. Yearly UK is spending £ 70,000 for English language training through British Council for military personnel  
2. A lot of in situ support as VN replaced UK in South Sudan’s L@H. |
| Netherlands, Belgium, India, Japan, S. Korea, Russia, China | Supported in enhancing capacity in PKOs through delegation exchange, numerous courses/training exercises; experience sharing, SMEE etc |
| EU                                | Deployed one expert military officer to VNDPKO for one year for training development/delivery support |
1. Language training – existing language training capacity beefed up with targeted courses for officers, soldiers, technical persons etc.

2. VNDPKO Training Centre reorganizing with enhanced capacity in training, research and development, administration/management, infrastructure development

3. Preparation of first Engineering construction unit to be deployed in UNMISS in 2020 with TPP support (UN-Japan) and equipment and other support from US and UK.
4. **Preparation of units and individuals**, in basic and advanced military skills through a comprehensive training regime as per UN policies, standards and guidelines articulated in following documents:

- Current and Emerging Uniformed Capability Requirements for United Nations Peacekeeping, 2018
- Policy on Operational Readiness Assurance and Performance Improvement, 2015
- UN Guidelines on Operational Readiness Preparation for Troop Contributing Countries in Peacekeeping Missions, 2016
Role of UNDP, Vietnam

1. Collaborated between UN DPO and GOV as well as with other development partners

2. Helped in matching VN’s need to possible or interested providers
CONCLUSIONS
OVERVIEW OF GHANA’S PEACEKEEPING CAPACITY BUILDING

GHANA ARMED FORCES PRESENTATION

BY

COL AS OGAJA

DIRECTOR ARMY PEACEKEEPING OPERATIONS
INTRODUCTION
UN OPERATIONS

• AFRICA.
• MIDDLE EAST.
• EUROPE.
ECOMOG OPERATIONS

- LIBERIA.
- SIERRA LEONE.
- IVORY COAST.
- THE GAMBIA.
CURRENT UN CONTRIBUTION

• UNIFIL (1979 TO DATE)
• MONUSCO (2001 TO DATE)
• UNMISS (2014 TO DATE)
• MINUSMA (2013 TO DATE)
PLEDGE TO THE UN PCRS

• INFANTRY BATTALION.
• INFANTRY COMPANY.
• MEDICAL UNIT.
• TRANSPORT AIRCRAFTS.
Directorate of Army Peacekeeping Operations (DAPKOP)
DAPKOP MISSION

To plan, organize, coordinate training, deploy and manage all international peacekeeping operations (PKO) assigned to the Ghana Army and to undertake related activities involving allied and foreign military personnel.
FORCE GENERATION

1. PERSONNEL.

2. EQUIPMENT.

TROOPS DURING TRAINING EXERCISE
FORCE GENERATION

• Existing Battalion.
• Taskforce.
• 10% Female Participation.
EQUIPMENT

APC

Arms
EQUIPMENT

- Provided from Army Resources.
- Government of Ghana Sponsorship.
- Funds for maintenance.
- COE Officer.
- Challenge – Procurement.
  - Scarce spare parts in AO.
  - Re-supply.
- UN Reimbursement to Ghana.
MEDICAL EXAMINATION/SCREENING

• MANDATORY MEDICAL SCREENING FOR ALL PERSONNEL

PERSONNEL RECEIVING MEDICAL CARE DURING TRAINING EXERCISE

BLOOD PRESSURE CHECK
PRE-DEPLOYMENT TRAINING

• COMMAND AND STAFF OPERATIONS SKILLS TRAINING - 3 WEEKS.
• TACTICAL MISSION LEADERSHIP TRAINING - 2 WEEKS.
• SPECIALIST TRAINING (MEDICAL/ENGINEERS/ARTILLERY/ARMOUR/DRIVING ETC) – 2 Weeks.
• PEACE SUPPORT OPERATIONS SOLDIER SKILLS TRAINING - 5 WEEKS.
• MILOB/STAFF OFFICER CADRE – 2 Weeks.
PRE-DEPLOYMENT RECONNAISSANCE

CO UNMISS GHANBATT 8 on pre-deployment recce

19/11/2019
CASE STUDY

- Long Duration Patrols.
- POC Cordon & Search.
- Counter Ambush.
Attack on GHANBATT Patrol Team at Rubkway

Source: PI Cell
ROTATION OF TROOPS/LEAVE

TROOPS PROCEEDING ON LEAVE
STRATEGIC LIFT OF TROOPS

TROOPS DURING BOARDING
CAPACITY BUILDING - IDENTIFICATION OF HIGH PERFORMERS

• Local Courses.
• Foreign Courses, Workshops, Symposia, PKO, etc.
• Grooming (Pl Comd - DCO – CO – Sector Comd - DFC – FC).
• Masters/PHD Programmes.
LESSONS LEARNT

• LEAVE.
• PRE-DEPLOYMENT RECCE.
• COE/SELF-SUSTAINMENT MANAGEMENT.
• CIMIC.
CONCLUSION
QUESTIONS/CLARIFICATION
THANK YOU
Building a sustainable PK system

A French perspective
FRENCH DEPLOYEMENTS IN MISSIONS AND OPERATIONS
More than 30,000 French deployed soldiers

NATIONAL TERRITORY
- 13,000 SOLDIERS

SOVEREIGNTY FORCES
- French West Indies (FAA) : 1,000
- French Guiana (FAG) : 2,100
- Reunion (FAZSOI) : 1,700
- New-Caledonia (FANC) : 1,450
- French Polynesia (FAPF) : 900

7,150 SOLDIERS

PRESENCE FORCES
- Senegal (EFS) : 350
- Côte d'Ivoire (FFCI) : 900
- Gabon (EFG) : 350
- Djibouti (FFDJ) : 1,450
- United Arab Emirates (FFEUA) : 650

3,700 SOLDIERS

OVERSEAS OPERATIONS

BARKHANE
- Mauritania - Mali - Burkina Faso
- Niger - Chad
- 4,500 SOLDIERS

CHAMMAL
- Syrie - Irak
- 1,000 SOLDIERS

UNO
- Daman (Lebanon) : 700

EU
- Central African Republic
- Mali
- Democratic Republic of Congo

MARITIME MISSIONS
- North Atlantic : 200
- CTF 150 : 200
- Corymbe : 250

NATO
- Estonia
- eFP : 300

150 SOLDIERS
650 SOLDIERS
300 SOLDIERS
What we’ve learned...

- Have a LT plan (and priorities)
- Build a tailored instrument (C2, sustainement, Human Capital, capabilities, T&E, partnership)
- Evaluate
- LL
- Awareness
- Continuously Adapt
- Be persistent
Main objective of French cooperation and development policy:

Enhancement of African peace and security architecture through:
- **Operational support to African Forces**: to build up operational capabilities of AU through actions with ECOWAS / ECCAS / IGAD / SADC and their Regional Staffs.
- **Training National units**: annual training of 30,000 African soldiers.
FR military cooperation in Africa – Cooperation actors

- Ministry of Foreign Affairs
  - 272 experts in Africa
  - 102,3 M€ in 2017

- Joint Staff
  - Operationnal cooperation
  - Structural cooperation

- Defence attaché
  - Forces deployed in operations
  - Pre-deployed forces
  - Sovereignty force

- MOD
  - Forces deployed in operations
  - Pre-deployed forces
  - Sovereignty force

- EMA
  - Joint Staff
  - Operationnal cooperation
  - Structural cooperation
  - Defence attaché

- National Schools with Regional Vocation
  - 272 experts in Africa
  - 102,3 M€ in 2017
FR military cooperation in Africa – Operational cooperation Layout

**EFS:**
- FR: 350
- 230 actions
- 7489 trainees
- Recamp 150

**FFCI:**
- FR: 950
- 84 actions
- 2660 trainees
- Recamp 600

**EFG:**
- FR: 350
- 178 actions
- 9677 trainees
- Recamp 150

**FFDJ:**
- FR: 1450
- 51 actions
- 9895 trainees
- Recamp 600

**FAZSOI:**
- FR: 1600
- 241 actions
- 1322 trainees

**AOI of French elements in Senegal (EFS)**
**AOI of French elements in Gabon (EFG)**
**AOI of French forces in Djibouti (FFDJ)**
**AOI of French forces in south area of Indian ocean (FAZSOI)**

- Defence attaché
- Operational cooperation base
- Forward operational base
- Sovereignty force

2018
31 000 trainees
FR military cooperation in Africa – Operationnal cooperation policy

- Initial & Basic Training
- Logistic Support
- Operational Support
- African Forces @ Readiness
18 National Schools with Regional Vocation - ENVR

- **BURKINA FASO**: Logistique (ISLO/Ouagadougou) Protection civile (ISEPC/Ouagadougou)
- **NIGER**: Santé (EPPAN/Niamey)
- **TOGO**: Déminage (CPADD/Ouidah)
- **BÉLIN**
- **MAURITANIE**: Formation cadres G5 (CdG G5S/Nouakchott)
- **SÉNÉGAL**: Formation cadres (CAOG/Ouakam) - Infantirije (EAI/Thiès) - Cybersécurité (Dakar)
- **MALI**: Administration (EMA/Bamako)
- **RCI**: Counter-terrorism (AILCT/Abidjan)
- **DJIBOUTI**: Police Judiciaire (EPPJ/Djibouti)
- **CAMEROUN**: Formation des cadres (ESIG/Yaoundé) - Maintien de l'ordre (EIforces/Awaé)
- **GUINÉE ÉQUATORIALE**: Maritime security (EN/Tica)
- **GABON**: Formation des cadres (EEMML/Libreville) - Santé (EASSML/Melen)
- **CONGO BRAZZAVILLE**: Génie-Travaux (EGT/Brazzaville)

- **18 ENVR**
- **60 different training**
- **1 330 trainees** in 2018
- **36 French advisors in 18 ENVR**
FR military cooperation in Africa – Military and security experts

UMA : 19 conseillers
ECOWAS : 151 conseillers
ECOCAS : 68 conseillers
IGAD : 20 conseillers
SADC : 14 conseillers

272 experts
(Défense, gendarmerie, police, sécurité civile)
FR military cooperation in Africa – Pre-deployed equipment

**Budget**: 3M€ / year

**Efforts**: Mobility / C-IED / individual protection
Mobile Training Team (MTT)

Lessons Learned from the MTT experimentation in support of a MINUSMA Bat
The sequence
AUDIT N°2

• ...and a significant increase VHL readiness
Lessons

• Tempo
• Continuity
• Sector HQ implication
• Flexibility… and adaptation
• Status?
• Efficiency
• Win-win
• Cost effectiveness
• LCM compatible...

PERFORMANCE
What we’ve learned... again

• Have a LT plan (and priorities)
• Build a tailored instrument (C2, sustainment, HC, capabilities, T&E, partnership)
• Evaluate
• LL
• Awareness
• Continuously Adapt
• Be persistant
Building a sustainable PK system
A French perspective
Capacity-building Provision Partnership Exchange

Bilateral exchanges between Member States on partnership opportunities
NLD Contribution
MINUSMA
- Lessons Identified -
Context – NLD contribution

MINUSMA

2015

UNPOL

Staffofficers HQ

SOLTG

NLD ASIFU

HELIDET

NLD ISR Coy

Camp Castor

2016

UNPOL

Staffofficers HQ

Tri-nat. SOF (SOLTG)

Staffofficers HQ ASIFU

HELIDET

NLD ISR Coy

2017

UNPOL

Staffofficers HQ

LRRPTG

Staffofficers HQ ASIFU

HELIDET

NLD ISR Coy

2018

UNPOL

Staffofficers HQ

LRRPTG

Staffofficers HQ ASIFU

HELIDET

NLD ISR Coy

2019

UNPOL

Staffofficers HQ

LRRPTG

Staffofficers HQ ASIFU

HELIDET

NLD ISR Coy
Lessons Identified / Needs

MINUSMA first big UN deployment in 20 yrs

- UN workings differentiate considerably from other deployments
- NLD essential conditions unknown to UN (red card holder)
- Knowledge of UN procedures needs to improve
- Level of cooperation varies
- Concerns NLD
  - Mission Safety
  - Force Protection
  - Adequate Reimbursement